FACTORS INFLUENCING SUCCESSFUL IMPLEMENTATION OF STRATEGIC PLAN IN RELIGIOUS INSTITUTIONS: A CASE OF ALL SAINTS' CATHEDRAL CHURCH NAIROBI

DORSILA ACHIENG KASSUMS

A DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS, COMMUNICATION AND COMPUTER STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF ST. PAUL'S UNIVERSITY

SEPTEMBER, 2021

DECLARATION

This dissertation is a product of my own work and has not been presented previously to any institution. I agree that this dissertation may be available for reference and photocopying at the discretion of St. Paul's University.

Signature of Student  Date: 4th September 2021

Dorsila Achieng Kassums **MBADIST535819**

APPROVAL

This dissertation has been presented for examination purpose with our approval as the university supervisors



Signature Date: 4th September 2021

Dr. John Muhoho

Signature  Date: 4th September 2021

Dr. Hellen Mugambi

DEDICATION

I dedicate this dissertation to my parents posthumous Julius Onyango Otega and Margaret Onyango who showed me the value of working hard in my formative years and nurtured me spiritually. Their encouragement, moral and Christian teachings have shaped me to be what I am today.

ACKNOWLEDGEMENT

My gratitude goes to the Almighty God who granted me good health and finances and enabled me to complete my dissertation. My gratitude also goes to my supervisors Dr. John Muhoho and Dr. Hellen Mugambi for their direction, ideas and suggestions and for empowering me with the expertise needed to do this dissertation. I would also like to acknowledge my MBA colleagues for their support. I also thank All Saints' Cathedral members who responded to the questionnaires thus enabling me to obtain the relevant data for the study. I also thank National Commission for Science, Technology and Innovation (NACOSTI) for allowing me to carry out the research. Last but not least I will forever be indebted to my entire family particularly my husband Felix Kassums who has given me support and my children Fain Steve, Faith Daisy and Fiam Deity for their patience and understanding throughout my studies. May God bless you all.

TABLE OF CONTENTS

DECLARATION ii

DEDICATION iii

ACKNOWLEDGEMENT iv

TABLE OF CONTENTS v

LIST OF TABLES viii

LIST OF FIGURES ix

ABBREVIATIONS AND ACRONYMS x

OPERATIONAL DEFINITION OF TERMS xi

ABSTRACT xiii

CHAPTER ONE 1

INTRODUCTION 1

1.1 Background of the Study 1

1.2 Statement of the Problem 8

1.3 Research Objectives 10

1.4 Research Hypotheses 10

1.5 Justification of the Study 10

1.6 Scope of the study 11

1.7 Limitations of the Study 11

1.8 Organization of the Study 11

CHAPTER TWO 13

LITERATURE REVIEW 13

2.1Introduction 13

2.2.Theoretical Review 13

2.2 Empirical Review 18

2.3 Conceptual Framework 30

2.4 Summary of Literature Review and Research Gap 31
CHAPTER THREE 35
RESEARCH METHODOLOGY 35
3.1Introduction 35
3.2Research Design 35
3.2 Target Population 35
3.3 Sample Size and Sampling Procedure 35
3.4 Data Collection Tools 36
3.5 Data Collection Procedure 38
3.6Data Analysis 38
3.6 Ethical Considerations 39
CHAPTER FOUR 41
FINDINGS OF THE STUDY 41
4.1Introduction 41
4.2Response Rate 41
4.3Strategic Plans Implementation Success at All Saints Cathedral 41
4.3Organization's Resources forSuccessful Implementation of Strategic Plans at ASC 43
4.4Leadership Style at ASC 47
4.5Strategy Communication at ASC 51
4.6Organizational Culture at ASC 55
CHAPTER FIVE 60
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 60
5.1Introduction 60
5.2 Summary of Findings 60
5.3 Conclusions 61
5.3 Recommendations 62
5.4 Suggestions Further Research 64

REFERENCES 65
APPENDICES 75
Appendix 1: Letter of Introduction 75
Appendix II: Questionnaire 76
Appendix III: SPU Introduction Letter 84
Appendix IV: NACOSTI License 85

LIST OF TABLES

Table 2.1: Summary of Literature Review 31
Table 3.1: Sampling Frame 36
Table 3.2: Cronbach Alpha Test Results 37
Table 3.3: Operationalization and Measurement of Variables 39
Table 4.5: Respondents views on Strategic Plan Implementation Success at ASC 42
Table 4.6: Organization's Resources for Implementation of Strategic Plans at ASC 44
Table 4.7: Correlation Analysis of Organization's Resources and Successful implementation of strategic plans 47
Table 4.8: Respondents views on Leadership Style at ASC 48
Table 4.9: Correlation Analysis of Leadership Style and Successful implementation of strategic plans 51
Table 4.10: Respondents views on Strategy Communication at ASC 52
Table 4.11: Correlation Results for Communication and Successful implementation of strategic plans 55
Table 4.12: Respondents Views of Organizational Culture at ASC 56
Table 4.13: Correlation Results for Organizational Culture and Successful Implementation of Strategic Plans 58

LIST OF FIGURES

Figure 2.1: Factors influencing Successful Implementation of Strategic Plans in Religious Institutions..... 31

ABBREVIATIONS AND ACRONYMS

ACK: Anglican Church of Kenya

ASCC: All Saints' Cathedral Church

CDF: Constituency Development Fund

HR: Human Resources

IHL: Institution of Higher Learning

NACOSTI: National Commission for Science, Technology and Innovation

OCPD: Officer Commanding Police Division

OCS: Officer Commanding Police Stations

PCC: Parish Church Council

RBV: Resource-Based View

SPSS: Statistical Package for Social Science

OPERATIONAL DEFINITION OF TERMS

Communication: In this study, the term refers to process used to convey information regarding the strategic plan to members of the organization with the view of promoting a common understanding of the plan, promote inclusion and lessen resistance. It measured in terms of interpersonal relationships, decision making process, and coordination of activities

Leadership Style: This refers to the approach used by organizational leaders to influence other members of the organizations into undertaking the tasks needed to realize the goals of the organization. It was measured in terms of leaders' dedication, involvement, and transformation.

Organization's Resources: This is a term regularly used to allude to an enterprise' assets, abilities, capacities and intellectual belongings that are significant, uncommon, supreme, and non-substitutable, which when consolidated give it a competitive edge.

Organizational Culture: This refers the common ways of thinking, philosophies, values, presumptions, convictions, assumptions, perspectives and standards of an association.

Strategic plan: This is a created outline graphing the particular targets, objectives and techniques that an association plans to utilize in its quest for the accomplishment of the present moment and long haul objectives

Strategy: A plan of action identifying with the upper hands of the firm to the difficulties of the climate

Successful implementation of strategic plans: This is the process of executing the courses of actions detailed in the organization's

strategic plan. In this study, it was measured in terms of membership growth, asset growth, and members' spiritual growth at the All Saints' Cathedral.

ABSTRACT

Despite all the efforts that All Saints Cathedral Church puts in the strategic planning process, implementation of the strategy has remained a challenge. The study sought to assess factors influencing successful implementation of strategic plans in religious institutions with a specific focus on All Saints' Cathedral Church Nairobi. The four objectives guiding the study were: to examine the impact of organization's resources on the implementation of strategy, to evaluate the influence of leadership styles, to examine the impact of communication and to assess the organizational culture influence on successful implementation of strategic plans. Correlational research design was employed, and the target population comprised of 100 employees of All Saints Cathedral Church as well as Parish Church Council (PCC) members. A sample of 50 employees and PCC members was selected using the stratified random sampling technique. Primary data was gathered by the use of questionnaires containing both open and close ended questions. The qualitative data was analysed through content analysis, whereas the quantitative data was statistically analysed. Frequencies and percentages were used for descriptive analysis while the Pearson correlation method was used for inferential analysis and results were presented in tables and figures. The research findings indicate that organization's resources, leadership styles, communication channels, and organizational culture have a significant influence on successful implementation of strategic plans in religious institutions. The study recommends that All Saints Cathedral Church should invest in human resource for effective successful implementation of strategic plans by continuously developing its employees through training. Additionally, employees should be fully involved and be incorporated in activities of strategy execution to encourage commitment, accountability and ownership.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Strategic Plan is a set of choices and exercises which bring about the definition and execution of plans proposed to achieve the goals of an organization (Pearce & Robinson, 2011). A strategic plan is an administration instrument utilized to change the goals of an organization right into strategy. Strategic plan execution involves effecting the strategies that have been selected and its appropriate execution results successful accomplishment of goals. Strategy is a complex idea that various actors have portrayed (Drazin & Howard, 2012). A strategic plan is the match between an organization's resources and its workforce with expected dangers dealt with and the purpose for accomplishing the objectives. A strategic plan aims to provide guidance and course to an organization (David, 2014). Since key organizational decisions influence the response of an organization to their condition, the firm should choose key techniques and describe the framework with respect to its capacity (Egelhoff, 2011).

The set execution technique involves an inspection of an organization's assets, workers and managers who will help achieve the expected objectives. There has been a rapid change in the environment challenging organizations. Currently, the condition is unpredictable, vigorous, and by and large variable hence strategic planning turns into a significant component in firms' strategic management. To deal with this amazing degree of changes in organizations, a great deal of consideration must be made on the best techniques to be applied by any firm as demonstrated by Bourgeois and Brodwin (2014). All firms around the world face diverse and unique challenges in the implementation of their strategies. Dewhurst and Heywood, (2012), opine that no single organizational strategic model is the best fit for all organizations because opportunities and challenges facing organizations globally vary and are unique to each organization.

1.1.1 Successful Implementation of Strategic Plans

All firms around the world are facing diverse and unique challenges in the implementation of their strategies. Both private and public sectors all over the world grapple with vital questions on how best they could accomplish their core mission, react to environmental and political

changes, and provide service delivery to their clientele despite an uncertain social and business environment.

Meyer (2013) brings out the opinion that in the church setting, some pastors have felt that planning is not biblical since churches are not commercial, and thus, they should not be governed like so. To them, spiritual organizations should be managed spiritually. Therefore, church leaders should act through God's leadership and counsel, enduringly waiting for God's will to be done instead of "doing our own will". The Bible however teaches planning both explicitly and implicitly. The necessity and suitability for churches to plan their daily affairs is carefully demonstrated in the Bible. The church is enabled through the Bible to know the will of God and the anointed actions. In the study of creation for example God apparently had a schedule during creation. This is no longer remembered which has led to harsh consequences lately, such as the church's incapacity to meet their congregations' needs and the reduction of churchgoers.

This has caused the need for the formulation and subsequent implementation of strategies to motivate and mobilize the church in the attainment of their goals (George, 2012). It is in response to these questions that most organizations including religious institutions have embarked on rigorous strategy formulation as a long-term solution. This can be a difficult process particularly in the perspective of a diverse stakeholder environment with several and often conflicting priorities and interests. Wheelan and Hunger (2011) observed that the strategy execution as the sum total of activities and options needed so that the strategic plan can be realized.

1.1.2 Global Perspective

Empirical literature globally reveals that proposals for strategy execution in organizations fail by 50 percent to 80 percent (Kulchitskyet *al.,* 2010). The most complicated to commence and the utmost consumer of time in strategic management is strategy completion in the implementation phase. The strategy itself as well as the implementers and the implementation process can influence the outcome, as observed by Cummings and Worley (2015). The efficacy of the entire planning process weakens supposing the formulated strategies fail to get executed. Less than half of strategies formulated by organizations are executed (Mintzberg, 2013). Deprived of successful implementation of strategic plans, most organizations are more

likely to fail in meeting their main objectives. However, Hrebiniak (2013) points out that most managers do not know how to execute strategies.

Crafting of organization strategy to achieve sustainable competitive advantage is a key aspect of leadership in today's fast-changing world. Most importantly, successful implementation of the crafted strategy is what takes the organization to the next level. It's what brings optimization and sustainability to the organization's competitive advantage in realizing outcomes. Ideas are good but implementation is the greatest test of ideas. In comparison to developed countries, little is known about challenges involved in the implementation of strategic plans in developing countries (Aldehayyat & Twaissi, 2011).

In the period between the 1960s and early 1970s strategic planning was used as part of organizations in the majority of the Western Countries and the United States of America (Egelhoff, 2011). A variety of studies bear this viewpoint, for instance: it is illustrated that only 10% of formulated strategies by firms in Europe and the USA are executed on time and attain the planned outcome (Bigler, 2011).

1.1.3 Regional Context

In Africa, a study by Enwereji (2019) conducted in South Africa investigating the probable factors that prevent implementation of strategy and procedures in local municipalities in their attempt to achieve impartial service delivery to residents found out that municipalities grapple to implement their predetermined strategies due to factors such as technological barriers, resource barriers, culture-strategy conflicts, issues with organizational leadership and councillor oversights (Enwereji, 2019).

A study by Gebre (2021) concluded that quality leadership, availability and utilization of resources, effective and timely communication and structure of organization and culture of the organization, significantly affect strategic plan implementation. It was conducted in Ethiopia to examine factors affecting strategic plan implementation in the Case of Addis Ababa City Administration Trade Bureau. A shortage of competent human capital during strategic implementation and technology also affects strategic plan implementation. Inadequate communication and information systems to monitor implementation of strategic plans affects strategic plan implementation. The bureaus had highly formalized, rigid, and

centralized structure, and a highly hierarchical structure that is unsupportive and does not promote staff consensus, commitment, and risk tolerance, and new ideas are the major obstacles to effective strategic plan implementation (Gebre, 2021).

Another study conducted by Nienaber (2015) on barriers to implementation of strategy concluded that implementation of strategic plans failed because the implementation process had not been factored during formulation. The study suggested that strategic planning should be reviewed and focused on the development of a strategic plan as the formulation and implementation are inseparably linked. The interconnection between the preparation of strategy and the implementation of strategy increases the elaborateness of the circumstances, presently being insufficiently perceived (Nienaber, 2015).

1.1.4 Kenyan Scenario

The circumstance is comparative in Kenya with relatively few studies conducted on the standard houses of worship. Kakui (2010) did a study at Christ is the Answer Ministries, Nairobi on the practices of strategic planning. In his conclusion, Kakui (2010) recommended that further investigations should be completed to find out the significance of strategic planning in places of worship as well as on the difficulties of strategy execution. An investigation completed by Ngumo (2013) has examined the challenges of execution of strategy at Scripture Union of Kenya, which is a Christian non-profit making association. Ngumo (2013) found that a portion of the basic challenges experienced while executing are methodology incorporate initiative, assets, association arrangements, and systems and prize, executives, resources, association policies, and methods, and award frameworks.

Numerous associations including religious institutions have discovered the benefits of strategic planning. All leaders in organizations are cognizant of the need to partake in the effective implementation of crafted strategies as well as strategically plan for the future of their organizations. The strategic planning process comprises of building up of strategic vision, setting goals, creating a strategy to accomplish targets and vision, carrying out and executing the strategy and checking advancement, assessing the execution and making restorative changes (Thompson, 2008).

Strategic plan execution is a troublesome and tiresome part of planned management. This is because it includes strategic planning and, in this manner, may test the capacity of the executive to lead structural transformation, inspire, strengthen and promote organizational skills. It may also test the executive's capacity to build competition, develop a work environment that supports strategy and features originate from the way that in the execution of key plans incorporates surveying the things the association intends to improve on. In terms of its organizational contexts, specific operating methods, achieving targeted financial and strategic performance and strategic implementation (Thompson, 2008).

1.1.5 Factors Influencing Successful Implementation of Strategic Plans

Factors considered by this study to influence the implementation of the strategy include Organizational Assets, the Style of Leadership, Communication and the Culture of the Organization. Organizational Assets are the organization's resources, expertise, competence indefinite resources which are all costly, extraordinary, original and irreplaceable that are non-substitutable, rare, inimitable and valuable, that are blended for organization's benefit (Pearce & Robinson, 2013). Assets refer to definite indefinite reserves that are used by an organization to select and implement its strategy (Rose, Abdullah, & Ismad, 2010).

As indicated by Jiang (2014), assets within the organization of the various associations found within a similar area tend to be diverse. While a very well-formed system stable as well as viable skills, plus individual assets become essential in the attainment of strategy, lack of proper resource management tends to be an obstacle during the implementation of strategic plans which prompts failed organizations (Carter & Pucko, 2010). Rajasekar (2014) upholds the significance of HR in the execution of strategy in associations which explains that for the success of strategy execution, executives should dynamically check as well as audit advancement for the progress that the organization has made. Rajasekar (2014) takes note that HR executives assume a significant part in compelling the execution of strategic plans. As indicated by Abok (2013), Kenyan Non-Government Organization heads are confronted with remarkable difficulties as individuals as well as in their companies.

Leadership style is the leader's outlook and actions towards cohorts in terms of their style of communication (Lussier & Achua, 2013). Leadership style ensures that workers easily accept to meet the difficulty of the required objectives (Khan, 2016). Efficient managers need to

ensure that strategy formulation is done and that the main employees are exhaustively enlightened about the strategy (Aldehayyat & Khattab, 2013). A study by Kihara, Bwisa and Kihoro (2016) tried to discover the linkage relating to the style of leadership as far as execution of strategy is concerned with the operation of small and middle fabrication industries. According to their assertion, a strategy that is properly formulated and implemented gives a firm an advantage over the rest. For example, an association that tries to execute a market arrangement procedure will expect to achieve prevalent market execution. Nonetheless, Kihara, Bwisa and Kihoro (2016) noticed that most present-day associations across the globe, battle with strategy execution. They discovered the critical connection between the leadership styles and execution of manufacturing SME firms.

