

**FACTORS INFLUENCING IMPLEMENTATION OF  
STRATEGIC PLANS IN TANZANIA'S EXECUTIVE  
AGENCIES**

**VENANCE SHILLINGI SALUM**

**DOCTOR OF PHILOSOPHY  
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**Factors Influencing Implementation of Strategic Plans in  
Tanzania's Executive Agencies**

**Venance Shillingi Salum**

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## DECLARATION

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

Signed:..... Date:.....

**Venance Shillingi Salum**

This thesis has been submitted for examination with our approval as University Supervisors.

Signature:..... Date:.....

**Prof. Roselyn. W. Gakure**  
**JKUAT, Kenya**

Signature:..... Date:.....

**Prof. Romanus Odhiambo Otieno**  
**JKUAT, Kenya**

## **DEDICATION**

To the Almighty God for giving me strength and guidance that I continue to receive in my lifetime. To my mother (Ngollo), my wife Sarah and my children (Princess, Barack, Prince & Purity) for their love, care and support.

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## ABBREVIATIONS AND ACRONYMS

<b>BA</b>	Business Administration
<b>BRELA</b>	Business Registrations and Licensing Agency
<b>CEO</b>	Chief Executive Officer
<b>CSC</b>	Client Service Charter
<b>DBS</b>	Director of Business Support
<b>GCLA</b>	Government Chemist Laboratory Agency
<b>GPSA</b>	Government Procurement Services Agency
<b>JKUAT</b>	Jomo Kenyatta University of Agriculture and Technology
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NGOs</b>	Non-Governmental Organization
<b>NPM</b>	New Public Management
<b>OPRAS</b>	Open Performance Review Appraisal System
<b>PhD</b>	Doctor of Philosophy
<b>PM</b>	Performance Management
<b>PSRP</b>	Public Sector Reform Program
<b>RITA</b>	Registration Insolvency Trusteeship Agency
<b>SP</b>	Strategic Plan
<b>SPSS</b>	Statistical Package for the Social Sciences®
<b>TANROADS</b>	Tanzania National Roads Agency
<b>TBA</b>	Tanzania Buildings Agency
<b>TaESA</b>	Tanzania Employment Service Agency

<b>TEMESA</b>	Tanzania Electrical, Mechanical & Electronics Services Agency
<b>TFSA</b>	Tanzania Forest Service Agency
<b>WB</b>	World Bank
<b>USA</b>	United States of America

## OPERATIONAL DEFINITION OF TERMS

**Agencification:** is the process of creating agencies in the public sector (Vining, 2016). Agencification involves the process of breaking up traditional monolithic and centralized public bureaucracies into semi-autonomous into a single entity with a purpose, and semi-autonomous public organizations that are run from their parent ministries arm's length (Van de Walle & Hammerschmid, 2011). It is a kind of role 'purification' in which central ministries or political leaders retain the role of policy making while implementation tasks are moved out to decentralized public organizations, named here as agencies (Kesik & Canpolat, 2014).

**Implementation:** implementation in an organizational context refers to turning strategy into action. It involves managing the organisation's resources, motivation and leading employees towards achieving organizational objectives (Lares-Mankki, 2014).

**Organizational resources:** refers to all assets, organization process, capabilities, knowledge, firm's attribute, information and much more



that enables an organization to execute strategies and increase its productivity (Gebhardt & Eagles, 2014).

**Organizational culture:** denotes a collection of beliefs, values, and principles of organization employees and is the result of factors such as history, products, technology, markets, employees, management styles, national culture and many more (Hill & Jones, 2013); on the other hand, Andrews, Beynon and Genc (2017) describes organizational culture to imply the way things are done within the firm that provide direction, meaning and the basis for action.

**Public Sector:** The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services (The Institute of Internal Auditors, 2011).

**Stakeholders:** refers to individual or group of people outside or within the firm, who influence, affect or are influenced or affected by organization actions or have an influence or interest in the performance and activities of the firm (Hill & Jones, 2013).

**Strategic Plan:**

Strategic plan is a process that charts out an institution's broad direction forward. It's a step by step guide that map out how the organization will reach its goals in the future (Ferlie & Ongaro, 2015).

**Strategy:**

strategy is a scope and direction of a firm designed to change environment over the long-term through its alignment of resources and competences aimed at accomplishing the vision, goals and expectations of stakeholder (Joyce & Drumaux, 2014). So, it is a means of achieving organizational objectives. Also, strategy is defined as a coordinated set of actions that fulfil firm's objectives, purposes and goals (Demirkaya, 2015).

## ABSTRACT

This study investigated factors influencing implementation of strategic plans in Tanzania's executive agencies. Specifically, the study was guided by the following specific objectives; to determine the influence of top management support, organizational resources, organizational culture and role of stakeholders on implementation of strategic plans. The audit reports from controller and auditor general revealed ineffective implementation strategic plans in Tanzania's public sector; and studies done on execution of strategic plans in different countries and few in Tanzania did not show index of factors directly influencing implementation of strategic plan's in Tanzania's executive agencies, and hence established the gap of this study. Four theories supported specific objectives of the study, that is the upper echelon theory, resource-based view theory, organisational culture theory and stakeholder theory. The study adopted descriptive research design using both qualitative and quantitative approach. The target population was 632 employees in the headquarters of selected seven (7) out of 27 executive agencies in Tanzania, while a sample size of one hundred eighty-eight (188) respondents (30% of the target populations) was drawn using stratified random sampling. Primary data were collected using questionnaires and interviews; where desk studies was used to obtain secondary data. The collected data were edited and analysed using both SPSS version 20 and content analysis. Only 146 respondents returned questionnaires translating to 77.7% of the valid response rate. Descriptive statistics were used to describe both dependent and independent variables while multiple regression analysis tested whether individually and collectively independent variables have any influence on implementation of strategic plans in Tanzania's executive agencies. The result indicated that, collectively (R-square = 0.720) and individually all predictors that is top management (R-square = 0.473); organizational resource (R-square = 0.315); organizational culture (R-square = 0.085); and Role of stakeholders (R-square = 0.056) influences implementation of strategic plans, but only top management support (R = 0.690) and organizational resources (R = 0.562) had significant strong positive relationship while organizational culture (R = 0.292) and the role of stakeholders (R = 0.236) had significant weak positive correlation with implementation of strategic plans. 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. The findings are expected to be of value to the management and decision makers to form a basis for improving implementation of strategies. Furthermore, studies can be done to other variables which influence implementation of strategic plans but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Tanzania or other countries.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The study investigated the factors influencing implementation of strategic plans in Tanzania's executive agencies. The strategic plan implementation is generally accepted across all sectors in the world due to its apparent contribution to the effectiveness of organizational performance (Gebhardt & Eagles, 2014). Currently, the need to have a strategic plan as a tool for improving organizational performance and competitiveness has been taken seriously by private, public and third-sector organizations (Demirkaya, 2015). However, due to much complexity in managing organizations in the public sector which are encompassed organizational arrangements, community interests, political choices, and objectives of organization that are sometimes being at odds with those of stakeholders; and hence much attention is needed (Elbanna, Andrews, Pollanen, 2015). Therefore, many organizations cannot sustain their competitive advantages, despite having a robust strategy formulation process, because they lack the processes in implementing their strategies.