Communication is the way to acquiring individuals' inclusion and altogether lessening their degree of vulnerability in the exercises of an organization. Rajhans (2012) researched the relationship between communication as well as motivation on the productivity of the worker. The findings revealed that organizational communication is significant in employee performance. This author suggested that there must be communication across the employees in the organization and inform the organizational decisions and changes (Rajhans, 2012). Communication in any association supposedly is encouraged by decentralized structures when contrasted with principal organizations which don't uphold the execution of strategy (Jehad, Aldehayyat, & Naseem, 2012).

Organizational Culture is a term that signifies the organization’s common viewpoint, principles, suppositions, faith, anticipation, outlook, and rules. Regardless of changes in membership and leadership, an association's way of life is generally passed on from one generation to another by making dependability over a long time (Janicijevic, 2013). Therefore, a powerful strategy execution measure, as per Aosa (2011), requires a collective way to deal with culture and communication. Also, firms should keep obvious transmission avenues as well as realign assets so strategic plans are not stopped by the absence of, or insufficiency of, execution resources. A review of the impact of the culture of the organization on strategic plan execution in Non-Government Organizations uncovered that both the methods of awards as well as manners and rules are highly valued in the execution of the strategic plan (Bateta & Wagoki, 2015). They likewise presumed that specific

characteristics were profoundly esteemed by the associations and that communication systems assumed a critical part in upgrading the execution of strategic plans inside the NGOs.

1.1.6 Strategic Planning in Religious Institution

Strategic planning is required in religious institutions to get their views on living up to their mission and efficiency. It is important for churches to understand that they need to do both and apply their strategies because of the strategic management of the churches they face. Despite the fact that strategic planning and strategic choice are important, they themselves cannot guarantee success (Pearce & Robinson, 2015). Religious institutions should therefore make full use of their strategic plans. They need to understand the strategic vision, purpose, strategic objectives and strategies in addition to the reasons influencing strategy execution. Kenya has more than eight thousand registered churches according to statistics available from the registrar of clubs and communities. Major religious broadcasters include the Baptist Churches, the Presbyterian Church of East Africa, the Seventh Day Adventist Church, the Anglican Church of Kenya, the Methodist Church, the African Inland Church and the Roman Catholic Church. In these congregations, structures have been put in place to ensure accountability and professionalism.

1.1.7 All Saints' Cathedral Church

All Saints' Cathedral Church (ASC) is the Provincial Cathedral of the Anglican Church of Kenya. It is the Diocesan Cathedral of All Saints' Cathedral Diocese in Nairobi. It is one of the Protestant Churches in Kenya. Situated on the outskirts of Uhuru Park, which is a respected resort for Nairobi residents, the Cathedral is also a major national festival centre. It is also a monumental building listed by the Department of Culture and registered under the National Museums of Kenya Act. All Saints' Cathedral has been around for over a hundred years growing into a large church with an estimated 10,000 members (All Saints Cathedral Nairobi Strategic Plan 2017-2021). The Cathedral's church attendance comprises children, teenagers, youth and adults. It has employed almost 100 people in the church section, Primary School section and Kindergarten section. The cathedral is currently under its third strategic plan with the first one having been developed in 2007-2011 and is currently using its third strategic plan 2017-2021 which will be coming to an end in 2021. Being a church whose revenue entirely depends on the congregants, the strategic plan execution still poses challenges.

The church in the modern-day is going through a lot of transformations especially those situated in urban settings. This can be attributed to the many dynamics in the environment that we live. There is significant growth in population that has led many people to relocate or resettle in far distant places like for the case of ASC, congregants come from four counties namely: Nairobi, Kiambu, Machakos and Kajiado. This has led to the dwindling in numbers of the congregation as some of them opt to join the nearby churches hence creating an impact on the projected financial giving of the church. Another issue is that of frequent changes in leadership, at ASC the term for a PCC member is only 1 year, which is just when a member has started to be acclimatized with the on goings of the Cathedral, this creates gaps and hence impedes the monitoring of the implementation of strategic plans at the cathedral.

Due to the large congregational base, scattered all over the four counties, communication becomes a challenge especially to those members who are not involved in any ministry activities, this creates a challenge in communicating the cathedral projects to all members. Part of the congregation who are mainly the youth is majorly mobile, as they move from one church to another, thereby creating a communication challenge. The global dynamics, the social media, have greatly impacted the organizational culture of the ASC, the management have had to listen keenly to the needs and demands of the youths so as to address them adequately in terms of worship and pastoral care which have over time significantly changed.

1.2 Statement of the Problem

Strategic planning's implementation challenges are due to the fact that it creates an archive that is shelved instead of being applied. Strategy execution is a linkage between formulation and control (McNamara, 2017). Hrebiniak (2013) contended that despite the fact that the formulation of strategy formulation is tough, its execution is extra troublesome. Likewise, Carter and Pucko (2010) reasoned that only 14% of the organizations implemented their strategies properly even though 80% of organizations' strategies are correct. The Church has expected a significant increase in the practice of strategic planning particularly during the period of advancement when they are being inspected on viability to achieve evangelism and stability.

Churches have viewed strategic planning with a lot of scepticism for a long, a fact that can be attributed to many church leaders who are not trained finding formal planning formidable.

This has resulted in most churches, not being able to adopt the modern leadership, management and operational concepts that uphold the best business practices like strategic plans. Churches like All Saints Cathedral Church for a long time were rigid to change and strictly adhered to the old doctrines of offering spiritual guidance to its membership, however over time things have changed, the flocks have grown, the complexity of the congregations' dynamics has also increased and therefore the old notion of depending on tithes and offerings for the development of the church can no longer suffice.

All Saints Cathedral management is involved in the strategic management process and communicates to the staff its vision and strategy. Despite all the efforts that All Saints Cathedral Church puts in the strategic process, implementation of the strategy has remained a challenge. This is indicated by the failure of the church to achieve some of the strategic objectives spelled out in its 2017-2021 strategic plan. For example, the strategic goal and objective of establishing a modern mass communication centre with the aim of setting up a TV/Radio station were not realized according to the Draft Strategic Plan mid-review report which is awaiting ratification by the PCC.(Report, 2018). Being a national Cathedral, failure to implement Strategic Plans in their totality could impact the church's efficiency negatively.

A few studies have researched on the execution of strategies. Awino (2011) and Ochanda (2014) researched on the difficulties of strategy execution, for the most part, centred on state corporations, public entities and government. Further research was recommended because of strategy execution rehearses on organizational performance. Kagumu (2016) explored administrative features affecting the execution of strategies in the Anglican Church of Kenya, zeroing in on the Kirinyaga Diocese. Harun *et al.* (2019) investigated "the factors impacting the execution of strategies in the Presbyterian Church of East Africa in Nairobi County. Kakui (2010) completed an investigation on essential arranging rehearses at Christ is the Answer Ministries and suggested that further investigations be done on the importance of key anticipating churches just as on difficulties of technique execution. However, there was no evidence of a specific study done on the factors affecting system execution at All Saints' Cathedral Church, Nairobi. It is consequently that this study explored factors that impact the execution of strategy in religious institutions zeroing in on All Saints' Cathedral Church Nairobi.

1.3 Research Objectives

1.3.1 General Objectives

The general purpose of this study was to establish the factors that contribute to the implementation of strategies in religious institutions: The Case of All Saints Cathedral Church, Nairobi.

1.3.2 Specific Objectives

1. Establish the effect of the organization's resources on the implementation of the strategies at All Saints Cathedral Church Nairobi.
2. Evaluate the effect of leadership styles on the implementation of the strategies at All Saints Cathedral Church Nairobi
3. Assess the effect of communication on the implementation of the strategies at All Saints Cathedral Church Nairobi
4. To explore the effect of organizational culture on the implementation of the strategies at All Saints Cathedral Church Nairobi

1.4 Research Hypotheses

H_{01}: Organization's resources have no statistically significant effect on the implementation of the strategies at All Saints Cathedral Church Nairobi.

H_{02}: Leadership styles have no statistically significant effect on the implementation of the strategies at All Saints Cathedral Church Nairobi.

H_{03}: Communication has no statistically significant effect on the implementation of the strategies at All Saints Cathedral Church Nairobi.

H_{04}: Organizational culture has no statistically significant influence the implementation of strategies at All Saints Cathedral Church Nairobi.

1.5 Justification of the Study

The study is justified by the reason that it has generated new knowledge regarding aspects that shape the implementation of strategies at All Saints Cathedral Church and other religious institutions. The study has pinpointed factors that have the substantial effect on the successful implementation of strategic plans. This knowledge will be of value to leaders in study organization as it guides them on areas in which to improve in order to enhance the execution of strategies. The new findings will also benefit other religious organizations. The new

evidence is also of value to management scholars and researchers as it has enriched existing theories and body of literature on the subject of successful implementation of strategic plans. The study has also advanced research on this topic by point-out areas for further research.

1.6 Scope of the study

The study was conducted at All Saints Cathedral Church Nairobi (ASC) which is the Provincial and National Cathedral of the Anglican Church of Kenya (ACK). The study was influenced by four objectives which include, determining the impact of organization's resources on strategy execution, to evaluate the impact of leadership styles on strategy execution, assess the effect of communication on the execution of strategy and to explore the organizational culture influence on successful implementation of strategic plans. The study employed descriptive type of research design and the target population was 100 employees of All Saints Cathedral Church as well as PCC members were purposely selected to take part in the study. The researcher purposively selected administrative staff who are employees also, specific departmental directors including Pillar Ministers of All Saints Cathedral, All Saints Primary School and Kindergarten staff, individuals from the Parish Council. This is on the grounds that the directors, PCC individuals and the Pillar Ministers are completely learned and comprehend the administration interaction and how much the essential arrangement has been clung to and carried out. The study was conducted between January and May 2021.

1.7 Limitations of the Study

The study had certain limitations. The study was limited by the fact that it focussed on a single religious institution (All Saints Cathedral). This limitation was overcome by providing a detailed questionnaire analysis supported by descriptive and inferential analysis. The other limitation was the small population size which may have affected the findings of the study. Therefore, other researchers need to base the same study on a larger population size in order to get more accurate results.

1.8 Organization of the Study

Chapter one was made of the study background, study statement of the problem research objectives, research questions, justification of the study, scope and limitations of the study. Chapter two covered the introduction, theoretical framework, related empirical literature on factors affecting successful implementation of strategic plans in religious institutions, as well

as the designed variables framework. In chapter three the research methodology constituted of: the study research design, targeted population, the sampling size and sample procedure, data collection tools and procedure, the validity and reliability of the research instruments and data analysis. Chapter four was confined to findings and data presentation while chapter five included, summary conclusion and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1Introduction

This chapter seeks to review both theoretical and empirical literature that is related to the study. The chapter also presents a conceptual framework and a summary of the literature review. It will further bring out the study gaps that the study tries to fill.

2.2. Theoretical Review

Theories aim to describe something about life or the universe and particularly the thought that has not been demonstrated to be valid. Typically, speculations exist to be utilized in exploration for assisting in the planning of an examination query, direct in determining important information, decipher the information, as well as offer clarifications on the hidden reasons along with the impacts of noticed phenomena (Reeves, 2008). This study was guided by five theories namely: Resource Dependency Theory, Resource-Based View Theory, Contingency Theory, Communications Theory and Organizational Culture Theory.

2.2.1 Resource Dependency Theory

This hypothesis by Pfeffer and Salancik (1978) clarifies how outside sources influence organizational behaviour. According to this theory, associations require assets for their continuous support. Its other assumption is that firms are energized by the assets they own (Pfeffer & Salancik, 2003). Resource dependence theory claims that managers and organizational leaders employ coordination mechanisms primarily to reduce uncertainty arising from inter-organizational interdependence (Lipson, 2011). An excess reliance leads to uncertainty which leaves organizations subject to the danger of outside control. An administrator ought to be careful about allowing their organization to be altogether reliant on one supplier. Religious institutions should not be wholly dependent on external resources for their sustainability. Churches should plan alternative strategies for their growth and sustenance by employing different strategic approaches to mitigate business risks. According to the study, this theory supports the Organizational Resource variable in order to ensure that churches are able to acquire their own resources.

2.1.2 Resource Based View Theory

Proponents of the Resource-Based View (RBV) Theory are Wernerfelt (1984) and Prahalad and Hamel (1990) who created it to be a commendation to the vision of the modern association. According to Peteraf and Barney (2013), Resource-Based View (RBV) is an instrument used to choose the assets available to firms in view of the rule that the benefit of a competitive organization lies in its inner assets rather than the situation in the outside environment. RBV classifies the resources of an organization into two major categories: physical assets and intangible assets (Pfeffer & Harvey, 2011).

Physical assets are concrete, portable, and simple to recognize and self-distinguish including financial and physical resources distinguished and esteemed in an organization's financial reports, like capital, industry, machinery, equipment and land. On the other hand, intangible assets are hard to measure and transfer. It includes skills, knowledge, relationships, inspiration, culture, innovation and abilities. As per Lev (2011), intangible resources are invested imperceptible assets such as material knowledge, patents and trademarks, goodwill, and company competences. This theory explains that assets must be important, uncommon, non-imitable as well as irreplaceable. Cherished assets are utilized in accomplishing openings and potentially eradicate dangers in an organization's current circumstances. Rare assets remain restricted in reserves or inadequately addressed represented amongst the company's present possible rivalry. Supremacy implies how many assets prove difficult to duplicate by different organizations that may as a result of different elements such as community intricacy.

Irreplaceability of assets infers that an asset is not capable of being replaced. It is not the asset that remains crucial but rather how the asset is utilized (Peteraf & Barney, 2013). The vision of the industrial organization as proliferated by Bain (1968) and Porter (1985) sets the corporate presentation decisions out of the association, in its mechanical design. This model underlines the significance of the association's inward resources in getting the upper hand. Various assets, for instance, physical, individuals, organizations give variety in accomplishing sustainable competitive advantage. The asset owner has the ability to keep a balanced position against other directors as long as they act mindfully (Davis & DeWitt, 2021). This theory supports the Organizational Resource variable. Despite this theory being relevant to the organizational resource variable in the study, it majorly targets the corporates and the industrial sector which have to be innovative so as to succeed amongst other contenders.

On the other hand, it is relevant to the aims of this study, given the emphasis it places on the importance of internal resources to an organization. The resources explored were financial, physical, human and technological resources. This theory is anchored on the first objective on the effect of organization's resources since a firm's performance is determined by the resources it has at its disposal. Therefore, organization's resources such as physical and human resources are very significant for organization's performance which contributes to the successful implementation of strategic plans.

2.1.3 Contingency Theory

Contingency Theory is among the speculations of administration which has verifiably made a broad outline on legitimate plans that are identified with the utilization of different innovative headways. The proponent of this theory was Fred Edward Fiedler who was an Austrian psychologist. It recommends that distinctions in the qualities of the associations like the scope of control, centralization of force, and organization of cycles and rules are resolved directly by innovative headways. As indicated by Johnsen and Paul (2011), the theory, affirms that complicated firm use of performance estimation for authenticity and to minimize vulnerability. It keeps on arguing that the type of the surrounding to which the firm should relate is the most ideal approach to maintain. According to this theory, no perfect way exists in coordinating and spearheading an organization as well as making a decision. Instead, the external and internal conditions determine the perfect blueprint (Lingard, Francis, & Turner, 2012).

Firms are frameworks needing careful management with the aim of fulfilling and regulating inward necessities according to the environment. The genuine sort of leaders depends on the work and the enveloping being overseen. Various frameworks for the leaders are needed in various kinds of ecological elements. This assessment applied the chance speculation for use by the association in the execution of firm strategies (Johnsen & Paul, 2011). The Contingency hypothesis turns out to be relevant all things considered especially corresponding to the style of initiative point of view as it puts an accentuation on the extent of control, centralization of power, association of cycles and how rules are constrained by the authority. It however does not provide an ideal leadership style that can fit all types of organizations. This resonates well with the second research objective pointing at the effect of leadership styles on successful implementation of strategic plans.

2.1.4 Communications Theory

The proponent of Communication theory was Scudder in the year 1980. According to this theory, every creature interacts with each other despite the fact that the interaction method remains extraordinary (Scudder, 1980). As indicated by Lock, Wonneberger, Verhoeven and Hellsten (2020), there should be a typical language between the sender and the beneficiary with the goal for correspondence to happen. Marianne, Zellei and Elain (2011) likewise characterize the hypothesis of Communication as a space that has extended the conversation on coordinating conduct in the field of Communication. The possibility of correspondence that supports exchange through the act of correspondence is the motivation behind the vision. Experts would participate in this cycle of engagement and participate in practical communication ideas. According to (Alsina & Jamenez, 2010), communication theory is a framework for how all parts of communication can connect to other conversations. This will enable information regarding the organizational goals to be appropriately relayed to the staff. This will enable the staff to be regularly associated with the execution of the tactical approach.

Whether or not for internal or external communication, the methodologies and instruments of communication used to give information and get feedback is critical to the attainment of goals and objectives (Resenburg, 2011). In each organization, communication is a fundamental piece of day-by-day tasks. A larger part of workers has additionally been found to comprehend the significance of communication and its adequacy in accomplishing results (Downs & Adrian, 2012). Organizations employ different channels within and remotely for dispatching information. Means of interactions are components used to convey information to various partners (Dixon & Dougherty, 2010). Means of interactions get depicted as simultaneous as well as or non-concurring. Coordinated means of interaction enables feedback to be received gotten simultaneously, while non-concurring communication is sent, and will be gotten some time in the not too distant future.