##### **1.1.1 Public Sector**

The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services (The Institute of Internal Auditors, 2011). The main goal of organizations in the public sector is to ensure that national objectives are met, problems are solved, and quality of life improves among constituents (Vining, 2016). However, there is little agreement on how

the public sector should continue as well as many alternative approaches on how they could succeed.

Moreover, Vining (2016) argues, the public sector is both failing and succeeding in achieving its objectives. Sometimes public-sector goals are diverted by political interests, and hence compromise the delivery of quality service to the public (Brinkerhoff & Brinkerhoff, 2015). On the other hand, public value creation means generating projects, programs, infrastructure and policies that enhance public success at a reasonable cost for the common good (World Bank, 2012). The aim is to ensure citizens are receiving quality social service from public sector that commands value for money (Brinkerhoff & Brinkerhoff, 2015; Vining, 2016). Therefore, Public sector reforms are imbued in the principles of New Public Management (NPM) and actions have included privatization, public/private partnerships, commercialization and adoption of private sector approaches in managing public organizations.

### **New Public Management**

The concept of New Public Management (NPM) became popular in the 1980s and 1990s (De Vries & Nemec, 2013) applied to public sector organizations for the purpose of managing interrelationship and interconnectedness between the various internal and external factors to enhance the public good by delivering quality services aimed at reducing bureaucracy by improving efficiency and effectiveness (World Bank, 2012). In the process of replicating the practices of private organizations into the public service, there is a total overhauling of the government administrative machinery with the aim of

injecting real effectiveness, efficiency, hard core competence, and financial prudence in the running of the public sector; deliberately changing the interlocking structures and processes within the public sector that define how financial, physical resources and people are deployed and accounted for (World Bank, 2012; Robinson, 2015).

The NPM model supports reforms that are deliberately designed to reshape services in the public sector to the like of operations in the private sector (Pritchett, 2013). NPM has been spreading all over the world and transforming many systems which are bureaucratic in nature since 1980s, by offering a new managerial ideology and model (Brinkerhoff & Brinkerhoff, 2015). NPM places emphasis on the management of performance, accountability and transparency of managers and employees in the public sector (Robinson, 2015) and includes social equity in managing the public sector, which comprises an array of organization design, value preferences, and management styles.

However, the issue of adopting private sector business principles into the public sector has brought about a heated scholarly debate, with some contending that, the differences between the public and private sector make the theories and the attitude of the latter inapplicable to the former (World Bank, 2012; De Vries & Nemec, 2013). Another argument is that, the adoption of NPM has led to replacement of public management logic, specificity, uniqueness and model of operations (Pritchett, 2013). Nevertheless, despite such critiques NPM principles adopted by government executive agencies in Tanzania, are seen to have improved performance and reliable service delivery. Hence the model of

operation in Tanzania's executive agencies is quite different from that of the civil service domain.

### **Executive Agencies in Public Sector**

In an NPM ideal prototype, agencies are created with several autonomy-enhancing features, including financial and human resources autonomy, accompanied by strict performance result accountability for CEOs (Robinson, 2015). Automatization and performance contracts are the defining features of the agencification reform (Lodge & Gill, 2011; Pritchett, 2013). They are part of government and are intended for the administration of law, which sets them apart from privately owned firms and other non-profit organizations (Pritchett, 2013). Although both private companies and public agencies produce a value but in agencies is the public value that benefits the whole population (Lodge & Gill, 2011), not merely paying customers (private value). Likewise, some of the beneficiaries of public service, such as welfare recipients, enjoy private value without paying for the service. Moreover, within the private sector, organizations must rely more on their internal capabilities, whereas public agencies may opt to cooperate with other units (World Bank, 2012; Robinson, 2015). Therefore, executive agencies have become an important tool for enhancing public sector performance even in countries with a long history of putting public functions at arm's length, such as Sweden, where old agencies have been repacked in line with NPM-ideas (Pritchett, 2013; Robinson, 2015).

Pritchett (2013) has argued that agencification has become fashionable and every country is trying to put the idea into practice. The agencification reform aimed at creating task-

specific units that are flexible and outcome-focused within government (Robinson, 2015). These are autonomous public organizations which are more efficient and effective than normal departmental units (Brinkerhoff & Brinkerhoff, 2015). Hence, within a short period of time the idea of agency has spread from its original backyard, mainly in the Anglo-American countries in different parts of the world (Robinson, 2015). Canada, for example, began to implement the agencification program in 1993 (Pritchett, 2013). In Japan, the idea of creating agencies was put into practice in 1998 through the creation of Independent Administrative Corporations (Brinkerhoff & Brinkerhoff, 2015) while in sub-Saharan African countries, agencification programs were mainly sponsored and promoted by international financial institutions like the International Monetary Fund (IMF), World Bank and other Western donors (World Bank, 2012). The sponsors provided both financial and technical support for introduction of executive agencies in the public sector with the aim of improving performance, and as a result, executive agencies were introduced in Tanzania under the public service reform program (PSRP) phase two of 2000 – 2011 (Sulle, 2010; World Bank, 2012).

In Tanzania, it is possible to distinguish executive agencies from other public organizations, where all agencies are created under a single legislation; the Executive Agency Act, No. 30, 1997. The Act not only provides guidance on how agencies should be created in individual ministries, it also gives all agencies generic features. Hence, executive agencies are indeed different from the above organizations in several aspects. According to Sulle (2010), an agency is a public organization with the following central characteristic features: it is structurally disaggregated from its parent ministry (it operates



at arm's length); it has some form of performance contract with its parent ministry; it has autonomous power in decision making for its major management matters (it is to some extent deregulated in financial and human resources issues) although it is still formally under the control of its parent ministry; and it is staffed by public servants. Currently, Tanzania has twenty-seven (27) executive agencies.

### **Strategic Planning Adoption in Public Sector**

The major purpose of public service organization is to promote social equity and create public value by embracing changes in government's structure, roles, boundaries and changes to the management paradigm (Griffin, 2013; Ferlie & Ongaro, 2015). Public management emphasizes policy analysis, budgeting systems, program planning, productivity measurements, and restructuring; where these initiatives are directed towards social equity (Ologbo, Oluwatosin & Kwakye, 2012). Furthermore, Ferlie and Ongaro (2015) explains that in an industrial firm, the process comprises planning that influences all types of policies, objectives of the firms, acquisition and disposition of the main facilities, market and distribution channels, new permanent capital sources, subsidiaries' organization structure, divisions, and research and development of new product lines.