Communication channels inside the organization are frequently adjusted to suit inward and outer crowds, as might be considered fit. For this to occur, clarity and consistency in communication from the plan, execution and assessment stages are crucial for success. Strategic communication management assumes a basic part in the successful management of organizations. This is significant on the grounds that there is a need for solid relationship

building, for continued support with help for strategy execution achievement (Wigill, 2011). Without planned communication exercises, it turns out to be very hard for organizations to accomplish their main goal and objectives. Further, having officially prepared communication experts is critical, as such people have the ability to 'deliberately' impart and build connections, especially through the organization of formal communication strategies and managing strategies to get the correct information to the perfect individuals (Wigill, 2011).

This theory supports the Communications Channels variable. Communication is of utmost importance in gaining an individual's involvement and greatly reducing the level of doubt in organizational activities. It explored Interpersonal relationships, the process of making judgment and activities coordination in the organization. Communication is key in conveying the organizations' strategic objectives, how they resonate with the vision of the organization, how it is going to be implemented and by who and when, as well as the resources that will be needed to actualize the implementation of the strategic objective. Communication therefore remains the basic part of the achievement of methodology implementation. The theory does not however expound on any explicit communication channel that can prompt the accomplishment of methodology execution but highlights on the importance of having the right communication channels. According to this study, this theory is relevant to the Communication channels variable on successful implementation of strategic plans. This supports the third research objective on the effect of communication on successful implementation of strategic plans.

2.1.5 Organizational Culture Theory

As maintained by Mintzberg (2013), organizational culture is the behaviour of individuals inside a firm and the significance associated with those practices. The theory further attests that various levelled customs tend to affect the tonal characteristics, feelings and rules of individuals in the organization. Organizations routinely pose differentiating social orders similarly as groupings. Although firms could possess their unique values, bigger firms tend to have matched as well conflicting groupings considering that each group is associated with a substitute supervisory crew. Schein and Schein (2017) state that culture is the most troublesome organizational property for modification, outlasting progressive things, organizations, inventors as well as other organization's leftover genuine credits. The author's

organizational type enlightens values based on the onlooker's angle depicted at three levels: old scarcities maintained characteristics as well as major assumptions.

The other indication of this theory is hierarchical societies could fluctuate broadly between firms despite the fact that no sole authoritative values exist. Shared characteristics persist and speculations depicting various societies. Hofstede (2011) exhibited the presence of public as well as territorial social subcultures influencing the firms' conduct. The theory expounds on the importance of uniformity of an organizational culture which will lead to the successful implementation of organizational strategies. However, culture is dynamic and therefore given the changes in the environmental organizations are often forced to change some of their cultures to be compatible in the new market surroundings. This theory resonates with the fourth research objective on the effect of organizational culture on successful implementation of strategic plans.

2.2 Empirical Review

The Empirical Review section analysed experimental examinations directed worldwide by other scholars on organizations' execution of strategic plans. The variables covered in this study are organization's resources and successful implementation of strategic plans, Leadership Styles and Implementation of Strategy, Communication and Implementation of Strategy and lastly Organizational Culture and Implementation of Strategy.

2.2.1 Organization's Resources and Successful Implementation of strategic plans

The human resource segments expect a significant part in the arrangement and association of key plans. Their usage as a "fundamental weapon" to secure high ground is essential joined with the acceptable distribution of material resources for empowering successful execution. David (2014) confirms that organizations have on any occasion four kinds of resources that can be used to achieve what is needed, and this are specifically: money-related, physical, human, and mechanical. Practical high ground relies upon obligation regarding organization's particular assets which has four attributes tended to by the condensing VRIN (Peteraf & Barney, 2013). The assets should be huge (V), phenomenal (R), incomparable (I) and not able to substitute (N). Significant resources could be utilized to abuse openings or conceivably kill risks in an organization's present situation.

Phenomenal resources are those that are limited in stock and not also tended to across the organization's present likely contention. Uniqueness suggests how much assets are not easy to

emulate by various firms, due to various variables like communal complications. Assets non-substitutability recommends that an asset can't be basically substituted (or subbed) with asset another. It's anything but the resource type likewise with the ultimate objective that is significant yet how the resource is used further battles (Peteraf & Barney, 2013). Resources may have different limits, which may engage them to be used across different conditions. The bosses ought to choose the most gainful use for the resources accessible to them. In any case, nonattendance of resources can be a certifiable test to strategy utilization. In order to choose if the organization's resources characteristics arrange the resource requirements of its present setup, a resource fit test should be applied. The several undertakings are imperative to realize any fundamental framework should be portrayed to the extent that every sort of resource is required. The functioning level ought to have the resources expected to do each piece of the fundamental game plan. It's unreasonable to implement a strategy without resources that can be made open by the affiliation

It has been recognized that human capital is an essential factor for sustainability. Rajasekar (2014) postulated that human resources are key strategic resources, and that effective management of the human resources plays an important role in the effective implementation of strategic plans. Involving employees in key aspects such as decision making, which increases their competencies and commitment, should be part of the human resource management practices. Organizations that get their employees involved and motivated through rewards are certain to record a positive influence on the implementation of strategy. Thus, according to Mbithi (2016), the success of strategic plans implementation is highly dependent on human resource and less on organization and systems related factors. Allocating adequate resources toward the implementation of strategic plans leads to greater organizational performance therefore enhancing organizations' sustainability. This study is anchored on the first objective on the effect of organizational on successful implementation of strategic plans.

However, resource insufficiency is a common challenge in the implementation of strategic plans. This is attributed to a number of factors such as overprotection of resources, too much emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctance in risk taking, and insufficient knowledge which often hinder effective resource allocation. This is in accord with the study findings by Murage (2018), which revealed that deploying resources to specific departments within the organization does not imply that

strategies will be effectively executed because there exist other various factors that generally hinder successful resource distribution. The researcher further asserts that the absence, insufficiency or inaccessibility of resources hinders strategy execution within organization. Therefore, deficiency or lack of human resources contributes essentially to an organization test of effectively actualizing strategies (Murage, 2018). This study resonates well with the first research objective pointing at the effect of organization's resources on successful implementation of strategic plans.

A study by Mutiso (2017) on "the implementation of Strategic Plan as a Tool of Achieving Economic Sustenance in Religious Congregations" revealed that there are three core strands that provide competitive advantage to religious organization. These strands include credibility, or the commitment of the founders and the religious institutions received legitimacy; the ability of religious organization to secure resources that are rare and inimitable, and the ability of the organization to construct a differentiated strategy that enables the institution to tap into a unique clientele segment or apostolate. The findings by Mutiso (2017) also support the first research objective on the effect of organization's resources on successful implementation of strategic plans.

Harun *et al.* (2019) researched "factors influencing the implementation of strategies in the Presbyterian Church of East Africa in Nairobi County. The study's findings revealed that resource allocation has significant positive effects on the implementation of strategies in PCEA churches in Nairobi County. The study concluded that resource allocation is paramount to successful implementation of strategic plans in PCEA church in Nairobi County.

2.2.2 Leadership Styles and Successful Implementation of Strategic Plans

Leadership style is collaboration where an individual influences a gathering of people to accomplish a typical objective (Lussier & Achua, 2013). Authority style is the general way, outlook, mind-set and direction of a pioneer, particularly as per their associates and colleagues. Administration can be conveyed in an unexpected way, including what a pioneer says; how they say it; the model they set; their non-verbal correspondence; and there, generally speaking, direct and character (Northouse, 2012).

The central occupation in framework execution is played by the organization, and if not properly managed it presents troubles. Convincing philosophy execution is refined when the

progressive resources and exercises are joined to the separated key necessities. (Pearce & Robinson, 2015) advance a conflict that the affiliation's Chief Executive Officer (CEO) alongside key overseers ought to have the significant capacities, characters, guidance and experience to execute the system. Nonappearance of power obligation and expressly fundamental organization by top organizations in firms has been perceived as one of the critical deterrents to convincing philosophy utilization.

With the business environment advancing rapidly and to succeed, pioneers should have a significant level of perception and duty of the execution of the fundamental course of action through the incorporation of being that as it may numerous people as could be anticipated the situation being what it is in building and accepting the fundamental plan. Various firms have been criticized for different fundamental disillusionments for vulnerable execution since they experience these similar challenges as they start the pattern of use. Notwithstanding the various benefits of indispensable organization, various pioneers perceive that use presents one the best business challenges they face (Pfeffer & Salancik, 2003). Neilson and Pasternack (2010) focus on the four designs that directors can foster to further develop strategy execution choice rights, data, advancement, and glimmers. Execution is a popular and enduring measuring stick. In all actuality, even at the affiliations that are best at it's known as 'versatile firms' only 66% of specialists concur that colossal vital and functional choices are speedily changed over straightforwardly into it. It is basic as such to guarantee that experts genuinely comprehend what they are liable for and who settles on which choices and consequently giving them the data, they need to satisfy their responsibilities

Zaribaf and Bayrami (2010) categorizes the importance of leadership into three key roles: managing the strategic process, managing relationships, and managing manager training. In a study involving Zimbabwe’s state-owned enterprises by Mapetere, Mavhiki, Tonderai, Sikomwe and Mhonde (2012), the findings revealed that relatively low leadership involvement in implementation of strategic plans led to partial strategy success in the organization studied. Researchers have also examined the influence of hierarchical leadership in implementing strategies. A study by O'Reilly, Caldwell, Chatman, Lapiz, Self and William (2010) concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects

are more difficult for strategic leadership to control and change. This study supports the second research objectives on the effect of leadership styles on successful implementation of strategic plans.

While studying how the implementation of competitive strategies affects business units' performance, Menguc, Auh and Shih (2016) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product. In addition to the above, another inhibitor to successful implementation of strategic plans that has been receiving a considerable amount of attention is the impact of an organization's existing management controls particularly its budgeting systems (Marginson, 2012). To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2010). The studies support the second research objective on the effect of leadership styles on successful implementation of strategic plans.

Wairu (2018) analysed system execution on the organization of Constituency Development Fund in Nairobi County, Kenya. The study specifically focuses on examining the effect of definitive development, organization, resource partition and various levels of culture on the execution of the National Government Constituency Development Fund in Kenya. The assessment utilized a particular investigation plan. The target people for the investigation were 46 respondents from the NGCDF Board head workplaces at Nairobi City County. The study realized that organizational structure, organizational culture, leadership and resource allocation positively and significantly influenced the performance of the CDF projects in Kenya. This study supports the second and fourth research objectives on the effect of leadership styles and organizational culture on successful implementation of strategic plans.

According to Rajasekar (2014), leaders of organizations are charged with the responsibilities of coordinating organization's activities, streamlining processes, aligning the organizational structure, and keeping employees motivated and committed to the implementation of strategic plans. Rajasekar (2014) argued that poor coordination across functions and inadequate down-the-line leadership skills and development are killers of successful implementation of strategic plans in an organization. Therefore, commitment and leadership of top-level

management is essential to the successful implementation of strategic plans. Also, the type of leadership style employed in a given organization determines how the chosen strategies will be implemented. The study demonstrates that leadership is by far the most important factor influencing successful implementation of strategic plans in the service sector. This study resonates well with the second research objective regarding the effect of leadership styles on successful implementation of strategic plans.

Ikiara and Kariuki (2018) studied the effect of leadership styles on successful implementation of strategic plans at the National Treasury (Ministry of Finance). The study looked to investigate how autocratic leadership, laissez-faire leadership and democratic leadership impact the implementation of the strategy of the National Treasury (Ministry of Finance). The research likewise tried to build up the impacts of transnational leadership and transformational leadership on the implementation of strategy at the National Treasury (Ministry of Finance). The analyst embraced a descriptive research study as there are variables that can't be measured. Through stratified random method, the expert picked 210 respondents out of an amount of 439 respondents from the three categories of the executives from the National Treasury of Kenya. The investigation suggested that there is likewise a need for junior individuals from staff to be more trusted with decisions or significant tasks given that leaders in the organization direct all the work processes and methods, the treasury needs to set out rules given that they are significant in the organization and will, in general, be obviously illustrated and imparted and that there is additional need to energize greater imagination and out-of-the-box thinking among the staff. The study revealed that autocratic leadership, laissez-faire leadership and democratic leadership influences strategy execution likewise transactional leadership and transformational leadership impact the methodology execution at National Treasury.This study is in line with the second research objective on the effect of leadership style variable on successful implementation of strategic plans.

Kivasu (2015) explored sought to determine the leadership styles embraced and the impact of leadership styles on the execution of strategy among NGOs in Nairobi City County, Kenya. The examination discovered that NGOs in Nairobi City County, Kenya overwhelmingly utilized transactional, servant, and situational and transformational leadership styles. Another critical finding of the investigation was that leadership styles impact strategy execution by affecting the manner in which workers approach their everyday duties. The investigation revealed that leadership styles are significant in strategy execution subsequently the

requirement for organizations to have different leadership styles. The researchers reasoned that leadership styles impacted strategy execution, as the proof clearly showed that the authoritative variables which were the NGO's methodology execution markers had been uncommonly influenced by its administration styles and helpless administration styles of chiefs and nonappearance of understanding of technique execution were the huge hindrances of system execution. This study resonates well with the second research objective pointing at the effect of leadership styles on successful implementation of strategic plans.

Ogal and Omanyo (2018) explored “the impact of leadership styles on the execution of the strategic plans in Non-Governmental Organizations in Kisumu County, Kenya". A clear plan was utilized. Results showed that a bigger piece of the pioneers (90.48%) in NGOs in Kisumu County do not have capacities and limits expected to guarantee adequacy in the execution of the essential plans. There was a high certain connection (r =.854) between administration styles and the execution of the essential plans. The examination recommended that the Non-Governmental Coordination Board (NGCB) ought to exhort NGOs on an initiative style that will give direction, complete plans and convincing NGOs in Kisumu County towards executing strategic plans. This study is anchored on the second research objective regarding the effect of leadership styles on successful implementation of strategic plans.

2.2.3 Communication and Successful implementation of Strategic Plans

Communication is the way to acquiring individuals' inclusion and altogether lessening their degree of vulnerability in the exercises of a firm (Kim, 2015). Organizations can organize distinctive staff and assets towards a given methodology usage through Communication. At the point when the authority of an association improves Communication inside the association, it becomes successful methodology execution in light of the fact that the workers know about techniques and what is anticipated from them. An investigation by Janis (2005) on the association between an association's corporate communication limit and its utilization of strategy set up that Chief Executive Officers (CEOs) was based on checking and reputation and spotlight on internal Communication. Consequently, communication is a central key to framework execution in an affiliation. An examination by Janis (2005) on the relationship between an affiliation's corporate communication breaking point and its usage of technique set up that Chief Executive Officers (CEOs) was based on checking on notoriety and focus on

inward communication. Subsequently, communication is a focal key to system execution in a connection

Onserio and Wanjira (2018) researched the influence of successful implementation of strategic plans on organizational performance among IHLs in Kiambu County. The autonomous factors were resource allocation, strategic leadership, strategy communication and monitoring and control. The findings established the existence of a significant influence of strategic resource allocation, monitoring and control of strategies, strategic leadership and strategic communication on the performance of IHLs. The study concluded that organizational performance was significantly influenced by monitoring, control of strategies resource allocation and strategy communication. It is recommended that the management of IHLs can use the findings to consider resource allocation to core activities of the institution, not only those that are directly related to achievement of their educational goals, but also to infrastructure such as students' hostels. The institutions should create innovative communication channels, such as online feedback platforms to guarantee that all stakeholders are aware of the strategies implemented and give feedback for improvement of the same. This study resonates well with the first and the third research objectives pointing at the effect of organization's resources and communication channels on successful implementation of strategic plans.

Tubman (2020) assessed "the factors influencing implementation of procurement strategies among regulatory parastatals in Nairobi County, Kenya" to determine the factors influencing implementation of procurement strategies among regulatory parastatals in Nairobi County, Kenya. Specifically, the study focused on the extent to which managerial competence the successful implementation of strategic plans; the extent to which resource allocation affects procurement strategies implementation; the extent to which organizational structure affects procurement strategies implementation; and analyzed the extent to which information communication technology affect procurement strategies implementation in regulatory parastatals in Nairobi County, Kenya. This study adopted descriptive research design and targeted 103 employees of regulatory parastatals in Nairobi County, Kenya. The result indicated that, collectively Information communication technology has the highest positive influence on successful implementation of strategic plans, followed by resource allocation, managerial competence, and organization structure. The findings suggested that, management in executive agencies should pay more attention on stakeholders and organizational culture if

they have to benefit from those factors. The study concluded that, predictors individually and collectively influence execution of strategies. This study supports the first research objective pointing to the effect of organization's resources on successful implementation of strategic plans since resource allocation had the second highest positive influence on procurement successful implementation of strategic plans.

Karenye (2020) explored "the effects of successful implementation of strategic plans practices on the performance of pharmaceutical firms in Kenya". The practices considered were; leadership, employee development, communication and organization culture. The investigation embraced a non-experimental descriptive and explanatory research design using a cross-sectional overview to give a continuous depiction of the industry just as clarification on how the practices work on execution. The indicator factors, organizational leadership practice, organizational HRM practice and organizational communication practices were measurably huge at $p \leq 0.05$ with a special case of organizational cultural practices at $p=0.199$. The final regression model was critical showing the beneficial outcome of the indicator factors in determining the Kenya Pharmaceutical company's overall performance. This study is anchored on four organizational elements namely, organization's resources, leadership styles, communication channels and organizational culture.