Moreover, a method of involving factors and techniques systematically to achieve certain tasks (Eden & Ackermann, 2013; Demirkaya, 2015). It enhances coordination and controls review of performance and progress towards the objectives; identification of threats and opportunities which are external, as well as internal strength and weakness; and improves communication internally between employees which boost favourable

attitude towards change (Griffin, 2013; Hrebiniak, 2013). Furthermore, a strategic plan being a living document, firms need to have the right planning process to realize its strategies (Hill & Jones, 2013). The main purpose of the formulation and implementation of strategies is to enable the firm to attain its long-term and short-term mission (Elbanna, Andrews & Pollanen, 2016). Also, to be able to respond quickly to market changes and competition, organizations need to be flexible; where they can be better prepared to respond with turbulent environments, and hence improving performance (Hill & Jones, 2013; Hrebiniak, 2013; Elbanna, et.al., 2016).

### **1.1.2 Top Management Support**

Poor strategy execution has caused about 70% of planned strategy to fail, whereby managers lacked commitment and were indecisive of strategic content or decision itself (Lynch, 2012; Wanjiku & Ombui, 2013; George & Desmidt, 2014). Also, other studies anticipated the failure rate to be between 50% and 90% (Gebhardt & Eagles, 2014). Hence, wise and informed decisions from top management are needed when approaching certain strategic issue that could affect people and their overall implementation (Muchemi, 2013; Gebhardt & Eagles, 2014); uncertain business environment often centres around CEOs given their ultimate responsibility on the strategic direction of organisation (Lynch, 2012; George & Desmidt, 2014).

Furthermore, divisional and functional managers work in developing programs, budgets, and procedures for executing strategy with their colleague managers (Cherop, 2012; Mavhiki, 2012). Moreover, the most important pre-condition for successful execution of

strategy is the commitment of executives at top level to follow the direction of the strategy (Lynch, 2012; Wanjiku & Ombui, 2013). Top managers therefore, need to show their willingness to give loyalty and energy to the execution process (Mutuku, 2012; Waititu, 2016). To ensure the strategy is executed as planned, top executives should not consider that lower level managers have the same perceptions about executing strategies, and their importance and urgency, but rather, they must work together with employees to attain these goals (Mavhiki, 2012; Koech & Were, 2016).

### **1.1.3 Organizational Resources**

According to Okioga (2012), firm resources in most cases include capital and networks in the form of assets and finances, trained personnel, operations, strategic alliances, techniques, and human resources. Also, knowledge resources, material wealth and coordination ability are very important for successful implementation of strategies (Okioga, 2012; Abok et al, 2013). Business-level strategies are determined by the efficiency of management of resources, allowing the organization to successfully compete in a very competitive environment (Lynch, 2012; Gachua & Mbugua, 2016).

Moreover, efficient utilization of resource enhances capacity for desirable strategic competitive strength (Abok, Gakure, Waititu & Ragui, 2013). Poor resource management leads to repetitive failure of implementation of planned strategies, whether private, public or voluntary sector (Cherop, 2012; Okioga, 2012). Resources are needed for implementing strategic plans successfully and is very hard to attain planned strategies when resources are not available (Cherop, 2012; Gebhardt & Eagles, 2014). Therefore, trained managers

need to coordinate and manage the use of strategic organisational resources for successful implementation of strategic plans.

#### **1.1.4 Organizational Culture**

Organizational culture entails internal integration that determines togetherness, communication on a daily basis, collective identity, behaviour which is considered acceptable or unacceptable, and allocation of powers in the structures of organization (Hill & Jones, 2013; Schneider & Barbera, 2014; Genc, 2017). This helps with external adoption, when dealing with external stakeholders while implementing strategic plans. Carpio and Harvey (2012) argued that, the organizational environment mostly affect how culture relates to strategy implementation. This can lead to an externally focused or “mission” culture which emphasizes on adaptability, or on the other hand, an internally focused culture, such as a bureaucratic culture or “clan-based” type of culture (Lynch, 2012; Babnik, Breznik, Dermol & Sirca, 2014; Andrews, Beynon & Genc, 2017). Organisation culture refers to leadership styles of managers, including how they make decisions, the way time is spent, the focus of attention, relations with employees, and how the day to day activities of the organization are managed (Hill & Jones, 2013; Hussein, Omara, Noordina & Ishaka, 2016).

#### **1.1.5 Stakeholders Support**

Organization needs to formulate and implement strategies that are appropriate for the organization, for the industry, and for the situation (Lynch, 2012; Hrebiniak, 2013; Harriet, Kwabena & Asuo, 2014). Stakeholders’ issues come due to the increasing

competition which has caused impossibility for any organisation to achieve all its business on its own (Abok, Gakure, Waititu & Ragui, 2013; Weyama, 2018); this attracted the need of managing diverse interests of stakeholders in achieving successful organization's objectives (Gebhardt & Eagles, 2014). Stakeholder engagement is very important in managing organisations towards its growth (Lynch, 2012; Rajasekar, 2014). Organizational environment includes both external and internal stakeholders (Hrebiniak, 2013; Singh & Mahmood, 2014); the internal stakeholders include directors, managers and employees while external stakeholders include customers, suppliers, government, parent ministry, communities in general, trade unions, local community, and activists; who are directly or indirectly involved in organisation operations such as the execution of a strategic plan.

#### **1.1.6 Implementation of Strategic Plans**

Remarkably, 50% to 70% of firms fail to execute their new strategies (Lynch, 2012; Gebhardt & Eagles, 2014); while in most cases, companies' strategies deliver only 63% of their promised financial value (Ferlie & Ongaro, 2015). Implementation of strategies involves a system-wide approach that directs the organization in the efficient and effective utilization of resources (Schaap, 2012; Hill & Jones, 2013).

Further, excellent strategy execution without sound strategy is as bad as an excellently crafted strategy with poor execution (Joyce & Drumaux, 2014; Demirkaya, 2015). So, formulation of strategy and implementation of strategy need to be thought as two sides of the same coin; that is, formulation and implementation depend on each other to avoid

strategic failures (Wanjiku & Ombui, 2013; Elbanna, Andrews, Pollanen, 2015). Furthermore, implementation of strategy is commonly one of the most time consuming and complicated aspects of the strategic management process; while formulating strategy is mainly an intellectual and creative act involving analysis and synthesis; strategy execution is a linkage between formulation and control (Lynch, 2012; Elbanna, Thanos & Colak, 2014).