2.2.4 Organizational Culture and Successful Implementation of Strategic Plans

Organizational culture is a set of values, beliefs, and personal conduct standards that separate one Organization from different organizations (Ortega-Parra & Sastre-Castillo, 2013). As demonstrated by (Dess, Lumpkin, & Eisner, 2019), culture is a course of action of shared characteristics and feelings that shape an association's family, various levelled developments and control structures to convey social principles. Dess, Lumpkin, and Eisner (2019) states that corporate culture is the measure of the unwritten fundamental characteristics, guidelines, disposition, and business rule practices those people from an affiliation share in like way. (Hofstede, 2011), portrays culture as perhaps the most mysterious highlights and by and large huge in an affiliation. Despite the fact that it is to a great extent imperceptible to individuals inside them; they are seldom addressed, however just expected.

Amanchukwu, Stanley and Ololube (2015) argue that organizational culture recommends the action of executives; how they contribute their energy, their opinion around, what keeps an eye on the request from workers, how they pick, the normal qualities and sentiments, the

rules, the insightful and careless critical shows taken by pioneers (Judge & Talaulicar, 2017). Appropriate assumptions cause the relationship to prosper while inappropriate assumptions cause it to shrink. The accomplishment of a framework depends on the sufficiency of execution and accordingly the first worry of procedure used builds a talented affiliation. It incorporates cultivating a receptive internal various levelled configuration, creating and supporting capacities and abilities and picking people for key positions (Aladwani, 2015). This study is in line with the fourth research objective on the effect of organizational culture variable on successful implementation of strategic plans.

As pointed out by Ikavalko (2012), one of the greatest difficulties in the application of strategies is the most common social and moral indicators in the environment. This can include the result of an unhelpful combination of exercise and a decrease in sense of identity and commitment. For their part, Corboy and O'Corrbui (2009) distinguish the harmful sins of programming that include: an absence of comprehension of how the interaction ought to be performed; customers and workers who don't completely regard the methodology; issues and obstructions that can't be seen, seen or followed; and taking a gander at everyday business goals.

Marginson (2012) battles that formative activity from a joint winning the commitment to gather as a durable power or because of the full fortitude of executed labourers through a solid corporate culture. Various levelled culture moreover alludes to the first style of the board - how they put their force, where they centre, what tends to they request delegates and in solid collaboration. In an integrated roadmap model, organizations must have a strong culture and deep-rooted established values. Each organization has a company policy such as shared values, beliefs, values, ideas, cultures, characters, or myths that reflect the company. Peter Drucker said extensively "culture has breakfast tips", emphasizing that culture is more important than the process. Specialists are starting to comprehend that a best-in-class culture can confront a significant hindrance or ally to the successful execution of the cycle. It is a top administration issue to guarantee that culture is a positive power in the joint effort measure. For fruitful use, the process should be fully integrated with successive cultures and in this way, activities and objectives should be set within the association in order for a culture to embrace the organizational structure for a long time.

A sustainable culture can unite individuals; promote relationships, solidarity, cooperation, and participation among employees. It promotes accountability and the light of efficiency

within the organization as opposed to restrictions and guidelines or external factors that deny success. According to various texts, psychological comparisons regarding work, authority, similarities between different elements differ in every culture. These apprehensions are particularly relevant to associations that have worked across the motives after demonstrating different norms, values and thinking in different nations (Richard, Deinney, Yip, & Johnson, 2009). They also argue that fixing the critical status and culture of an organization is the key to effective participation. This is on the grounds that culture is an accidental business driver. Onono (2018) accepts that the kind of hierarchical plan embraced at the foundation an affects learning and improvement inside the association. This study is anchored on the fourth research objective on the effect of organizational culture on successful implementation of strategic plans

According to Parsa (2009), productive murdering tests come from an absence of advancement of solid social qualities to meet the changing necessities of positions. The differentiation among "understudies" and "workers" starts to blur yet doesn't vanish totally. In associations that embrace a social model that stresses the co-activity of low-level specialists in both distinct and common sense cycles, there is a gathering of "savvy people" and "labourers". It looks to complete the interaction with the improvement of corporate culture all through the organization. Ouchi (2009) refers to a "family-like" association which is depended upon to win, and in which an awesome local area carries delegates to change their objectives and practices to that of the organization.

Mailu (2018) explored “the system execution and hierarchical execution in the drug business in Kenya”. Specifically, the examination hoped to build up the effects of authoritative design, hierarchical assets and hierarchical culture on system execution among the drug business in Kenya. This examination applied a clear study research plan and the populace target included all of the 64 medication associations in Nairobi Kenya. The examination found that there is a basic effect of procedure execution on authoritative execution. The examination reasoned that authoritative construction, hierarchical assets and authoritative culture essentially influence the exhibition of the drug business. This study supports the fourth research objective pointing at the effect of organizational culture on successful implementation of strategic plans given that organizational culture was among the factors influencing the exhibition of the drug business.

Chebiego (2018) investigated “the effect of key firm-level parts on the execution of Unilever Kenya Ltd”. The exploration was guided by the going with explicit goals: decide the impact of correspondence framework on the execution of Unilever Kenya Ltd, to set up the effects of administration style on the execution of Unilever Kenya Ltd, to find what authoritative design influences the execution of Unilever Kenya Ltd and to choose the effects of organizational culture on the execution of Unilever Kenya Ltd. This assessment accepted a spellbinding examination plan. The examination assumed that hierarchical culture affected the exhibition of Unilever Kenya Ltd, trailed by authority style then correspondence frameworks while association structure had a negligible effect on the presentation of Unilever Kenya Ltd. Authoritative construction, culture and correspondence frameworks consolidated effect was more than free effect and in like manner the exploration proposes that the administration of Unilever Kenya Ltd should be careful in order to have the fitting mix of factors that would bring about improved execution. The association needs to have the appropriate construction, correspondence framework and a strong culture. This study is anchored on the fourth research objective pointing at the effect of organizational culture on successful implementation of strategic plans since culture was found to have an effect on the execution of Unilever Kenya Ltd.

Lemarleni (2017) considered “the effects of resource task on strategy execution at the Kenya Police Service in Nairobi County”. An illustrative exploration configuration was used for the examination. Disclosures exhibited generally most grounded and positive associations between organizational culture and successful implementation of strategic plans. This study is relevant to the fourth research objective which is the Organizational Culture variable on successful implementation of strategic plans.

Muiga (2020) investigated the effect of vital administration drivers on the execution of level three Commercial banks in Kenya. Specifically, the examination attempted to assess the effect of data innovation, client relationship the board, human resources, hierarchical culture, and authoritative arranging the show of level three business banks in Kenya. The study uncovered that data innovation was a key driver that affected presentation. Discoveries in like manner uncovered that HR, arranging, organizational culture and client relationship the executives affected the presentation of the banks. This study resonates well with the fourth research objective pointing at the effect of organizational culture on successful

implementation of strategic plans, since organizational culture was among the factors affecting the execution of the banks.

2.3 Conceptual Framework

A conceptual framework is a schematic showing the relationship between the study variables. The dependent variable is the successful implementation of strategic plans while the independent variables include organization's resources, leadership styles, communication channels and organizational culture.

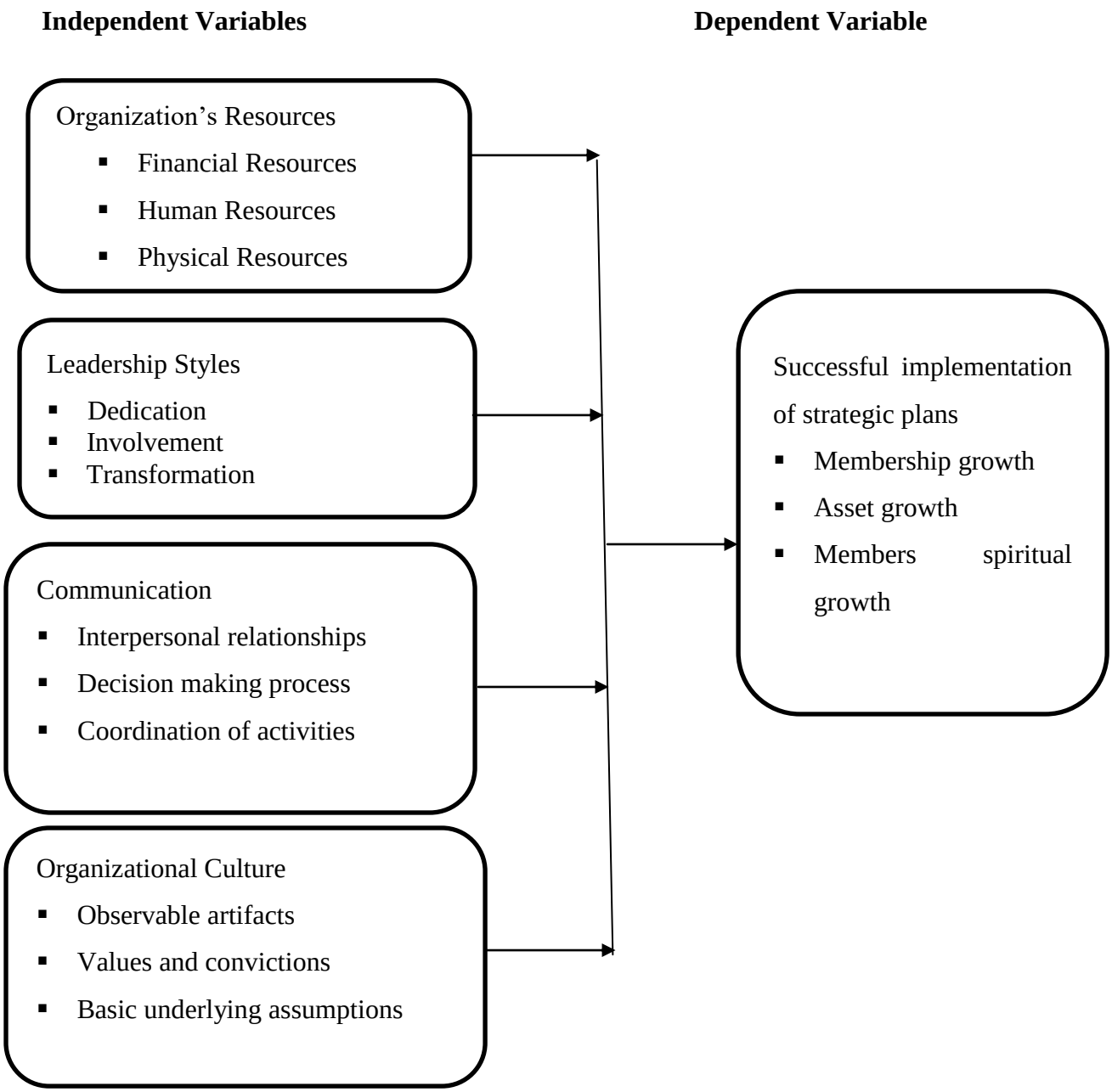


Figure 2.1: Factors influencing Successful Implementation of Strategic Plans in Religious Institutions

Figure 2.1 denotes that the study had four independent variables namely: organization's resources, leadership styles, communication, and organizational culture. The dependent variable was successful implementation of strategic plans in religious institutions. The study hypothesized that organization's resources that encompass financial, human, and physical resources influence successful implementation of strategic plans. The study expected to find that religious institutions that have adequate financial, human, and physical resources are more successful in implementing their strategic plans.

The study also hypothesized that leadership styles also influence successful implementation of strategic plans in religious institutions. The study presumed that institutions whose leadership is dedicated, involves key stakeholders in decision-making process, and is transformation are likely to exhibit greater success in implementing their strategic plan. Further, the study hypothesized that successful implementation of strategic plans in religious institutions is influenced by communication.

The study presumed that communication enhances the strategic plan implementation process by reinforcing interpersonal relationships, improving decision-making processes, and enhancing coordination of activities within a religious institution. Lastly, the study hypothesized that successful implementation of strategic plans in religious institutions is shaped by organizational culture including observable artefacts, values and convictions, and basic underlying principles.

2.4 Summary of Literature Review and Research Gap

Table 2.1: Summary of Literature Review

Variable	Researchers and year	Title of the study	Findings	Research gap
Organization's Resources	David (2014)	Organization: Rational, Natural	The four resources that organizations that	It mainly addressed the

		and Open System.	use to accomplish its goals are financial, physical, human and mechanical.	organization systems and not organization's resources as a whole.
	Peteraf & Barney (2013)	Organizational Culture, Formal Reward Structure and Successful implementation of strategic plans	It is not the type of resource that is important, rather it is the how the resource is utilized.	It only addressed two variables.
	Mbithi (2016)	Influence of successful implementation of strategic plans on Performance of Kenya Bureau of Standards	An undeniable degree of human resources positively affects the sustainability of the organization	The research did not address financial and physical resources as factors affecting successful implementation of strategic plans.
Leadership Styles	Zaribaf & Bayrami (2010)	An effecive factors pattern affecting implementation of strategic plans.	Leadership is important for managing the strategic process, managing relationships, and managing manager training.	The research only concentrated on leadership and not leadership styles.
	O'Reilly, Caldwell, Chatman, Lapiz, Self and William (2010)	Seizing the occasion: The effect of new management.	For an organization to survive they should exploit their business and explore new spaces by reconfiguring existing	The research never addressed successful implementation of strategic plans in detail.

			resources and developing new capabilities	
	Rajasekar (2014)	Factors affecting successful implementation of strategic plans in a Service Industry	Leadership is by far the most important factor influencing successful implementation strategy in the service sector.	The research did not address Organization's Resources and Communication Channels as factors affecting effective successful implementation of strategic plans.
Communication	Onserio & Wanjira (2018)	Successful implementation of strategic plans and organizational performance	Presence of basic effect of key communication on the exhibition	The research justfocussed on institutions of higher learning.
	Tubman (2020)	Factors influencing implementation of procurement strategies	Information communication technology has the highest positive influence on Strategic plan implementation.	Findings were only based on regulatory parastatals.
	Kim (2015)	Counseling intervention designed for Asian Americans	Findings showed that the incongruent style was viewed as more satisfying and credible than the congruent style	The study was only conducted on Asian Americans.
Organizational	Aladwani	Facilitators,	Proper suppositions	The study never

Culture	(2015)	characteristics, and impactsof Twitter use	cause the association to flourish while improper presumptions cause it to wilt.	addressed successful implementation of strategic plans in detail.
	Onono (2018)	The Impact of organizational structure on performance	The type of organizational design adopted at the institution has an impact on learning and development within the organization	The research recommended future studies to be done in other organizations.
	Chebiego (2018)	Strategic Firm Level Factors and Performance of Manufacturing Firms in Kenya: A Case of Unilever Kenya Ltd	Organizational culture had the greatest effect on the performance of Unilever Kenya Ltd,	The findings were only based on manufacturing sector.

Source: Author, 2021

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods and techniques that the researcher used to conduct research. It covers research design, population studies, sample size and sample design, data collection methods, data analysis, presentation and ethical issues.

3.2 Research Design

Kothari (2008) defines research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. This author further states that research design is important because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money. The correlational research design was suitable for this study since it involved intricate analysis on the influence of independent variables on successful implementation of strategic plans. The design was also able to show the relationship between variables in question and hence a researcher will be able to tell how one variable explains or is explained by another variable.

3.2 Target Population

Target population refers to those objects or individuals who can provide the required information about the area of study (Isenberg, 2010). The target population for this study was 100 employees of the All Saints Cathedral Church consisting of 25 Parish Church Council (PCC) members, 15 clergy and Pillar ministers, 30 Cathedral administrative staff and 30 primary school staff and teachers. These individuals were targeted because they are directed involved in the implementation of the Church strategic plan and therefore, were in the best position to provide information regarding factors influencing the implementation process. Stratified sampling was used to select target respondents. Stratified sampling eliminates the possibility of biasness in the selection of a sample under investigation.

3.3 Sample Size and Sampling Procedure

A sample size is a subset of a larger population, where a population is a group of entities with homogenous characteristics (Zikmund, 2013). Kothari (2008) explains that the respondents elected as part of the sample should be representative of the entire population. Kothari notes

that an optimal sample is one that fulfils requirements of efficiency, representativeness, reliability and flexibility. According to Fay (1981) cited by Mugenda (2012) for descriptive study thirty percent of the accessible population is enough for a sample size. A sample size of 50 individuals from staff and PCC members were selected from the target population using the stratified random sampling method. This sampling method entailed grouping the respondents into categories known as strata and then selecting respondents from each stratum randomly. Four strata were created namely PCC members, clergy/ pillar ministers, cathedral administrative staff, and primary school administrative staff. The stratified random sampling method was preferred because it increased the representativeness of the sample by ensuring that respondents are selected from all sub-groups that make up the target population. Table 3.1 presents the sampling frame.

Table 3.1: Sampling Frame

Population Category	Population Number	Sample Size	Percentage
1. Members of the PCC	25	10	40%
2. Clergy/Pillar Ministers	15	10	66%
3. Cathedral Administrative Staff	30	15	50%
4. Primary School Administrative Staff	30	15	50%
Total	**100**	**50**	**50%**

Source: (ASC Administration Office, 2021)

3.4 Data Collection Tools

The main tool for data collection was the questionnaire. According to Kothari, (2008) the advantage of using a questionnaire is that respondent bias is small, saves time and cost, the respondent gets enough time to give well-thought-out answers and a large sample can be used which makes the result reliable. The questionnaires were designed based on the research questions and the questions were standardized, validated and made reliable for testing purposes.

3.4.1 Validity of the Instruments

The legitimacy of the investigation was gotten through content examination of the exploration instruments survey and meetings to set up the substance which was to be utilized and improved. This infers the degree to which the information establishes precise estimations

of what should be estimated (Cutis and John, 2003). The researcher used subject matter specialists like university supervisors to evaluate the validity questionnaire. The questionnaire was given to the supervisors to ensure that the topic had been effectively captured. The supervisors were asked to make suggestions on the effectiveness of the questionnaire by checking whether it was related to the research questions or not and give feedback. They were also asked to check if there were any double, confusing and leading questions in the questionnaire. Their recommendations were incorporated in the final questionnaire.

3.4.2 Reliability of Instruments

The reliability of the questionnaire was assessed by conducting a pilot study and analyzing the data using the Cronbach alpha method using the SPSS version 25 software. The pilot study was conducted at the ACK St. Augustine in Nairobi and involved a total of 10 respondents that were selected randomly. The setting for the pilot study was selected based on the similarity of the two organizations in terms of management and catchment area. Table 3.2 presents the results:

Table 3.2: Cronbach Alpha Test Results

Scale	N of Items	Cronbach alpha
Organization's resources	6	0.82
Leadership style	7	0.84
Communication	6	0.79
Organizational culture	5	0.74
Successful implementation of strategic plans	7	0.86

Source: Pilot Data (2021)

This Cronbach test was more appropriate because the data collection instruments comprise of Likert scales. The test computed an alpha for each scale that ranged from 0 to 1, which was compared to the 0.7 threshold. As Table 3.2 illustrates, the scales for all the five variables of the study had alpha that were greater than the 0.7 threshold that was set for the study. This implied that the scales had acceptable level of reliability and thus, the researcher proceeded to the data collection exercise with instrument. Only the Likert scale items could be subjected to this analysis.

3.5 Data Collection Procedure

After confirmation of date and time, the questionnaires were emailed where necessary while the research assistant delivered the questionnaires to the individuals and pick them on an agreed time, two days after the delivery. The questionnaires were accompanied by a letter of introduction to the potential respondents, which stated the purpose of the research and accompanied with all the licenses and authorization letters for conducting the research. The study targeted 50 respondents.

3.6Data Analysis

Qualitative data collected through the open-ended questions was analyzed using the thematic content analysis technique. This entailed summarizing the responses into themes that are relevant to the research questions. Qualitative data were presented using narratives and supported by illustrative quotes. Quantitative data was analysed using descriptive and inferential methods aided by SPSS version 25 software. Percentages and frequencies were used to describe the existing situation at the All Saints Cathedral in regards to organization's resources, leadership style, communication, organizational culture, and successful implementation of strategic plans. These descriptive statistics were also used to describe the demographic profile of the respondents.

The Pearson correlation method was then used to assess the influence of each of the independent variable on successful implementation of strategic plans. Norman (2010) opines that while Likert items are often measured on ordinal scale, the resultant data can be converted into a continuous variable by computing the sum or mean of two or more Likert items. According to Cooper and Schindler (2014), the Pearson correlation method is effective in testing relationship between two continuous variables. Results of the descriptive and correlation analyses were presented using tables and figures. The results were interpreted by referring to the reviewed theories and previous empirical studies. Table 3.3 summarizes the operationalization and measurement of variables.

Table 3.3: Operationalization and Measurement of Variables

Variable	Indicators	Measure	Scale
Organization's Resources	➢ Financial resources ➢ Human Resource ➢ Physical Resource	Aggregate mean of Likert items	Interval
Leadership style	➢ Dedication ➢ Involvement ➢ Transformation	Aggregate mean of Likert item	Interval
Communication	➢ Interpersonal relationships ➢ Decision making process ➢ Coordination of activities	Aggregate mean of Likert items	Interval
Organizational Culture	➢ Observable artefacts ➢ Values and convictions ➢ Basic underlying assumptions	Likert scale	Interval
Successful implementation of strategic plans	➢ Membership growth ➢ Asset growth ➢ Members spiritual growth	Likert scale	Interval

3.6 Ethical Considerations

According to Cooper and Schindler (2014), ethics is the behavioural standards guiding the moral choice of relationship and behaviour with each other. An introduction letter providing sufficient information accompanied the questionnaire to seek consent and voluntary participation of the respondents. As stated by Bryman and Bell (2011) the researcher is responsible to access carefully the likelihood of injury to the respondents. These authors further notes that the researcher ought to make sure that respondents will in no way be directly harmed or affected by the findings in the form of stress, pain, or anxiety. The researcher endeavoured to observe ethical guidelines of privacy and confidentiality. This was done by keeping the respondents' identity anonymous and respondents were instructed to exclude their names, national identity number, or any other details that may reveal their identity. In this regard, the names of the respondents were kept private, and data given was

not be utilized for some other reason separated for the study stringently. The use of offensive, discriminatory, or other unacceptable language was avoided in the questionnaire. To avoid plagiarism, other scholars' work was acknowledged by use of citation and references. The research permit was sought from St Paul's University Post Graduate Office and from NACOSTI to ensure efficiency and transparency. This is meant to ensure that the study being done is authentic and that it has been sanctioned by the arm of the government that deals with all forms of research. This was to confirm that the study was authentic and was sanctioned by St. Paul's University where the researcher was a student.

CHAPTER FOUR
FINDINGS OF THE STUDY

4.1 Introduction

The general purpose of this study was to establish the factors that contribute to the implementation of strategies in religious institutions: The Case of All Saints' Cathedral Church, Nairobi. The study was guided by the following specific research objectives**:** establish the effect of the organization's resources on the implementation of the strategies at All Saints' Cathedral Church Nairobi; evaluate the effect of leadership styles on the implementation of the strategies at All Saints' Cathedral Church Nairobi; assess the effect of communication on the implementation of the strategies at All Saints' Cathedral Church Nairobi; and lastly to explore the effect of organizational culture on the implementation of the strategies at All Saints' Cathedral Church Nairobi.

4.2 Response Rate

A total of 50 questionnaires were dispersed to the respondents, out of which 35 were successfully filled and returned. This represented a response rate of 70% which was deemed acceptable.

4.3 Strategic Plans Implementation Success at All Saints Cathedral

The dependent variable of the study was successful implementation of strategic plans at All-Saints Cathedral (ASC). This variable was measured using three variables namely, membership growth, asset growth and members' spiritual growth. Respondents were presented with a set of 7 items related to the three parameters and asked to indicate their agreement with each. Table 4.5 presents the findings.

As Table 4.5 illustrates, 41.9 percent of the respondents agreed and another 33.8 percent strongly agreed with the claim that the number of respondents at ASC has increased since 2017 when the church started to implement the 2017-2021 strategic plan. Also 50.0% agreed and another 24.3% strongly agreed with the assertion the number of active members at ASC has increased since 2017. These findings imply that ASC has managed to grow it membership since 2017 as it had intended in 2017-2021 strategic plan. Consequently, the church has been successful in implementing this aspect of its strategic plan. The finding is consistent with the study by Harun *et al.* (2019) which found that 75% of respondents held

the view that the PCEA churches in Nairobi County achieve the objectives stipulated in their strategic plans.

Table 4.5: Respondents views on Strategic Plan Implementation Success at ASC

Statement	1	2	3	4	5	Mean
The total number of members at ASC has increased since 2017 following the start of the implementation of the 2017-2021 Strategic Plan	0.0	6.8	17.6	41.9	33.8	3.78
The number of active members at ASC has increased since 2017 due to the implementation of 2017-2021 Strategic Plan	0.0	4.1	21.6	50.0	24.3	4.14
ASC has put-up more buildings since 2017 in line with its 2017-2021 strategic plan	0.0	8.1	25.7	37.8	28.4	3.82
ASC motor vehicle fleet has expanded since 2017 in accordance with the church's 2017-2021 strategic plan	4.1	0.0	39.2	23.0	33.8	3.61
ASC assortment of music and mission equipment has increased since 2017 in line with the 2017-2021 strategic plan	17.6	6.8	18.9	25.7	31.1	3.52
ASC furniture and fittings have increased since 2017	0.0	1.4	21.6	16.2	60.8	4.13
ASC members adherence to Biblical doctrines such as tithing has improved since 2017 as envisioned in 2017-2021 strategic plan	0.0	9.5	23.0	18.9	48.6	3.94
ASC members prayer life has improved since 2017 as was intended in the 2017-2021 strategic plan	0.0	9.5	12.2	44.6	33.8	4.25
Aggregate Mean						**3.91**

Table 4.5 also shows that 37.8% of the respondents agreed and another 28.4% strongly agreed with the statement that ASC has put-up more buildings since 2017. In addition, 23% agreed and another 33.8% strongly agreed that ASC motor vehicle fleet has expanded since 2017. Moreover, 25.7% of the respondents agreed and another 31.1% strongly agreed that ASC assortment of music instrument and mission equipment has increased since 2017. Likewise, about 77% of the respondents either agreed or strongly agreed that ASC furniture

and fittings have increased since 2017. These findings imply that ASC assets have grown since 2017 in line with what was intended in the church's 2017-2021 strategic plan. The findings indicate that the church has also been successful in implementing this aspect of the strategic plan. These findings are consistent with the study by Matini, Gesimba and Mwangi (2019) which noted that the Catholic Diocese of Nakuru was successful in implementing various aspects of its strategic plan including mainstreaming research and development activities in various institutions belonging to the church so as to enhance service delivery.

Regarding members on spiritual growth, Table 4.5 exemplifies that more than two-thirds of the respondents (67.5%) either agreed or strongly agreed that ASC member's adherence to Biblical doctrines such as tithing has increased since 2017. Furthermore, 78.4% either agreed or strongly agreed with the claim that ASC members' prayer life has improved since 2017. These findings imply that ASC members have grown spiritually since 2017 as envisioned in the church's strategic plan. The findings signify that the church has been successful in realizing this strategic goal. The findings are also in line with Matini *et al.* (2019), who found that the Catholic Diocese of Nakuru had been successful in implementing activities detailed in the strategic plan that were aimed at promoting church growth including increasing activities in mission territories and increasing number of committed Christians.

4.3Organization's Resources for Successful Implementation of Strategic Plans at ASC

The first objective sought to evaluate the opinion of respondents regarding the influence of organization's resources on successful implementation of strategic plans at ASC. The influence of two categories of resources was examined namely: human and financial. Respondents were presented with a set of six statements and asked to respond on five-point scale. Table 4.6 summarizes the findings.

According to the findings in Table 4.6, majority (85.7) of the respondents either agreed or strongly agreed that the human resource constituent greatly contributes to the design and the execution of strategic plans at All Saints' Cathedral, as opposed to 9% of the respondents who cited otherwise, while 3% remained neutral. These study findings indicates that the human resource constituent greatly contributes to the design and the execution of strategic plans at All Saints Cathedral. This is in line with Mbithi's (2016) findings in the literature review that the accomplishment of procedure execution is exceptionally reliant on human asset and that undeniable degree of human resources positively affects the sustainability of the organization.

Table 4.6: Organization's Resources for Implementation of Strategic Plans at ASC

Statement	1	2	3	4	5	Mean
The human resource constituent greatly contributes to the design and the execution of strategic plans at All Saints' Cathedral	2.9%	8.6%	2.9%	57.1%	28.6%	4.11
ASC in the implementation of its strategic plan utilizes financial, physical, human, and technological resources to accomplish its ideal goals.	5.7%	8.6%	11.4%	28.6%	45.7%	3.98
As a religious organization, ASC utilizes various techniques in executing its strategic plan. It is upon the directors to decide the most beneficial management of the resources available to them.	2.9%	5.8%	14.3%	42.9%	34.3%	4.03
Effective management of the human resources at ASC significantly contributes to its successful strategic plan implementation.	0%	14.3%	11.4%	48.6%	25.7%	3.88
The realization of strategy execution at ASC is exceptionally subject to human resource and less on factors related to organization and systems.	2.9%	25.7%	28.6%	34.3%	8.6%	3.52
Designating sufficient resources to a given strategy execution results in greater organizational performance at ASC hence enhancing the sustainability of the organizations'.	0%	8.6%	8.6%	51.4%	31.4%	3.99
Aggregate mean score						**3.83**

The quantitative finding in Table 4.6 is also reinforced by qualitative data where respondents expressed that human resource influence successful implementation of strategic plans at ASC by promoting the plan and ensuring proper coordination.

> The people involved in strategy formulation play a central role in determine the success of its implementation. They are responsible for promoting the plan and gaining the support of all stakeholders. (Respondent 15, 2021)
>
> The human resource aspect is important in successful implementation of strategic plans because they coordinate all activities needed to achieve the strategic plan. (Respondent 29, 2021)

From the findings in Table 4.6, about 74% of the respondents either agreed or strongly agreed that ASC in the implementation of its strategic plan utilizes financial, physical, human, and technological resources to accomplish its ideal goals as opposed to 14% who cited otherwise, while 11% remained neutral. These study findings show that ASC in the implementation of its strategic plan utilizes financial, physical, human, and technological resources to accomplish its ideal goals. This in line with David (2014) in the literature review who attests that firms have in any event four sorts of assets that can be utilized to accomplish wanted targets in particular; monetary, physical, human, and mechanical.

According to the findings in Table 4.6, about 77% of the respondents agreed that as a religious organization, ASC utilizes various techniques in executing its strategic plan and it is upon the council to decide the most beneficial management of the resources available to them as opposed to 6% of the respondents who disagreed, while 14% were neutral. These study findings reveal that as a religious organization, ASC utilizes various techniques in executing its strategic plan and it is upon the directors to decide the most beneficial management of the resources available to them. This supports Peteraf and Barney's study (2013) from the literature review that noted it is not the asset type as the end goal that is important yet how the asset is utilized. Assets may have various capacities, which may empower them to be utilized across various conditions and it is the chiefs who should decide the most beneficial utilization for the assets available to them.

As per the findings in Table 4.6, approximately 74% of the respondents either agreed or strongly agreed that effective management of the human resources at ASC significantly contributes to its successful strategic plan implementation, while 14% disagreed to the same, while 11% could neither agree nor disagree. This study findings show that effective management of the human resources at ASC significantly contributes to its successful strategic plan implementation. This is in line with Rajasekar (2014) assertion in the literature review that human resources are key strategic resources and effective management of these

resources, and that compelling administration of the assets assumes a significant part in the successful usage of key plans.

In trying to ascertain if the realization of strategy execution at ASC is exceptionally subject to human resources and less on factors related to organization and systems, 43% of the respondents were in agreement, as opposed to 29% who disagreed, while another 29% of the respondents could neither agree nor disagree. The study findings show that the realization of strategy execution at ASC is exceptionally subject to human resource and less on factors related to organization and systems. This supports the line of thought of Rajasekar (2014), that including workers in key perspectives, expands their abilities and responsibility and that firms that get their workers included and persuaded through remunerations are sure to record a positive impact on the usage of system.

From the findings in Table 4.6, majority (82%) of the respondents were in agreement that designating sufficient resources to a given strategy execution results in greater organizational performance at ASC hence enhancing the sustainability of the organizations, as opposed to 9% who disagreed with the same, while another 9% of the respondents remained neutral. This corresponds with Peteraf and Barney (2013), who also discovered that the resources owned by organizations are great contributors to firms' superior performance.

4.3.1Influence of Organization's Resources on Successful Implementation of Strategic Plans

The Pearson correlation analysis was conducted to examine the magnitude and direction of the influence of organization's resources on successful implementation of strategic plans at ASC. In particular, the study correlated the aggregate mean score for organization's resources and the aggregate mean score for successful implementation of strategic plan. Pearson correlation assumes that the variables being correlated are measured on continuous scale, does not have major outliers, has a distribution that is close to normal, and has the same variance (homoscedasticity) (Schober *et al.*, 2018). Computing aggregate means scores for the two variables transformed them into continuous data leading to the fulfilment of the first assumption (Norman, 2010). The Grubb test showed that for the two variables does not have major outliers while the skewness and Kurtosis test showed that the distribution of the data is close to normal. The Koenker test also showed that the data meets the homoscedasticity assumption. Pearson correlation also assumes that there is a linear associated between the

variable being tested; an assumption that was verified using scatterplots. Table 4.7 presents results of the correlation analysis.

Table 4.7: Correlation Analysis of Organization's Resources and Successful implementation of strategic plans

		Successful implementation of strategic plans
Organization's Resources	Pearson Correlation	.418*
	Sig. (2-tailed)	.021
	N	35

Table 4.7 shows that the correlation coefficient for the relationship between organization's resources and strategic implementation is 0.418. This coefficient implies that there is a positive and moderate association between organization's resources and successful implementation of strategic plans. The p-value is less than the 0.05 level of significance (p=.021) suggesting that the association between organization's resources and successful implementation of strategic plans is statistically significant. These findings lead to the conclusion that that organization's resources have a positive and statistically significant influence on successful implementation of strategic plans of religious institutions. These findings are consistent with Harun *et al.* (2019) who observed that allocation of asset has major impact on the implementation of strategies at Presbyterian Church of East African chapels in Nairobi County.

4.4 Leadership Style at ASC

The second objective sought to know the opinion of respondents regarding the influence of leadership styles on successful implementation of strategic plans at ASC. Three aspects of leadership were examined including dedication, involvement, and transformational capabilities. Respondents were presented with a set of six statements and asked to indicate their level of agreement with each. Table 4.8 presents a summary of the findings.