### **1.1.7 Global Perspective**

According to Ferlie and Ongaro (2015), management and strategic planning can be traced back to the 1950s where it originated in for-profit organizations; the private sector is the origin of all tools and models of strategic management circulating today (Joyce & Drumaux, 2014). Later in the 1960s, these management techniques were introduced into the public sector, championed by the US Department of Defence under an initiative known as Planning-Programming-Budgeting Systems (PPBS) (Poister, Edwards, Pasha, & Edwards, 2013). Also, it becomes prominent in government agendas of the UK, the US and France in the early 1970s designed to achieve more rational and strategic policy making. Its expansion encouraged reforms in public administrations in the US and other international reforms in New Zealand, Australia and Canada in the 1980s and 1990s (Hill & Jones, 2013; Demirkaya, 2015).

Moreover, the external stakeholder demanded commitment of public agencies for better management became a motivation for public strategic planning (Poister, Edwards, Pasha, & Edwards, 2013). Thus, the progresses in the public sector have stimulated the need for

more responsive, efficient, innovative management techniques and cost-effective in the public domain (Hill & Jones, 2013). So, the survival of public organizations in the new conditions must be flexible and adaptable, delivering value for money through the provision of high-quality and diversified services and goods; being responsive to citizens; stakeholders' participations; guaranteeing the buy-in of employees; and serving citizens and clients with value (Joyce & Drumaux, 2014).

Further, there is a great importance on the results-focused management styles in quest of effective and efficient public sector, and the maxim of strategic management in government is to do better, more, smarter with less resources (Eden & Ackermann, 2013; Elbanna, et.al., 2015). More notably, Poister et al., (2013) pointed out that, strategic management is used to guarantee long-term viability and public agency's success. The value of this adaptable tool has been cherished in the public sector and it is now practiced around the world.

### **1.1.8 African Perspective**

Over the past three decades, countries in Africa have been undertaking public sector reforms with a view to improving accountability, transparency, efficiency, and effectiveness as part of efforts to improve quality delivery of public services (Lufunyo, 2013). In 1980s, poor performance in public agencies were experienced in Africa, and hence called for new and major comprehensive public sector reforms strategy aimed to address service delivery problems (Kesik & Canpolat, 2014). Three waves of public service reforms were witnessed in Africa namely; structural reforms - felt in the early

1980's; capacity building - practised in the 1990's and the ongoing service delivery improvement started early 2000's (World Bank, 2012). Moreover, the reforms were packaged with performance tools in public service, the famous tools include strategic plans and performance contracts in public service (Lufunyo, 2013).

### **1.1.9 Tanzanian Perspective**

The Tanzania public sector has undergone a massive process of restructuring in the last two decades (Lufunyo, 2013). The justification for the reforms has been to make it more responsive to the needs of the citizen by increasing the levels of accountability, promoting efficiency and effectiveness, introducing participative decision making and adopting a customer focused practices in ministries, local authorities and government departments (De Vries & Nemec, 2013). In order to improve efficiency and effectiveness, the public sector was supposed to mimic the ideals and performance tools of private sector; and one of those tools is the strategic plan.

Strategic planning can help managers and leaders of organizations in the public sector to learn, think and act strategically (De Vries & Nemec, 2013; Lufunyo, 2013). Also, strategic planning in Tanzania was driven by the public-sector reform program which started early in 1990s. The reform aimed at stretching scarce resources effectiveness, enhance government responsiveness to the people and move the decision making closer to the citizens (Vining, 2016). Moreover, public sector reforms were introduced and adopted as a shift in focus from relying on formalized procedures to emphasizing on



improved service delivery through allocation of resources and goal achievements to the public (Lufunyo, 2013; Kesik & Canpolat, 2014).

Moreover, New Public Management (NPM) programs involved separating commercial and non-commercial activities of public agencies, and motivating agencies to embrace profit-maximizing measures and cost cutting in order to develop business goals to the like of goals in the private sector (De Vries & Nemec, 2013; Vining, 2016). In order to meet this, different performance tools were introduced under Performance Improvement Model (PIM) including a Client Service Charter (CSC), Strategic Plan (SP), Medium-Term Expenditure Framework (MTEF), and Open Performance Appraisal Systems (OPRAS) (Lufunyo, 2013). It is the strategic plans and particularly the implementation of strategic plans that this work intends to investigate.

## **1.2 Statement of the Problem**

The study was set out to investigate factors influencing implementation of strategic plans in Tanzania's executive agencies. Successful strategy implementation is a key to any organization's survival in all sectors (Lynch, 2012; Demirkaya, 2015; Ferlie & Ongaro, 2015), but a frequent criticism that the produced documents end up collecting dust on the shelf, where firms ignore or fail to make good use of the precious information depicted in strategic plan document (Schaap, 2012; Wanjiku & Ombui, 2013). Further claimed that, many organisations especially in Africa context creates SPs which are rarely executed according to the planned programmes; and making that strategy work in the entire

organization is even more challenging and difficult (Wanjiku & Ombui, 2013; Joyce & Drumaux, 2014).

Although Tanzania public organisations are required by planning and budgeting guidelines (URT, 2011) to have a five years strategic plans, however, its implementation is not effective as per audit reports for four consecutive years from the controller and auditor general for financial year 2013/2014; 2014/2015; 2015/2016 and 2016/2017 (URT, 2015; URT, 2016; URT, 2017; URT, 2018) which revealed that, implementation of strategic plans in Tanzania's public organisations were ineffective with indications of poor linkage of budgets and SPs, lack of clarity, poor communication of strategies, lack of performance indicators, and inadequate monitoring and evolutions. Thus, failure in strategy implementation costs organizations in terms of time, resources and eventually intimidate the survival of organizations (Ali & Hadi, 2012; Abok, 2013). This triggers the need to determine factors influencing implementation of strategic plans in Tanzania's executive agencies.

Moreover, empirical studies on implementation of strategic plans are mostly conducted in developed countries such as Europe (Genc, 2017) and Canada (Gebhardt & Eagles, 2014). Other studies were done in developing countries such as South Africa (Nkosi, 2015) Kenya (Okioga, 2012; Abok, 2013; Wanjiku & Ombui, 2013; Waititu, 2016)); and Tanzania (Lupilya, 2017) respectively. Despite the importance of understanding factors influencing strategy execution, few studies have been done in Tanzania's executive agencies. Therefore, strategic management being context sensitive in terms of profit

orientation and geographic location; this study established an index of factors which influence implementation of strategic plans; and finally answered the key question of this study: what are the factors influencing implementation of strategic plans in Tanzania's executive agencies?

### **1.3 Objectives of the Study**

The study has both general and specific objectives which guided the investigation of factors influencing implementation of strategic plans.

#### **1.3.1 General Objective**

The general objective of the study was to investigate the factors influencing the implementation of strategic plans in Tanzania's executive agencies.

#### **1.3.2 Specific Objectives**

The specific objectives of the study were to:

1. Determine whether top management support influences implementation of strategic plans in Tanzania's executive agencies.
2. Establish whether organizational resources influence implementation of strategic plans in Tanzania's executive agencies.
3. Explore whether organizational culture influence implementation of strategic plans in Tanzania's executive agencies.
4. Determine the role of stakeholders in the implementation of strategic plans in Tanzania's executive agencies.

## **1.4 Research Hypotheses**

This study on factors influencing implementation of strategic plans in Tanzania's executive agencies tested the following research hypotheses

1.  $H_a$ : Top management support influence implementation of strategic plans in Tanzania's executive agencies.
2.  $H_a$ : Organizational resources influence implementation of strategic plans in Tanzania's executive agencies.
3.  $H_a$ : Organizational culture enhances implementation of strategic plans in Tanzania's executive agencies.
4.  $H_a$ : Stakeholders influences implementation of strategic plans in Tanzania's executive agencies.

## **1.5 Significance of the Study**

The study contributes to the emerging understanding on the implementation of strategic plans in Tanzania's executive agencies, and hence the findings benefit many sectors in the public domain and beyond. These include the Tanzania public sector, academicians and policy makers.

### **1.5.1 Public Sector in Tanzania**

The public sector in Tanzania is undergoing reform, while embracing strategic plan implementation processes to enable the delivery of quality services to the public; the work has practical relevance in identifying factors which hinder or help such delivery. The

findings inform what factors influence the implementation of strategic plans in Tanzania's executive agencies.

### **1.5.2 Academicians and Researchers**

Academicians and researchers in the different fields of strategic management and public policy may find that this work determines an intersection which is rarely studied; most work on strategic planning focuses on the private sector, and not on the public, nor executive agencies, or on formulation, rather than implementation of strategic plans. This work hopes to fill the scholarly gaps while also providing a much-needed resource for Tanzania in term of literature and decision making.

### **1.5.3 Policy Makers**

The study informs policy makers whether the introduction of strategic plans in executive agencies has produced expected results or not; and know what are the key factors which successfully influence the implementation of strategic plans. This helps in improving performance of executive agencies in future.

## **1.6 Scope of the Study**

The scope of this study was on the executive agencies section of the public sector in Tanzania, where the study concentrated on seven (7) out of twenty-seven (27) executive agencies located under different parent ministries. Since factors influencing implementation of strategic plans in Tanzania's executive agencies are many and diverse, this study focused only on four predominant factors which influence the implementation

process, excluding those relevant mainly to the formulation of strategic plans. The factors of this study included top management support, organizational resources, organizational culture, and role of stakeholders. Employees at the headquarters of seven (7) executive agencies formed the target population from which the sample was drawn. The level of employees included in the sample involved managerial, supervisory level and all permanent employees.

In this study, the unit of analysis focused on the object (executive agency), that is entire organizations with their departments, groups, individuals and activities (Sounders, et al., 2012; Creswell, 2015; Gibson, 2017). The unit of observation in this study were individuals (employees) employed in seven (7) executive agencies and specifically at the headquarters of those selected agencies, since implementation of strategic plans all employees in the organization.

### **1.7 Limitations of the Study**

In this study, the main limitations were financial, time constraints and information categorized as confidential. Funds to meet travelling and accommodation expenses during field work, analysis and report writings; were solicited from employer, family and friends. Moreover, to overcome public sector bureaucracy in order to access pertinent information which were categorized as confidential, introduction letters from JKUAT and Mzumbe University (where the Resercher is employed) assured the executive agencies of the main purpose of the study. Further, time was managed by studying only headquarters of seven

executive agencies where upcountry offices were not considered; and also, only four variables were subjected in this study.

Furthermore, it was so demanding to get senior officials and directors who were selected for follow-up interviews, majority were too busy and ended up delegating, that might have resulted to compromised data quality and usefulness. However, intensive interviews and desk studies supplemented information needed. Moreover, to ensure questionnaires were delivered and avoid misplacement, questionnaires were hand-delivered and hand-picked later, in due process of filling questionnaire, respondents were given clarifications on any queries raised. This helped respondents to avail information which were sure about and build confidence about the aim of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This empirical literature review presents the important concepts and debates underlying this work, reviewing other studies on implementation of strategic plans; and conceptual frameworks showing relationship of variables of this study. As Creswell (2014) points out, a literature review of mixed study design presents sections of literatures on independent and dependent variables, and other studies related to the dependent and independent variables.

#### **2.2 Theoretical Review**

Theory is a set of correlated definitions, propositions and ideas that present a systematic view of phenomena by indicating the relationship of variables with the intention of explaining or predicting the phenomena (Wilson, 2014). Theoretical framework guides the study by determining variables that will be measured by the study and their existing statistical relationship (Cohen, West & Aiken, 2013). It guides the study in determining what to be measured and the statistical relationship the study is looking for (Creswell, 2015). This section explored existing theories relevant to the current study.

##### **2.2.1 Upper Echelon Theory**

The upper echelon theory proposes that decisions made by executives are coherent with managerial background characteristics (Hambrick & Mason, 1984) which comprises of the elements of psychological characteristics and observable experiences. Mavhiki (2012)



suggested that executive experiences, values and personalities greatly influence their interpretation of the situations they face and in turn affect their choices. The upper echelon theory highlights that executive cognitive base, demographic characteristics, resource utilization, quality of decisions and capabilities influence the strategy choice and corporate performance (Hambrick, 2007).

The effectiveness of strategy execution is triggered by management, monitoring of the process and posing a clear direction of the project. Okioga (2012) argues that, management should be willing to change and accept the fact that the exercise involves learning from lower level to the top-level management of the firm. The role of top-level managers is to attach management bonuses with project success is of great significance (George & Desmidt, 2014). Therefore, top management influence the execution of strategic plans, and hence the theory is linked to the first variable and research hypothesis of this study:

*H<sub>a</sub>: Top management support enhances the implementation of strategic plans in the Tanzania's executive agencies*

### **2.2.2 Resources Based View Theory**

Resource based view theory states that, firm's performance is mainly driven by a unique set of resources that are valuable, rare and difficult to imitate, (Singh & Mahmood, 2014). The chosen business strategy supports organisation to best and fully exploit its core competences given the available opportunities in organizations' external environment (Lynch, 2012; Griffin, 2013). The theory emphasizes internally on assets, organizational

processes, capabilities, knowledge, information, and other capacities controlled by an organisation that permits the development and implementation of effective strategies (Okioga, 2012). Organizations may also be seen as bundles of human, physical and capabilities which creates sustainable competitive advantage in such a way they are rare, valuable, non-substitutable and inimitable (Lynch, 2012; Ferlie & Ongaro, 2015).