Table 4.8: Respondents views on Leadership Style at ASC

Statement	1	2	3	4	5	Mean
More often leadership plays a focal part in strategy execution at ASC and unless it is properly managed may present difficulties.	2.9%	2.9%	8.6%	37.1%	48.6%	4.12
At ASC the Provost along with key administrators have vital expertise, ability, qualification and knowledge for successful implementation of strategic plans.	5.8%	8.6%	11.4%	45.7%	28.6%	3.98
In the execution of a strategic plan, absence of dedication by leadership and particularly strategic leadership by top authority of the organization has been acknowledged as one of the major obstacles to efficient execution of strategy.	11.4%	14.3%	11.4%	37.1%	25.7%	3.53
With the steadily changing elements in the business environment, ASC leaders have frequently looked well past the normal day to day operational strategies in order to be successful, hence every leader and every employee of ASC always thinks and acts in a strategic manner.	2.9%	5.7%	31.4%	48.6%	11.4%	3.56
The achievement of strategy execution at ASC can be credited to deep level of comprehension and responsibility by staff and the contribution of all the stakeholders as possible in the development and adoption of the strategic plan.	0%	8.6%	20.0%	42.9%	28.6%	3.78
The usage of transformational leadership abilities at ASC has brought about the best competitive strategies, such as innovation differentiation, marketing differentiation, and low cost of the product/projects.	2.9%	8.6%	28.6%	51.4%	8.6%	3.76

Aggregate mean score	**3.69**

According to the findings in Table 4.8, about 86% of the respondents either agreed or strongly agreed that more often leadership plays a focal part in strategy execution at ASC and unless it is properly managed may present difficulties, as opposed to 3% who disagreed to the same, while 9% remained neutral. The findings show that more often leadership plays a focal part in strategy execution at ASC and unless it is properly managed may present difficulties. The findings agree with those of Mapetere, Mavhiki, Tonderai, Sikomwe and Mhonde (2012). They asserted that relatively low leadership involvement in successful implementation of strategic plans led to partial strategy success in the organization studied. Qualitative findings also affirmed the role that leadership plays in strategy implemented. This is captured in the following excerpts:

> Leaders play an important role of promoting unity and teamwork among the members of the organization. Without this, any strategy would fail. (Respondent 12, 2021)

> Leadership have an impact on successful implementation of strategic plans because they are the ones who determine who resource are allocated. If they don't allocate adequate resources towards successful implementation of strategic plans, the strategy fails. (Respondent 26, 2021)

The findings in Table 4.8 show that the largest proportion of the respondents (74%) either agreed or agreed strongly that at ASC the Provost along with key administrators have vital expertise, ability, qualification and knowledge for successful implementation of strategic plans as opposed to 12% of the respondents who thought otherwise, while 11% could neither agree nor disagree with the same. This shows that ASC leadership have vital expertise, ability, qualification and knowledge for successful implementation of strategic plans. The study findings go hand in hand with Pearce and Robinson (2008) who stated that the CEO together with key managers ought to have necessary skills, personalities, education and experience to execute the strategy. Lack of leadership commitment and specifically strategic leadership by top management of the organization has been identified as one of the major barriers to effective successful implementation of strategic plans. Qualitative results further established that leadership at the ASC have the expertise needed to implement the church's strategy.

We have highly qualified leaders who have vast managerial experience. The church also sponsors managerial training for the church leaders to ensure that they develop the right expertise. (Respondent 5, 2021)

Most of our leaders have the expertise needed to implement the strategy of the church. They are also committed to the success of the church. (Respondent 31, 2021)

As per the findings in Table 4.8, most of the respondents (63%) were in agreement that in the execution of a strategic plan, absence of dedication by leadership and particularly strategic leadership by top authority of the organization has been acknowledged as one of the major obstacles to the efficient execution of strategy, as opposed to 23% who did not agree with same while 11% remained neutral. This shows that dedication of leadership in strategic plan implementation is significant and so leaders must be fully dedicated in their role.

According to the above findings, the largest segment of the respondents (60%) affirmed that with the steadily changing elements in the business environment, ASC leaders have frequently looked well past the normal day to day operational strategies in order to be successful, hence every leader and every employee of ASC always thinks and acts in a strategic manner, as compared to 6% who disagreed with same, while 31% of the respondents could neither agree nor disagree. This shows that most leaders at ASC are strategic leaders.

As per the findings in Table 4.8, a majority of the respondents (72%) were in agreement that the achievement of strategy execution at ASC can be credited to the deep level of comprehension and responsibility by staff and the contribution of all the stakeholders as possible in the development and adoption of the strategic plan as opposed to 9% of the respondents who were not in agreement, while 20% remained neutral. This shows that staff and stakeholders are key in the implementation of strategic plan.

According to the findings in Table 4.8, most of the respondents (60%) were in agreement that the usage of transformational leadership abilities at ASC has brought about the best competitive strategies, such as innovation differentiation, marketing differentiation, and low cost of the product/projects as opposed to 12% who thought otherwise, while 29% of the respondents remained neutral. This implies that transformational leadership abilities are significant in successful implementation of strategic plans. These findings are congruent with

the study by Ikiara and Kariuki (2018), who found that transformational leadership had a positive influence on the implementation of strategies at the National Treasury.

4.4.1 Influence of Leadership Style on Successful Implementation of Strategic plans

Pearson correlation analysis was also conducted to determine the strength and direction of the influence of leadership style on successful implementation of strategic plans. Specifically, the study correlated the aggregate mean score for leadership style and the aggregate score for successful implementation of strategic plan after data for the two variables was found to have met all the assumptions of Pearson correlation. Table 4.9 presents the results.

Table 4.9: Correlation Analysis of Leadership Style and Successful implementation of strategic plans

		Successful implementation of strategic plans
Leadership Style	Pearson Correlation	.509**
	Sig. (2-tailed)	.006
	N	35

Results in Table 4.9 shows that the correlation coefficient between leadership style and successful implementation of strategic plans is 0.509. This coefficient implies that there is a positive and moderate association between leadership style and successful implementation of strategic plans at ASC. The p-value was also less than 0.01 suggest that the relationship between leadership style and successful implementation of strategic plans is statistically significant at the 0.01 level of significance. These findings lead to the conclusion that leadership style has a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. These findings are congruent with Kivasu (2015), who found that leadership style had a significant effect on successful implementation of strategic plans among NGOs in Nairobi County.

4.5Strategy Communication at ASC

The third objective sought to uncover the influence of communication on successful implementation of strategic plans at ASC. To realize this objective, the study sought the respondents' views regarding the effectiveness of channels used to communicate the church's

strategy. Three parameters were examined namely: interpersonal relationships, decision making process, and coordination of activities. Respondents were presented with a set of six statement related to these parameters and asked to indicate their level of agreement on a five-point scale. Their views are summarized in Table 4.10.

Table 4.10: Respondents views on Strategy Communication at ASC

Statement	1	2	3	4	5	Mean
Communication is of utmost importance in gaining individual's participation and greatly decreasing uncertainty level into the proceedings of ASC.	2.9%	2.9%	2.9%	28.6%	62.9%	4.31
At ASC, communication is a regular rather than irregular exercise and is consistently pursued through different channels that management deem fit to access the employees and the stakeholders.	0%	8.6%	11.4%	37.1%	42.9%	4.02
As ASC staff we are regularly involved in the strategic plan execution through continuous messages effectively communicated and this has improved our full participation in all the ASC activities.	2.9%	11.4%	28.6%	28.6%	28.6%	3.57
At ASC, organizational communication plays a major role in training, dissemination of knowledge and learning during strategy execution process.	2.9%	5.7%	17.1%	45.7%	28.6%	3.89
ASC is able to organize different personnel and funds towards a given strategy execution through effective communication.	2.9%	5.7%	20.0%	42.9%	28.6%	3.76
ASC are yet to do much in the area of communication strategies because communication should be two-way so that it can provide information to improve comprehension and responsibility.	5.7%	11.4%	20.0%	34.3%	28.6%	3.59
Aggregate mean score						**3.81**

According to the findings in Table 4.10, an overwhelming majority of the respondents (92%) acknowledged that communication was of utmost importance in gaining individual's participation and greatly decreasing uncertainty level into the proceedings of ASC as opposed to 6% who thought otherwise, while 3% of the respondents remained neutral. This shows that communication was of utmost importance in gaining individual's participation and greatly decreasing level into the proceedings of ASC. The study findings agree with Bateta and Wagoki (2015) who asserted that communication systems assumed a critical part in upgrading the execution of strategic plans inside the NGOs. This position is also reinforced by the qualitative data where some of respondents expressed communication plays an important role in getting members of the organization to support the church strategy.

> *Communication is absolutely important because it allows all members of the church to understand the leaders' vision and what they intend to achieve in the short-term as well as in the long-term. (Respondent 7, 2021)*

> *Communication ensures that all stakeholders are on the same page regarding what needs to be done. It also brings support for the strategy. (Respondent 30, 2021)*

Results in Table 4.10 also show that the largest segment of the respondents (80%) strongly agreed that at ASC, communication was a regular rather than irregular exercise and was consistently pursued through different channels that management deemed fit to access the employees and the stakeholders as opposed to 9% who thought otherwise, while 11% remained neutral. These findings imply that there is proper communication at ASC marked by regular engagement between members of the organization. This position is also supported by qualitative data where it emerged that most respondents perceived the communication at ASC as good. One of the respondents acknowledged the church leadership communicate to them every step that they take.

> *Communication is good because the leaders let us know what they plan for the church and communicate every step. (Respondent 14, 2021)*

Findings in Table 4.10 further show that slightly over half (57%) of the respondents were in agreement that ASC staff were regularly involved in the strategic plan execution through continuous messages effectively communicated and this had improved their overall participation in all the ASC activities, as opposed to 11% who cited otherwise, while 29% of

the respondents could neither agree nor disagree to the same. These findings imply that there is effective communication of strategy at ASC marked by regular involved of key stakeholders in the execution of the church's strategy.

Similarly, findings in Table 4.10 illustrates that most of the respondents (74%) were in agreement that at ASC, organizational communication plays a major role in training, dissemination of knowledge and learning during the strategy execution process as opposed to 9% of the respondents who cited otherwise, while 17% remained neutral. This shows that ASC invests in training, dissemination of knowledge and learning during strategy execution which has resulted in high successful implementation of strategic plans level.

In addition, findings in Table 4.10 shows that the majority of the respondents (72%) were in agreement that ASC had the ability to organize different personnel and funds towards a given strategy execution through effective communication, as opposed to 6% of the respondents who cited otherwise, while the remaining 20% of the respondents were neutral. This shows that ASC invests in its personnel to facilitate successful implementation of strategic plans.

Lastly, findings in Table 4.10 shows that most of the respondents (63%) agreed that ASC was yet to do much in the area of communication strategies because communication should be two-way so that can provide information to improve comprehension and responsibility, as opposed to 17% of the respondents who disagreed with the same, while 20% of the respondents remained neutral. This indicates that communication strategy at ASC is not yet adequate and more needs to be done.

4.5.1 Influence of Communication on Successful Implementation of Strategic Plans

To establish the magnitude and direction of influence of communication on successful implementation of strategic plans, data on communication was correlated with that of successful implementation of strategic plans using the Pearson correlation test. Diagnostic test determined that the aggregate mean scores for the two variables had met all the assumptions of Pearson correlation. Table 4.11 presents the findings.

Table 4.11: Correlation Results for Communication and Successful implementation of strategic plans

		Successful implementation of strategic plans
Communication	Pearson Correlation	.611**
	Sig. (2-tailed)	.000
	N	35

Results in Table 4.11 illustrates that the correlation coefficient for communication and successful implementation of strategic plans is 0.611. This coefficient implies that there is a positive and moderate association between communication and successful implementation of strategic plans at ASC. The p-value is less than 0.01 suggesting that the relationship between these two variables is statistically significant at the 0.01 level of significance. These findings lead to the conclusion that communication has a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. These findings are congruent with Janis (2005), who found that limits to corporate communication had an adverse impact on utilization of strategy. The study established that communication deficiencies tend to limit the extent to which the strategy formulated by an organization are institutionalized and applied in the day-to-day operations of an organization.

4.6Organizational Culture at ASC

The fourth objective sought to establish the influence of organizational culture on successful implementation of strategic plans at ASC. To realize this objective, the study sought the views of respondents regarding the organizational culture at ASC. Three indicators were used to gage organizational culture namely: observable artefacts, values and convictions, and basic underlying assumptions. Respondents were given a set of five statements related to these indicators and asked to indicate their agreement with each.

Table 4.12: Respondents Views of Organizational Culture at ASC

Statement	1	2	3	4	5	Mean
ASC possesses a distinct culture and management style which include the governing values, beliefs and norms which have been advanced over time and have become fairly permanent aspect of our church life.	2.9%	5.7%	8.6%	37.1%	45.7%	3.99
ASC contribute to a number of familiar essential ideas or guiding thoughts about which the church business is built. This may be to carefully invest funds or to attain excellence in a specific area.	0%	2.9%	5.7%	54.3%	37.1%	4.11
At ASC, the major hardships in the implementation of successful implementation of strategic plans is cultural and behavioural in nature, this may involve; the effect of poor incorporation of activities and reduced feelings of commitment and ownership.	11.4%	11.4%	28.6%	31.4%	17.1%	3.78
ASC management sets goals that are geared towards implementing our project in a set time period and a modest cost.	2.9%	5.7%	11.4%	45.7%	34.3%	3.93
At ASC most of the strategic goals are set based on the need and availability of resources.	2.9%	8.6%	17.1%	40.0%	31.4%	3.89
Aggregate mean score						**3.95**

Findings in Table 4.12 shows that a majority of the respondents (83%) agreed or strongly agreed that ASC possesses a distinct culture and management style which include the governing values, beliefs and norms which have been advanced over time and have become a fairly permanent aspect of our church life, as opposed to only 6% of the respondents who cited otherwise, while 9% remained neutral. The findings show that ASC possesses a distinct culture and management style which contribute to successful implementation of strategic plans. The findings agree with those of Marginson (2012) who contended that successful implementation of strategic plans evolves either from a process of winning group

commitment through a coalitional form of decision-making or as a result of complete coalitional involvement of implementation staff through a strong corporate culture

Findings in Table 4.12 also illustrates that the largest segment of the respondents (91%) was in agreement that ASC contributes to a number of familiar essential ideas or guiding thoughts about which the church business is built. This may be to carefully invest funds or to attain excellence in a specific area, as opposed to a paltry 3% of the respondents who cited otherwise, while the remaining 6% remained neutral. This shows that ASC has norms and values which contributes to successful implementation of strategic plans. This position is also supported by qualitative data where some respondents expressed that one way in which the organizational culture at ASC support successful implementation of strategic plans is by encouraging new ideas and innovation.

> *The church has a culture that encourages people to suggest new ideas and develop innovative ways of improving our operations. (Respondent 11, 2021)*

> *We have a culture that promotes creative ways of solving problems and meeting goals. This is important in successful implementation of strategic plans. (Respondent 24, 2021)*

On the contrary, findings in Table 4.12 show that less than half of the respondents (49%) were in agreement that at ASC, the major hardships in the implementation of strategy is cultural and behavioural in nature, this may involve; the effect of poor incorporation of activities and reduced feelings of commitment and ownership, as opposed to 23% of the respondents who did not agree to the same, while 29% of the respondents remained neutral. The findings imply that the hardships in the implementation of successful implementation of strategic plans at ASC are not cultural and behavioural in nature. This is contrary with the views of Aaltonen and Ikavalko (2012) who asserted that one of the major challenges in the implementation of strategic plans appears to be more cultural and behavioural in nature, this may include; the impact of poor integration of activities and diminished feelings of ownership and commitment.

On the other hand, findings in Table 4.12 revealed that the majority of the respondents (80%) were in agreement that ASC management sets goals that are geared towards implementing their projects in a set time period and at a modest cost as opposed to 9% of the respondents

who strongly disagreed with the same, while 11% of the respondents remained neutral. Set goal is positive cultural aspects that support successful implementation of strategic plans. Consequently, these findings suggest that ASC has an organizational culture that supports the implementation of its strategy.

Lastly, results in Table 4.12 show that most of the respondents (71%) were in agreement that at ASC most of the strategic goals are set based on the need and availability of resources as opposed to 12% of the respondents who cited otherwise, while 17% of the respondents remained neutral. This shows that ASC allocates resources for strategic goals, which is a positive cultural element that reinforces the successful implementation of strategic plans process. These findings thus support the conclusion that ASC organizational culture reinforces the successful implementation of strategic plans process.

4.6.1 Influence of Organizational Culture on Successful Implementation of Strategic Plans

The Pearson correlation test was conducted to also determine the magnitude and direction of the relationship between organizational culture and successful implementation of strategic plans. Diagnostic test established that the data for these variables had also met the assumptions of Pearson correlation. Table 4.13 presents the findings.

Table 4.13: Correlation Results for Organizational Culture and Successful Implementation of Strategic Plans

		Successful implementation of strategic plans
Organizational culture	Pearson Correlation	.511**
	Sig. (2-tailed)	.002
	N	35

Results in Table 4.13 reveal that the correlation coefficient for the relationship between organizational culture and successful implementation of strategic plans is 0.511. This coefficient implies that there is a positive and moderate association between organizational culture and successful implementation of strategic plans. The p-value is less than 0.01 (p=.002), which signifies that the relationship between organizational culture and successful implementation of strategic plans is statistically significant at the 0.01 level of significance. These findings lead to the conclusion that organizational culture has a positive and significant

influence on successful implementation of strategic plans in religious institutions. These findings are congruent with Chebiego (2018) who found that organizational culture reinforced successful implementation of strategic plans in Unilever Kenya. The findings are also consistent with Muiga (2020) who observed that organizational culture was instrumental to the success of successful implementation of strategic plans in Kenyan commercial banks.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusions and makes recommendations in relation to the objectives of the study. The presentation of each is done thematically based on the research objectives. The discussion ties the research objective with the literature review while the recommendation is twofold, for application and recommendation for further study.