Moreover, firm resources are the basis for the sustainable realization of competitive advantage (Singh & Mahmood, 2014; Gebhardt & Eagles, 2014). The resources must have the capacity to exploit opportunities and reduce threats in its external environment, while offering something rare, which cannot be easily imitated, or substituted by rivals within the same industry (Lynch, 2012; Okioga, 2012). Therefore, given the importance of resources in the process of implementation of strategic plans, this theory is linked to the second variable and research hypothesis of this study:

*H<sub>a</sub>: Organizational resources influence the implementation of strategic plans in Tanzania's executive agencies*

### **2.2.3 Organizational Culture Theory**

Organizational culture theory refers a pattern of shared basic suppositions learned by a group as it resolves its problems of assimilating internal and external adaptation, that has successfully worked to be considered valid and therefore to be imparted to new members as appropriate way to feel, think and perceive in relation to the problems (Schein, 2005). Some consider culture as the single most significant single factor for accounting for the success or failure of organizations (Lynch, 2012; Schneider & Barbera, 2014; Andrews,

et.al., 2017). Corporate culture means those cultures that are deliberately designed by management to attain specific strategic goals and defines organizational culture as the basic beliefs regularly held, shared and learned by a group that govern members' perceptions, feelings, thoughts and actions that are representative of a group (Hill & Jones, 2013; Prenestini & Lega, 2013).

Further, organizational culture is expected to be consistent and supportive to the strategy execution, whereby employees are given a sense of how to behave and act towards executing the strategy (Carlopio & Harvey, 2012; Acar & Acar, 2014). It is managers leadership task to align organizational culture with strategy for successful implementation (Lynch, 2012; Hussein, Omara, Noordina & Ishaka, 2016). Therefore, culture has an important influence in building the commitment of employees in the execution of strategic plans, and this theory is linked to the third variable and research hypothesis of this study:

*H<sub>a</sub>: Organizational culture has an effect in implementation of strategic plans in Tanzania's executive agencies*

#### **2.2.4 Stakeholder Theory**

Stakeholder theory states that every legitimate person or group participating in the activities of a firm or organization do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident (Donaldson & Preston, 1995). Hence, stakeholders are defined by their interests to the organization and all stakeholder interests are intrinsically valuable (Harriet, Kwabena, & Asuo, 2014; Weyama, 2018).

Stakeholder theory is managerial in that it recommends structures, attitudes, and practices that require concurrent attention to be given to the interests of all legitimate stakeholders.

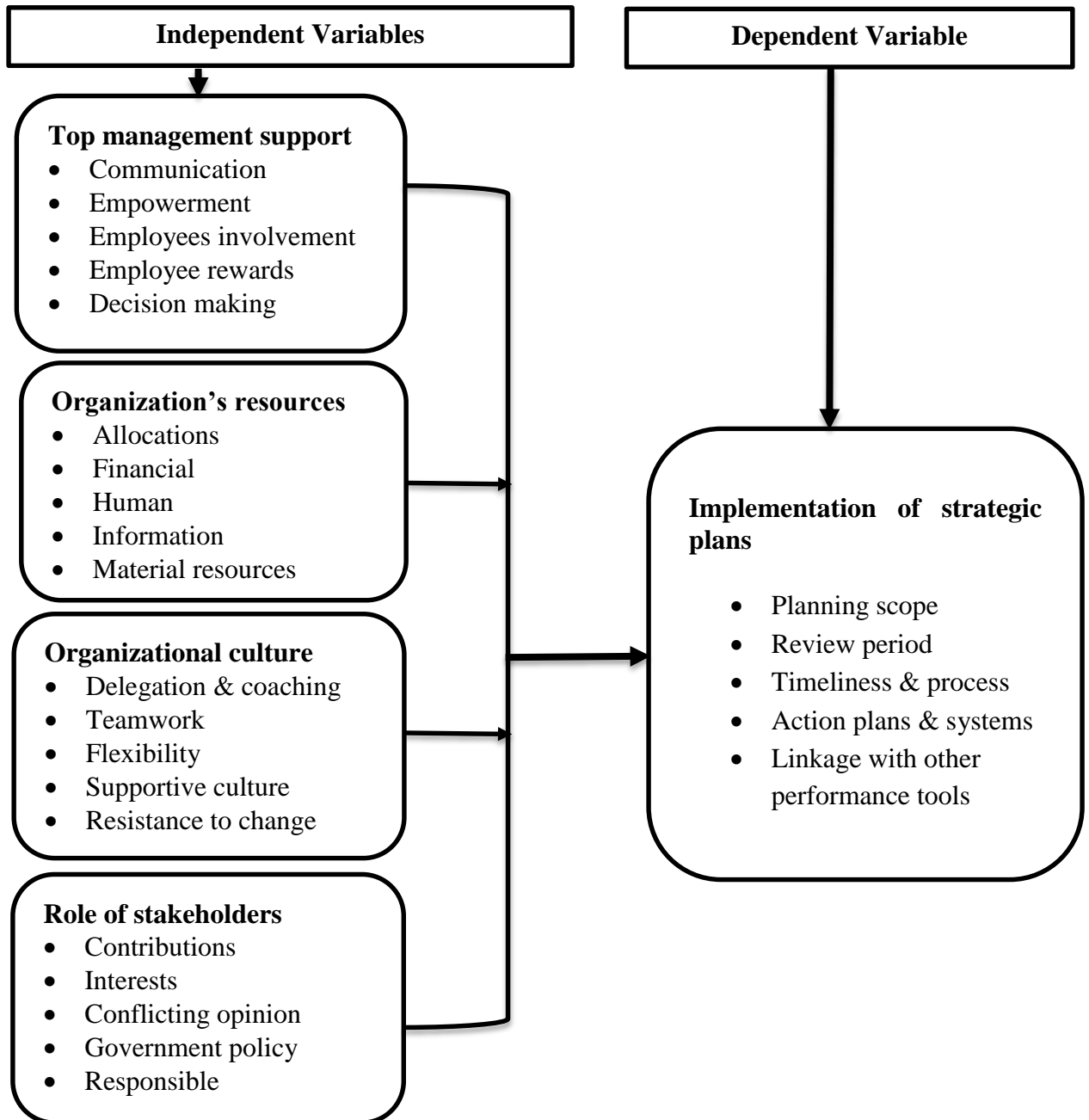
Stakeholders are considered as influential groups or individuals who have a key interest in the actions of the firm by looking back into the past, present and future operations as well as the environment surrounding the firm (Lynch, 2012; Rajasekar, 2014). Further, it is important to understand in detail the expectations of stakeholders, how they differ from each other and the extent to which they are likely to seek influence over an organization's purpose and strategies (Harriet, et.al., 2014; Singh & Mahmood, 2014). The summary of theories underlying this study are given in *Appendix: i* of this report. Therefore, stakeholder theory is linked to the forth variable and research hypothesis of this study:

*H<sub>a</sub>: Roles of stakeholders' influences implementation of strategic plans in Tanzania's executive agencies*

### **2.3 Conceptual Framework**

The conceptual framework of any study is an intermediate theory in diagrammatic form that attempts to connect and show the relationship of the variables under study. It is a map that gives consistency to empirical enquiry (Sounders, et al, 2012; Creswell, 2015; Gibson, 2017). Therefore, in this study, while holding other things constant, successful execution of strategic plans was theorized as the dependent variable to top management support, organizational resources, organizational culture and roles of stakeholders. The predictors (top management support, an organization's resources, organizational culture and roles of stakeholders) positively or negatively influence the successful implementation of the

strategic plan (dependent variable) in the public sector. Figure 2.1 displays the conceptual framework and how the variables were operationalized in this study.



**Figure 2.1: Conceptual Framework**

### **2.3.1 Top Management Support**

Top Management can boost commitment with integration and involvement of employees beginning from a lower level (Lynch, 2012). This generates a kind of ownership of the new strategy where commitment is increased in return. Other scholars argue that organisation needs a capable, effective, contributing, competent leadership at the executive level as far as strategy implementation is concerned. Cherop (2012) supports that, a well-designed strategy with effective and a strong pool of skills positively influences implementation of strategies, whereas poor leadership is well-thought-out as one of the crucial hindrances for implementation of strategies in an organization.

Further, communicating poorly has negative effects on an organisation's ability to implement and refine its strategy (Gebhardt & Eagles, 2014; George, et.al, 2017). In this study, therefore, communication, empowerment, employees' involvement, employee rewards and decision-making sub-variables were considered to see how top management uses them to influence implementation of strategic plans.

### **2.3.2 Organizational Resources**

Organizational resources are the basis of organizations power and dominance over other organizations depends on how the inferior organisations depend on the superior organizations' resources (Cherop, 2012; Gebhardt & Eagles, 2014). Consequently, organisations with resources which are inimitable, rare, non-substitutable and valuable qualities have a competitive advantage over other organizations in the same industry; and

hence, survival of an organization relies on the organisation's ability to acquire and retain resources for other actors in the environment (Lynch, 2012).

Further, the organization generates a competitive advantage only when other competitors in the same industry cannot execute its strategies or cannot easily duplicate the benefits of that strategy (Lynch, 2012; Hrebiniak, 2013). Therefore, this study considered allocations of resources on how influences execution of strategies; and other resources to be considered include financial, human, information and material resources in relation to their influence in the implementation of strategic plans in Tanzania's executive agencies.

### **2.3.3 Organizational Culture**

Organisational culture refers to the character of the organisation's internal work climate and personality as moulded by its principles, core values, traditions, beliefs, style of operating, and ingrained behaviours (Hill & Jones, 2013; Schneider & Barbera, 2014). Consequently, organisational culture sets out the groundwork for strategy development and successful implementation by fully aligning strategy and culture in the organisation (Acar & Acar, 2014; Babnik, Breznik, Dermol & Sirca, 2014). Organizational culture entails internal integration that determines togetherness, communication on a daily basis, collective identity, behaviour which is considered acceptable or unacceptable, and allocation of powers in the structures of organization (Hill & Jones, 2013; Acar & Acar, 2014). This study therefore, determined how organizational culture influences the implementation of strategic plans in Tanzania's executive agencies by subjecting the

following components of organisational culture, that is, delegation and coaching, teamwork, flexibility, supportive culture and resistance to change.

#### **2.3.4 Role of Stakeholders**

There are both external and internal stakeholders in the public sector which are categorized with respect to economic, social, political, legal and technological environments given the nature of their relationship to the organisation and how they affect the success or failure of a given strategy (Hrebiniak, 2013). Also, Rajasekar (2014) argue that stakeholders are very vital and effective for organization success; whether for past, present or future operations of the organisation or the organization environment. Further, in the public sector, there are different stakeholders who differ in respect to their demands, needs, anticipations and views of what programs the organisation should undertake or achieve (Singh & Mahmood, 2014).

Furthermore, politicians and government are stakeholders which are difficult to avoid given their significance towards successful execution of strategic plans in Tanzania's executive agencies (Lynch, 2012; Gebhardt & Eagles, 2014). Thus, stakeholders' components which were considered in this study include stakeholder's interests, conflicting opinion, contributions, government policy and their responsibilities towards execution of strategic plans. Moreover, Hrebiniak (2013) argue that, there is an overall understanding of the process of including stakeholders to be evaluated across five lengths. These are: the features and context of the problem; resource availability; what happens during the process; the decision produced, its outcomes and the consequences of



participants' participatory process (Harriet, et.al., 2014; Weyama, 2018). Finally, stakeholders' participatory processes need to promote a shared understanding of a problem and if involved contributors feel empowered to contribute to the same level.

### **2.3.5 Implementation of Strategic Plans**

Strategy implementation is broadly recognized as a key management challenge in any organisation (Lynch, 2012; Lares-Mankki, 2014). It is a process which is complex, iterative, dynamic and composed of a series of activities and decision by employees and managers who are affected by external and internal factors towards achieving objectives. Griffin (2013) adds that strategy execution is internal activities which are administered within the organisation. The literature revealed that 70% of failed strategies are caused by poor implementation, especially when managers are indecisive or lacked commitment, and not because of the strategic content or decision itself (Hrebiniak, 2013). Also, other scholars estimated failure rate to be between 50% and 90% (Schaap, 2012; Lynch, 2012). Therefore, implementation components which were considered in this study are, planning scope, timeliness and process, review period, action plans, systems and linkage with other performance tools.

## **2.4 Empirical Literature Review of the Study**

According to Fuller, Simmering, Atinc and Babin (2015), empirical studies are those researches that derive their data by means of experiment or direct observation to answer a hypothesis or a question. Therefore, this section presents previous studies which have been done on factors influencing implementation of strategic plans with a major emphasis on

variables such as management support, organizational resources, organizational culture and role of stakeholders.

#### **2.4.1 Top Management Support**

The study by Imbali, Muturi, and Abuga (2016) on factors influencing strategy implementation in the tourism industry, conducted at Maasai Mara National Park in Kenya, revealed that values held by top management as well as the strength of culture in the organization were the most influential to strategy implementation. However, the study considered only two variables of this study, and the study is on the tourism industry and not executive agencies, hence this study bridged the gap that was not filled by this study.

Further, Mumenya, Mokaya, and Kihara (2014) looked at the role of leadership in effective strategy implementation in the manufacturing industry in their case study of Bidco Oil Refineries in Nakuru County, Kenya. They found that organizational leadership was found to be the most important factor influencing effective strategy implementation. Furthermore, Ng'ang'a and Ombui (2013) in their study on, factors influencing implementation of strategic plans in public secondary schools in Lari District, Kiambu County found that leadership was key in the execution of strategic plans followed by resource allocation, communication and organization structure.