5.2 Summary of Findings

The general purpose of this study was to establish the factors that contribute to the implementation of strategies at All Saints Cathedral (ASC) Church, Nairobi. The following are the key findings of the study:

5.2.1 Organization's Resources and Successful Implementation of Strategic Plans.

Descriptive analysis revealed that ASC has adequate human resource needed to implement its strategy. The study indicated that the human resource promotes the successful implementation of strategic plans process by promoting the strategic plan and gaining support from stakeholders. It also established that ASC allocates financial, physical and technological resources to support the realization of its strategic goals. The majority of the respondents were in agreement that designating sufficient resources to a given strategy execution resulted in a greater organizational performance at ASC hence enhancing the sustainability of the organizations. The Pearson correlation analysis confirmed that organization's resources have a significant and positive influence on successful implementation of strategic plans at ASC.

5.1.2 The Influence of Leadership Styles on Successful Implementation of Strategic Plans

Descriptive analysis established that the senior leadership team at ASC pay adequate attention towards strategy execution. The findings also revealed that leaders at ASC have the expertise and skills that are requisite to the successful implementation of strategic plans process. This position was also supported by qualitative data, which described the leaders at ASC as highly qualified and experienced. Descriptive analysis also indicates that the leaders at ASC act in a strategic manner and exhibit transformational leadership capabilities. The

correlation analysis affirmed that leadership style has a positive and significant influence on successful implementation of strategic plans at ASC.

5.1.3 Communication and Successful Implementation of Strategic Plans.

Regarding communication, descriptive analysis established that there is regular communication at ASC that is consistently pursued through different channels. This position was also supported by qualitative data that established that leaders at ASC are in contact communication with all stakeholders of the church. It also revealed that there is staff involvement in execution of strategic plan, and dissemination of knowledge to staff through training. However, the findings showed that ASC had not excelled in implementing two-way communication that provide opportunity for staff at lower levels to voice their ideas. The correlation analysis established that communication has a positive and significant influence on successful implementation of strategic plans at ASC.

5.1.4 Organizational Culture and Successful Implementation of Strategic Plans

Concerning organizational culture, descriptive results showed that there is a distinct culture at ASC that support ideas and guiding thoughts. Similarly, qualitative data showed that the organizational culture at ASC encourages staff to create new ideas and innovate new ways of solving challenges. On the contrary, descriptive results further showed that the culture at ASC supports setting of goals that are based on needs of the church, available resources, and that are time bound. The correlation analysis results showed that organizational culture has a positive and statistically significant influence on successful implementation of strategic plans at ASC.

5.3 Conclusions

5.2.1 Organization's Resources and Successful implementation of strategic plans

The study research on the first objective revealed that organization's resources have a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. Strategy execution is exceptionally subject to human resource and less on factors related to organization systems. Thus, the study concludes that organizations that allocate adequate human, physical, financial, and technological resources towards the successful implementation of strategic plans process are more likely to be successful in realizing their strategic goals.

5.2.2 Leadership Styles and Successful implementation of strategic plans

On the influence of leadership styles, the study concludes that leadership style has a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. Religious organizations that have leaders who are committed to the successful implementation of strategic plans process, have the expertise and experience to implement strategies, act in a strategic manner, and are transformational are more likely to be successful in implementing their strategies.

5.2.3 Communication and Successful implementation of strategic plans

Regarding the influence of communication, the study concludes that communication has a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. Establishments that exhibit regular communication among its staff, promote the involvement of staff in strategy execution, disseminate knowledge to employees through training, and support two-way communication between leaders and employees are more likely to be successful in implementing their strategy.

5.2.4 Organizational Culture and Successful implementation of strategic plans

Lastly the study concludes that organizational culture has a positive and statistically significant influence on successful implementation of strategic plans in religious institutions. Organizations that have distinctive culture that are characterized by well espoused values as well as whose culture support generation of ideas and creativity and setting of goals that are based on needs and available resources are more likely to be successful in implementing their strategy.

5.3 Recommendations

5.3.1 Organization's Resources and Successful implementation of strategic plans

The study recommends that ASC should invest in human resource for effective successful implementation of strategic plans by continuously involving them in the process and developing them through training in order to acquire more knowledge. Employees should fully be incorporated in activities related to strategy execution to encourage commitment and accountability since strategy execution is exceptionally subject to human resource and less on factors related to organization and systems. The church should also continually maintain a proper budget in order to ensure that resources are available for successful implementation of strategic plans.

5.3.2 Leadership Style and Successful implementation of strategic plans

The study recommends that ASC should encourage dedication from the leadership to guarantee successful implementation of strategic plans. This is because it emerged that leadership plays a focal part in strategy execution and unless it is properly managed it could present difficulties.

The study further recommends that other religious institutions should borrow a leaf from ASC by cultivating competent and experienced leadership that is committed to successful implementation of strategic plans and is transformational in nature in order to enhance the success of their successful implementation of strategic plans process.

5.3.3 Communication and Successful implementation of strategic plans

ASC should improve on its internal communication in order promote successful implementation of strategic plans. In particular, the institution should support two-way communication between the leadership and subordinate staff. This can be done by establishing and encouraging an open line of communication with the employees. Employees should be made aware of the importance of their roles they play in contributing to strategic plan implementation. This will encourage more participation and ownership which will speed up the successful implementation of strategic plans process.

Other religious institutions should borrow the practice of ensuring regular communication among staff and involving staff in strategy execution exhibited at ASC to enhance the success of their successful implementation of strategic plans process. They should also ensure there is two-way communication between leaders and subordinate staff.

5.3.4 Organizational Culture and Successful implementation of strategic plans

The study also recommends that ASC should nurture dynamic and flexible cultures which promote successful implementation of strategic plans and avoid bureaucratic cultures which may hinder implementation of strategy since major hardships in the implementation of strategy is cultural and behavioural in nature.

Other religious institution should emulate ASC culture of promoting ideas and innovation and setting goals that are time bound and that reflect the needs and resources of the organization. Findings indicate that these cultural aspects have a positive influence on successful implementation of strategic plans.

5.4 Suggestions Further Research

The findings of this study could be enhanced by other scholars who will be interested in undertaking studies on the factors that contribute to the implementation of strategies in religious institutions. The study could also be extended and stretched to cover other faith-based organizations for comparison and to enhance the generalizability of findings.

Future studies should also examine how other factors such as organizational structure and organizational systems influence successful implementation of strategic plans in religious institution. They should also examine how factors such as size of the church and setting (rural versus urban) moderate how leadership style, organization's resources, communication, and organizational culture influence successful implementation of strategic plans in religious institutions.

REFERENCES

Aladwani, A. M. (2015). Facilitators, characteristics, and impactsof Twitter use: Theoretical analysis and empirical illustration. *International Journal of Information Management*, 35(1):15-25.

Aldehayyat, J. S., & Khattab, A. A. (2013). Strategic Planning and organizaional effectiveness in Jordanian hotels. *International Journal of Business and Management*, 8(1), 11-25.

All Saints Cathedral (2017). *All Saints' Cathedral Nairobi Strategic Plan 2017-2021*. Retrieved 11th January 2021 from http://www.allsaintsnairobi.org/wp-content/uploads/2018/01/Strategic-plan-final-1.pdf.

Alola, U. V. (2018). Organization Sustainability through Human Resource Capital: The Impacts of Supervisor Incivility and Self Efficacy. *Sustainability*, 1, 11.

Alsina, M. R., & Jamenez, L. G. (2010). Communication theory and research in Spain: A paradigmic case of a socio-humanistic discipline.

Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). *A Review of Leadership Theories, Principles and Styles and their Relevance to Educational Management.*

Ambrosini., M. (2011). Key success factors for successful implementation of strategic plans in Latin America. *Journal of business research*, 61(6), 590-598.

Amulyoto, B. K. (2014). *Challengesin the implementation of the institutional risk management policy framewor i the ministries of the national government of Kenya.* University of Nairobi.

Aosa, E. (2011). Strategic management within Kenya firms. *DBA Africa Management Review*, 1(1), 25-36.

Aosa., E. (2012). *An empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya.* Glasgow, Schotland: University of Strathclyde.

Arthur Thompson, A. J. (2008). *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases.* McGraw-Hill Companies.

Awino, Z. B. (2011). An empirical investigation of selected strategy variables on firms performance: A study of supply chain management in large private manufaturing

firms in Kenya. *Journal of Public Administration and Policy Research*, Vol 3(8), 228-236.

Bateta, P. N., & Wagoki, J. (2015). Influence of organizational culture on implementation of strategic plans in non-governmental organizations. *International Journal of Economics Commerce and Management*, 3(6),1399-1402.

Bateta, P. N., & Wagoki, J. (2015). Influence of organizational culture on implementation of strategic plans in non-governmental organizations: A survey of Nakuru County, Kenya. . *International Journal of Economics, Commerce and Management*, 3 (6), 1399-1409.

Bigler, M. N. (2011). *The New Schience of Strtegy Execution: How Established Firms Become Fast Sleek Wealth Creators.*Westport, CT: Greenwood Publishing Group.

Bless, C., Higson-Smith, C., & Sithole, L. (2013). *Fundamentals of Social Research Methods - An African Perspecie.*Cape Town: Juta and Company Ltd.

Bourgeois, L., & Brodwin, D. (2014). Strategic Implementation: Five approaches to an elusiv phenomenon. *Strategic Management Journal*, 5, 241-64.

Bryman, A., & Bell, E. (2011). *Business Research Methods.* New York, NY: Oxford University Press.

Carter, T., & Pucko, D. (2010). Factors of effective strategy implementatiion. *Empirical Study from Slovenia*, *15*(3), 207-236.

Chebiego, C. (2018). Strategic firm level factors and performance of manufacturing firms in Kenya: A case of Unilever Kenya Ltd. *International Academic Journal of Human Resource and Business Administration*, *3*(3), 243- 262.

Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods.*New York, NY: McGraw-Hill Education.

Cummings, T. G., & Worley, C. G. (2015). *Organization development and change.* Stamford,CT: Cengage Learning.

Cutis, E and John D. (2003). *Quantitative Health Research: Issues and Methods*. Berkshire: Open University Press.

David, G. (2014). *Organization: Rational, Natural and Open System.*Upper Saddle River, NJ: Prentice Hall.

Davis, G., & DeWitt, T. (2021). Organization Theory and Resource Based View of the Firm: The Great Divide. *Journal of Management, 47*(7), 1684- 1697.

Dess, G. G., Lumpkin, G. T., & Eisner, A. B. (2019). *Strategic Management: Text and Cases. 4th Ed.* Irwin, Boston: McGraw-Hill.

Dewhurst, J. H., & Suzanne Heywood, D. J. (2012, June 1). *McKinsey & Company*. Retrieved 9 24, 2020, from www.mckinsey.com: http://www.mckinsey.com

Dixon, M. A., & Dougherty, D. S. (2010). Managing the Multiple Meanings of Organizational Culture in Interdisciplinary Collaboraion and Consulting. *Journal of Business Communication*, 47(1), 3-9.

Downs, C. W., & Adrian, A. D. (2012). *Assessing organizational communication: Strategic communication audits.*New York, NY: Guildford Press.

Drazin, R., & Howard, P. (2012). Successful implementation of strategic plans: A technique for organizational design. *Journal of Management Studies*, 34(3) 465-85.

Egelhoff, W. G. (2011). *Great Strategy or Great Successful implementation of strategic plans - Two Ways of Competing in Global Markets.* Sloan Management Review.

Enwereji, P. &. (2019). *Challenges in Successful implementation of strategic plans processess in South AFricanMunicipalities: A service delivery perspective.* Ife Centre for Psychological Studies/Services, Ile-Ife, Nigeria.

Gerald, F. (2010). Resource Dependency Theory: Past and future research in the sociology of organizations. *Management Papers*, 28:21-42.

Hambrick., D., & Cannella, A. (2013). Successful implementation of strategic plans as substance and selling: Academy of Executive. *Straegic Management Journal*, 278-85.

Harun, B., Muraguri, C., & Kahuthia, J. (2019).Resource allocation and successful implementation of strategic plans in Presbyterian Church of East Africa in Nairobi County. *International Academic Journal of Human Resource and Business Administration, 3*(6), 244- 253.

Hofstede, G. (2011). Dimenstionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, 2(1).

Hoy, W., & Miskel, C. G. (2013). *Educational administration: Theory, research and practice (9th ed.).* New York, NY: McGraw-Hill.

Hrebiniak, L. G. (2013). *Making Strategy Work: Leading Effective Execution.* Pearson FT Press.

Ikavalko, P. A. (2012). Implementing strategies successfully. *Intergrated Mangement Systems*, 123-212.

Ikiara, J. K.& Kariuki, P. (2018). The impact of leadership styles on implementation of strategy at the Natioanal Treasury (Ministry of Finance).*Strategic Journal of Business & Change Management, 5*(4), 1396- 1401.

Isenberg, D. (2010). How to start an entrepreneurial revolution. *Havard Business Review*, 88(6), 40-50.

J. Pfeffer, J., & Harvey, M. (2011). The Development of a Social Psychological Model of Successful implementation of strategic plans, International Journal of Management. *International Journal of Management*, 29(3), 75-85.

Janicijevic, N. (2013). The mutual impact of organizational culture and structure. *Economic Annals*, 58(198), 35-60.

Jay, B., & Hestrly, U. (2013). *Strategic Management and Competitive Advantage.*Upper Saddle River, NJ: Prentice Hall.

Jehad, S., Aldehayyat, & Naseem, T. (2012). Strategic Planning and Corporate Performance Relationship in Small Business Firms: Evidence from a Middle East Country Context. *International Journal of Business and Management*, *6(*8), 255- 263.

Jiang, W. (2014). *Business partnerships and organizational performance: The role of resources and capabilities, contributions ato mangement science*. Berlin: Springer-Verlag.

John A. Pearce, R. B. (1991). *Strategic Management: Formulation, Implementation, and Control.*New York, NY: Mcgraw-Hill.

Johnsen, F., & Paul, A. (2011). How corporate communication influence strategy implementtion, reputation and corporate brand: An exploratory qualitative study. *Corporate Reputation Review*, 8(3), 245-264.

Jones, P. (2008). *Communicating Strategy.*Hampshire: Gower Publisher.

Judge, W. Q., & Talaulicar, T. (2017). Board Involvement in the Strategic Decision Making Process: A Comprehensive Review. *Annals of Corporae Governance*, 2(2), 51- 169.

Kagumu, J. G. (2016). *Organizational factors influencing strategy implemenation in the Anglican Church of Kenya: The Case of Kirinyaga Diocese, Kenya (Unpublished thesis)*. Kenyatta University, Kenya.

Kakui, J. M. (2010). *Factors Affecting Effective Implementation of Strategic Plans in Non-Governmental Organizations in Kenya (Unpublished thesis).* Jomo Kenyatta University of Agriculture and Technology, Kenya.

Kakui, J. M. (2010). *Strategic Planning in Christ is the Answer Ministries (Unpublished thesis).*University of Nairobi, Kenya.

Karenye, D. (2020). *Successful implementation of strategic plans Practices and Perfromance of Pharmaceutical Firms in Kenya (Unpublished thesis).*Kenyatta University, Kenya.

Kasper, H. (2012). *Service Marketing Management, a strategic perspective.* West Sussex: John Wiley & Sons.

Khan, I. U. (2016). The Leadership Styles and the employees performance: A Review.*Gomal University Journal of Research, 32*(2), 144-150.

Kihara, P., Bwisa, H., & Kihoro, J. (2016). *Influence of Successful implementation of strategic plans on the performance of manufacturing small and medium firms in Kenya (Unpublished thesis)*. Jomo Kenyatta University of Agriculture and Technology, Kenya.

Kim, Y. (2015). Toward an Ethical Model of Effecive Crisis.*Business and Society Review, 120*(1), 57- 81.

Kivasu, N. L. (2015). *To determine the leadership styles embraced and the impact of leadership styles on the execution of strategy among NGOs in Nairobi County, Kenya (Unpublished thesis).*University of Nairobi, Kenya.

Kombo, D. K., & Tromp, D. L. (2011). *Proposal and Thesis Writing.* Nairobi: Pauline's Publication Africa.

Kothari, C. R. (2008). *Research Methodology, Methods and Techniques 2nd Ed.* New Delhi: New Age Inter-national (P) Ltd.

Kulchitsky, Larson, P., & D., J. (2010). The use and impact of communication media in purchasing and supply management.*Journal of Supply Chain Management, 36*(3), 29-39.

Kumar, R. (2019). *Research methodology: a step by steph guide for beginners.* London: SAGE.

Kung'u, D. W. (2007). *Successful implementation of strategic plans Challenges in the Main Stream Churches in Kenya. Nairobi (Unpublished research project)*. University of Nairobi, Kenya.

Lemarleni, J. E. (2017). *Effects of Resource Allocation on Strategy Implementaion at Kenya Polic Service in Narobi.* Laikipia University, Kenya.

Lev., E. (2011). Markeing's contribution to the implementation of business strategy: an empirical analysis. *Strategic Management Journal*, 22(11),1055-1067.

Lingard, F. H., Francis, V., & Turner, M. (2012). Work-life strategies in the Australian construction industry: Implementation issues in a dynamic project-based work environment. *International Journal of Project Management*, 30(3) 282-295.

Lipson, M. (2011). *A Resource Dependence Model of Peace Operations Coordinaion.* Reykjavik: Paper presented at the 6th European Consortium for Political Research General Conference, 25-27 August.

Lock, I., Wonneberger, A., Verhoeven, P., & Hellsten, L. (2020). Back to the Roots? The Applications of Communication Science Theories in Strategic Communication Research. *International Journal of Strategic Communication, 14*(4), 1-24.

Lussier, R. N., & Achua, C. F. (2013). *Leadership: theory, application & skill develoopment.* Mason, OH: South-Western: Cengage Learning.

Mailu, R. N. (2018). Successful implementation of strategic plans and organizational performance in the pharmaceutical industry in Kenya. *International Academic Journal of Human Resources and Business Administration, 3*(2), 33-47.

Mapetre, D., Mavhiki, S., Sikomwe, N., & Mhonde, C. (2012). Strategic Role of Leadership in Successful implementation of strategic plans in Zimbabwe's State-Owned Enterprizes. *International Jounral of Business and Social Science, 3*(16), 271-276.

Marginson, D. E. (2012). Management Control systems and their effects on strategy formation at middle-management levels: evidence from a UK organization. *Strategic Management Journal*, *23*(11),1019-31.

Marianne., D., Zellei, & E. D. (2011). *Applying Communication Theory for Professional Life.*New York, NY: Sage Publications.

Matini, S., Gesimba, P., &Mwangi, J. (2019).Effect of communication process on strategic plan implementation in the Catholic Diocese of Nakuru, Kenya. *International Journal of Social Science and Economic Research, 4*(8), 5742- 5759.

Mbithi, M. B. (2016). *Influence of successful implementation of strategic plans on performance of Kenya Bureau of Standards (Unpublished research project)*. University of Nairobi, Kenya.

McNamara, D. S. (2017). *Five building blocks for comprehension strategy instruction.*Amsterdam: John Benjamins Publishing Company.

Menguc., B., & Shih, E. (2016). Transformational leadership and market orientation: Implications for the implementation of competitive strategices and business unit performance. *Journal of Business Research, 60*(4), 314- 321.

Mintzberg, H. (2013). *Structure in fives: Designing effective organizations*. New York, NY: Pearson Publisher.

Mugenda O. M., M. A. (2012). *Research Methods: Quantitative and qualitative approaches.* Nairobi; African Centre for Technology Studies.

Muiga, G. W. (2020). *Strategic Management Drivers and Performance of Tier Three Commercial Banks in Kenya (Unpublished thesis).*Kenyatta University, Kenya.

Murage, A. A. (2018). *Management Practices and Implementation of Strategic Plan in Anglican Church of Kenya Head Office in Nairobi City Country, Kenya (Unpublished research project).* University of Nairobi, Kenya.

Mutiso, M. (2017). *Implementation of Straegic Plan as a Tool of Achieving Economic Sustainance in Religious Congregations: Case of Selected Religious Congreations, Nairobi (unpublished thesis).* Tangaza University College, Kenya.

Neilson, G. L., & Pasternack, B. A. (2010). *Results: Keep what's good, fix what's wrong, and unlock great performance*. New York, NY: Crown Business

Ngumo, C. (2013). A Framework to implement strategies in organizations. *Management Decisions, 41*(9), 871-882.

Nienaber, M. (2015). Factors hindering successful implementation of strategic plans as perceived by top, middle and frontline managers in a South African Electronic organization. *Journal of Global Business and Technology, 11*(2), 55.

Norman, G. (2010). Likert scales, levels of measurement and the laws of statistics. *Advances in Health Sciences Education, 15*(5), 625-632.

Northouse. (2012). *Introduction to leadership: concepts and practice.* Thousand Oaks, CA: Sage Publication.

Ochanda, R. M. (2014). *The local develoopment dynamics of the third sector in Kenya: The empowerment dimension (unpublished PhD thesis).* University of Trento, Italy.

Ogal, J. and Omanyo, A. (2018). The influence of leadership styles on the implementation of the strategic plans in non-governmental organizations in Kisumu County, Kenya. *European Business and Management, 4*(1), 18-23.

Onono, E. O. (2018). *The Impact of organiational structure on performance at General Electric Africa (Unpublished thesis).*United States International University-Africa.

Onserio, D. K. and Wanjira, J. (2018). Successful implementation of strategic plans and organizational performance among institutions of higher learning in Kiambu County.*International Academic Journal of Human Resource and Business Administration, 3*(2), 146- 175.

O'Reilly, C. A., Cardick, Z. T., & Newton, M. (2010). *Seizing the occasion: The effect of new management (research paper).* Stanford University, USA.

Ortega-Parra, A., & Sastre-Castillo, M. (2013). Impact of perceived corporate culture on organizational commitment. *Management Decision*, 51,1071-1083.

Otley, D. (2011). Extending the boundaries of management accounting research: developing systems for performance management. *British Accounting Review*, 33, 243-61.

Ouchi, W. G. (2009). *Theory Z: how American business can meet the Japanese challege.*New York, NY: Basic Book Publishers.

Parsa, H. G. (2009). Interaction of srategy implementation and power perceptions in franchise sysems: an empiical investigation. *Journal of Business Research*, 173-85.

Pearce, J. A., & Robinson, R. B. (2011). *Strategic Management Formulation, Implementation and Control.* New York: McGraw Hill.

Pearce, J. A., & Robinsons, R. B. (2011). *Strategic Management: Implementation and Control.* Boston: McGraw-Hill, USA.

Pearce, J., & Robinson, R. (2013). *Strategic Management: Strategy formulation, implementation and control (13th ed).* Irwin: McGraw-Hill.

Pearce, J., & Robinson, R. (2015). *Strategic Management, 14th Edition.*New York, NY: McGraw-Hill Education.

Peteraf., C., & Barney., D. (2013). Organizational Culture, Formal Reward Structure and Effective Successful implementation of strategic plans: A Conceptual Model. *Journal of Organizational Culture, Communication and Conflict*, 15(2), 57-71.

Pfeffer, J., & Salancik, G. R. (2003). *The external control of organizations: A resource dependence perspective.*Stanford, CA: Stanford University Press.

Prahalad, M., & Hamel, T. (2010). A holistic successful implementation of strategic plans model based on the experiences of Slovenian companies. *Economic and Business Review for Central and South - Eastern Europe*, 10(4), 307-325.

Rajasekar, D. J. (2014). Factors affective Effective Successful implementation of strategic plans in a Service Industry: A Study of Electricity Distribution Companies in the Sultenate of Oman. . *International Journal of Business and Social Science*, Vol. 5, No. 9(1), 169-175.

Rajhans, K. (2012). Effective organizational communication. *Interscience Management Review*, 2(2), 81-85.

Rapa, H. G., & Kauffman, K. L. (2010). Interaction of successful implementation of strategic plans and power percepons in franchise systems: an empirical investigation. *Journal of Business Research*, Vol 45 173-85.

Resenburg, R. (2011). Aspects of public relations, communication management and sustainable development: African reflections. *Journal of Public Affairs*, 11(4), 189-194.

Richard, P., Deinney, T., Yip, G., & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35(3).

Rohila, P. (2010). *Research Methodology.* New Delhising: APH Publishing.

Rose, R. C., Abdullah, H., & Ismad, A. I. (2010). A review on the relationship between organization's resources, competitive advantage and performance. *The Journal of International Social Research*, 3(11), 488-498.

Schein, C., & Edgar, C. (2014). Strategic Role of Leadership in Successful implementation of strategic plans in Zimbabwe's State Owened Enterpries. *International Journal of Business and Social Science*, 3(16), 271-276.

Schein, E. H., & Schein, P. (2017). *Organizational culture and leadership.* Heboken, New Jersey: John Wiley and Sons: The Jossey-Bass Business & Management Series.

Schober, P., Boer, C., & Schwarte, L. (2018). Correlation coefficients: Appropriate use and interpretation. *Anaesthesia & Analgesia, 126*(5), 1763- 1768.

Scudder, S. F. (1980). *Communication Theory*. Retrieved from https://en.mwikibooks.org

Thompson, J., & Martin, F. (2010). *Strategic Management: Awareness and Change, 6th Ed*. New York, NY: Cengage Learning.

Tubman, D. O. (2020). *Factors influencing impelenation of procurement strategies among regulatory parastatals in Nairobi Conty, Kenya (Unpublished thesis).*Kenya Methodist University, Kenya..

Wairu, P. (2018). *Successful implementation of strategic plans practices and performance of National Government Constituency Development Fund Board in Nairobi City County Kenya (Unpublished thesis).*Kenyatta University, Kenya.

Wheelan, C., & Hunger. (2011). Implemnting Strategy. *Strategic Finance*, 48--53.

Wigill, M. N. (2011). Strategic communication management in the non-profit sector: a simplified model. *Journal of Public Affairs*, 11(4), 226-235.

Zaribaf., M., & Bayrami., H. (2010). An effecive factors pattern affecting implementation of strategic plans. *Academic and Business Research Institute*.

APPENDICES

Appendix I: Letter of Introduction

Dorsila A. Kassums

P O Box 9468-00300

NAIROBI

Dear Respondent,

I am a post graduate student at St. Paul's University doing Master of Business Administration (MBA) degree. As part of the necessities for granting of this degree, I am required to conduct a research study and submit a report to the University. My research interest is on **Factors that influence Successful implementation of strategic plans in Religious Institutions: A Case of All Saints' Cathedral Church, Nairobi.**

I kindly appeal for your support to enable me to accomplish this undertaking. A questionnaire shall be utilized and the information you give shall be investigated to determine the effects of the selected factors on successful implementation of strategic plans at All Saints' Cathedral Church.

Kindly note that any information you provide will be dealt with discreetly and will only be used for learning purposes.

Thank you.

Yours sincerely

Dorsila A. Kassums

Appendix II: Questionnaire

The principle reason of this survey is to collect data on the factors that influence successful implementation of strategic plans in religious institutions: A case of All Saints' Cathedral Church, Nairobi.

Kindly fill in to each Question as clearly and genuinely as you can. The responses are to be included directly on the spaces given or by ticking (√) the most suitable answer.

A. GENERAL INFORMATION

1. Gender? Male ☐ Female ☐
2. Educational qualification?

   Bachelor's Degree [ ] Diploma [ ]

   Master's Degree [ ] Any other (specify).....

3. Age group

   (a) Over 50 years ☐ (b) 41 – 50 years ☐

   (c) 31 – 40 years ☐ (d) 21 – 30 years ☐

4. For how long have you served in the similar position?

   0 – 3 years [ ], 4 – 6 years [ ], 7 – 10 years [ ]

   Over 10 years [ ]

Section B: Successful implementation of strategic plans at All-Saints Cathedral

5. Kindly indicate your agreement with the following statements concerning the successful implementation of strategic plans at All Saints Cathedral (ASC) on a scale of one to five, where:

5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree

S/N	Statement	1	2	3	4	5
A	The total number of members at ASC has increased since 2017 following the start of the implementation of the 2017-2021 Strategic Plan					
B	The number of active members at ASC has increased since 2017 due to the implementation of 2017-2021 Strategic Plan					
C	ASC has put-up more buildings since 2017 in line with its 2017-2021 strategic plan					
D	ASC motor vehicle fleet has expanded since 2017 in accordance with the church's 2017-2021 strategic plan					
E	ASC assortment of music and mission equipment has increased since 2017 in line with the 2017-2021 strategic plan					
F	ASC furniture and fittings have increased since 2017					
G	ASC members understanding of the Bible has improved since 2017 as envisioned in 2017-2021 strategic plan					
H	ASC members prayer life has improved since 2017 as was intended in the 2017-2021 strategic plan					
I	ASC members lifestyle has transformed positively since 2017					

SECTION C: Organization's Resources on Successful implementation of strategic plans.

6. Kindly indicate your agreement with the following statements concerning the influence of organization's resources on successful implementation of strategic plans at ASC on a scale of one to five, where:

5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree

S/N	Statement	1	2	3	4	5
A	The human resource constituent greatly contributes to the design and the execution of strategic plans at All Saints' Cathedral					
B	ASC in the implementation of its strategic plan utilizes financial, physical, human, and technological resources to accomplish its ideal goals.					
C	As a religious organization, ASC utilizes various techniques in executing its strategic plan. It is upon the directors to decide the most beneficial management of the resources available to them.					
D	Effective management of the human resources at ASC significantly contributes to its successful strategic plan implementation.					
E	The realization of strategy execution at ASC is exceptionally subject to human resource and less on factors related to organization and systems.					
F	Designating sufficient resources to a given strategy execution results in greater organizational performance at ASC hence enhancing the sustainability of the organizations'.					

7. How would you describe the use of organization's resources in relation to successful implementation of strategic plans at ASC?

……..……..……

……..……

……..……..……

…….

8. How else do organization's resources influence successful implementation of strategic plans at ASC?

……..……..……

……..……

……..……..……

…….

SECTION D: Leadership Styles and Successful implementation of Strategic Plans

9. Indicate your agreement with the following statements concerning the impact of leadership styles on successful implementation of strategic plans at ASC on a scale of one to five, where:

5=Strongly Agree, 5=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree

S/N	Statement	1	2	3	4	5
A	More often leadership plays a focal part in strategy execution at ASC and unless it is properly managed may present difficulties.					
B	At ASC the Provost along with key administrators have vital expertise, ability, qualification and knowledge for successful implementation of strategic plans.					
C	In the execution of a strategic plan, absence of dedication by leadership and particularly strategic leadership by top authority of the organization has been acknowledged as one of the major obstacles to efficient execution of strategy.					
D	With the steadily changing elements in the business environment, ASC leaders have frequently looked well past the normal day to day operational strategies in order to be successful, hence every leader and every employee of ASC always thinks and acts in a strategic manner.					
E	The achievement of strategy execution at ASC can be credited to deep level of comprehension and responsibility by staff and the contribution of all the stakeholders as possible in the					

	development and adoption of the strategic plan.					
F	The usage of transformational leadership abilities at ASC has brought about the best competitive strategies, such as innovation differentiation, marketing differentiation, and low cost of the product/projects.					

10. How would you describe leadership styles in relation to successful implementation of strategic plans at ASC?

……..……..……
……..……
……..……..……
…….

11. How else does leadership styles influence successful implementation of strategic plans at ASC?

……..……..……
……..……
……..……..……
…….

SECTION E: Communication and Successful implementation of Strategic Plans.

12. Kindly indicate your agreement with the following statements concerning the impact of communication on successful implementation of strategic plans at ASC on a scale of one to five, where:

5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1=Strongly Disagree

S/N	**Statement**	**1**	**2**	**3**	**4**	**5**
A	Communication is of utmost importance in gaining individual's participation and greatly decreasing uncertainty level into the proceedings of ASC.					

B	At ASC, communication is a regular rather than irregular exercise and is consistently pursued through different channels that management deem fit to access the employees and the stakeholders.					
C	As ASC staff we are regularly involved in the strategic plan execution through continuous messages effectively communicated and this has improved our full participation in all the ASC activities.					
D	At ASC, organizational communication plays a major role in training, dissemination of knowledge and learning during strategy execution process.					
E	ASC is able to organize different personnel and funds towards a given strategy execution through effective communication.					
	ASC are yet to do much in the area of communication strategies because communication should be two-way so that it can provide information to improve comprehension and responsibility.					

13. How would you describe Communication in relation to successful implementation of strategic plans at ASC?

……..……..……
……..……
……..……..……
…….

14. How else does Communication influence successful implementation of strategic plans at ASC?

……..……..……
……..……

……..……..……
…….

SECTION F: Organizational Culture on Successful Implementation of Strategic Plans

15. Kindly indicate your agreement with the following statements concerning the organizational culture influence on successful implementation of strategic plans at ASC on a scale of one to five, where:

5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree and 1= Strongly Disagree

S/N	Statement	1	2	3	4	5
A	ASC possesses a distinct culture and management style which include the governing values, beliefs and norms which have been advanced over time and have become fairly permanent aspect of our church life.					
B	ASC contribute to a number of familiar essential ideas or guiding thoughts about which the church business is built. This may be to carefully invest funds or to attain excellence in a specific area.					
C	At ASC, the major hardships in the implementation of successful implementation of strategic plans is cultural and behavioural in nature, this may involve; the effect of poor incorporation of activities and reduced feelings of commitment and ownership.					
D	ASC management sets goals that are geared towards implementing our project in a set time period and a modest cost.					
E	At ASC most of the strategic goals are set based on the need and availability of resources.					

16. How is organizational culture related to successful implementation of strategic plans at ASC?

……..……..……
……..……

……..……..……
…….

17. In which other way is successful implementation of strategic plans at ASC influenced by organizational culture?

……..……..……
……..……
……..……..……
…….

Thank You!

Appendix III: SPU Introduction Letter

ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20 - 2020505/10
Mobile: +254 (0) 728 - 669000
(0) 736 - 424440

17th May 2021

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR DORSILA ACHIENG KASSUMS- MBADIST535819 TO CONDUCT RESEARCH

This letter confirms the above named person is a student of the Masters of Business Administration program at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Factors influencing strategy implementation in religious institutions: A case of All Saints Cathedral Church Nairobi'.*

Kindly grant this student the required permit.

Yours Faithfully,

Dr. Julius Kahuthia
Director, Board of Postgraduate Studies

DIRECTOR POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
17 MAY 2021
PRIVATE BAG - 00217 - LIMURU

Appendix IV: NACOSTI License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **387111**

Date of Issue: **21/May/2021**

RESEARCH LICENSE



This is to Certify that Ms.. Dorsila Achieng Kassums of St. Paul's University, has been licensed to conduct research in Nairobi on the topic: FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN RELIGIOUS INSTITUTIONS: A CASE OF ALL SAINTS CATHEDRAL CHURCH NAIROBI for the period ending : 21/May/2022.

License No: **NACOSTI/P/21/10725**

387111

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.