Moreover, in the study of corporate performance comprising 49 large insurance organizations, Genc (2017) revealed that culture and management were very critical variables in firms' performance. Also, it was revealed that 70% of failed strategies are due

to poor execution caused by the indecisiveness of managers and lack of commitment (Lynch, 2012; George, Desmidt, Cools & Prinzie, 2017).

#### **2.4.2 Organizational Resources**

Abok, Gakure, Waititu and Ragui (2013) conducted a study on the factors influencing the implementation of strategic plans in non-governmental organizations (NGOs) in Kenya. This study established that organizations with a supportive environment and available resources were successful in incorporating culture that stimulated teamwork spirit, togetherness, and willingness to share and implement organisation goals. Also, Nkosi (2015) similarly highlighted the crucial role of resources in the study on, factors affecting strategy implementation in a local municipality in Mpumalanga Province, South Africa, where lack of adequate financial resources was a significant challenge in strategy implementation. Gachua and Mbugua (2016) in their study, “Factors Affecting Strategy Implementation in Private Universities in Kiambu County, Kenya” confirmed that, the implementation of strategies in private universities is highly influenced by management commitment and availability of resources for strategic decision making.

Similarly, Mumbua and Mingaine (2015) in the study on “Factors Influencing Implementation of Strategic Plans in the Municipal Council of Machakos, Kenya” revealed that, there is no proper alignment of resources with the strategic plans of the Council. However, the study considered only human information resources while other resources such as materials and financial resources were not reflected in this study. This study, having looked at a variety of other studies, attempts to take a broader focus,

including a range of resources and assess how they influence the implementation of strategic plans in the public sector.

### **2.4.3 Organizational Culture**

A study on the impact of organizational culture on implementing strategies in Iranian banks (Ahmad, Salamzadeh, Daraei & Akbari, 2012) revealed that, there was a significant relationship that existed between organizational culture and implementation of strategy; and further indicated that, all types of cultures had substantial relationships with the execution process, but the extent of the culture's influence varied from the clan culture (most effective) to the hierarchy culture (least effective). Also, a study involving Latin American firms revealed that corporate culture which is supportive of values and principles in the new strategy, resulted in successful execution of strategy (Preneestini & Lega, 2013).

Moreover, Alamsjah (2011) in a study entitled "Key Success Factors in Implementing Strategy: Middle-Level Managers' Perspectives" highlighted the importance of supporting managers at the middle-level with good corporate culture, meaning, shared thoughtful about how things are done within the organization, which enabled them to successfully implement strategies. Further, Waititu (2016) studied the strategy implementation in commercial banks in Nairobi; where was found that those who invested heavily in innovation on functional organizational culture, effective communication systems, and inspirational leadership recorded a high level of strategy execution and improved organization performance. Lastly, Koech and Were (2016) looked at strategy

implementation in Kenya's national treasury; and established that organizational culture, as reflected through shared beliefs and values, is aligned with strategies. Therefore, this study hopes to consider the influence of this variable and other factors on implementation of strategic plans in Tanzania's executive agencies.

#### **2.4.4 Role of Stakeholders**

The study by Gedi and Muturi (2016) on "Influence of Communication on Stakeholders Strategy Implementation in Garissa County, Kenya" revealed that there was insignificant influence of communication to stakeholders towards execution of strategy and hence, the study suggested the need to plan for public relations and communication which is fully funded. Moreover, Harriet, Kwabena and Asuo (2014), in their studies argued that involvement of stakeholder gives a way of safeguarding consent from the governed in a clearer way and can avoid oppositional confrontations or reduce litigations. Therefore, the deeper public relations which are grounded on reliable opportunities for meeting and concern sharing are likely to build trustworthiness and confidence to facilitate execution of policy and revising processes.

#### **2.4.5 Implementation of Strategic Plans**

Lares-Mankki (2014) studied on strategy implementation bottlenecks and revealed that, failure in implementation of strategic plans was due to poor and inadequate information sharing with uncertain responsibility and accountability. Similarly, a study by Koech and Were (2016) found that managers mostly rely on organizing and planning activities when executing strategies, while the main hindrance to execution of strategies is poor

leadership. Therefore, this study considered factors such as top management support, organizational resources, organizational culture and roles of stakeholders on how they influence implementation of strategic plans in Tanzania's executive agencies. The summary of empirical literature review is given in *Appendix: ii* of this report.

## **2.5 Critique of Existing Literature Relevant to the Study**

The studies on strategic plans implementation have discussed various factors which influence in one way or another. Factor such as context, process, and outcomes were considered as variables influencing implementation of strategic plans in local authorities (Nkosi, 2015). Other factors which were considered by scholars are personnel, planning, management, organization and external factors influencing implementation of business strategies in firms of far province industrial towns (Ali & Hadi, 2012). Abok (2013) established factors such as organizational culture, role of stakeholders, communication and management styles which affect effective implementation in NGOs in Kenya; while Gachua and Mbuga (2016) pointed out management, commitment, and an organization's resources as key factors affecting strategy implementation in private Universities in Kiambu County, Kenya. However, the discussed literatures are basically in Kenyan context, and foreign countries, and most of them are on business sector, private institutions, and non-governmental organizations; and hence the above findings cannot be generalizable to the Tanzania's executive agencies, and these studies have not established index of factors which influence implementation of strategic plans in Tanzania.

Further, the upper echelon theory (Hambrick & Mason, 1984) does not say anything on how the management can influence employees at lower level towards implementation of strategic plan. On the other hand, Resource Based View Theory claims that, any resource to create competitive advantages should have some specific characteristics such as rareness, non-substitutability, imitability and unique (Lynch, 2012), but the theory does not explain how to link together different resources in the process of strategic plans execution; and also, the theory does not consider other resources outside the organisation, such as issue of outsourcing from external environment.

Furthermore, Organizational Culture Theory (Schein, 2005) does not state clearly type of culture that can positively influence implementation of firm's strategies. Also, the theory does not consider resistance to change from employees and role of team work (synergy). In addition, Stakeholder Theory does not state how stakeholders influence firms' strategies and the balance between the need of the firm and stakeholders is not clear (Ali & Hadi, 2012). It underscores management without really exposing how the non-legitimate groups are dealt with. The theories assume the interest of stakeholders to be in a balanced way without understanding that, some stakeholders never know if they are stakeholders.

## **2.6 Summary of Literature Review**

The studies on implementation of strategic plans identified failure rate of strategy execution range between 50% and 80% (Lynch, 2012; Lares-Mankki, 2014) or 50% and 90% (Cherop, 2012). Similarly, Gebhardt & Eagles (2014) revealed that, although 80%

of organizations have good crafted strategies, only 14% have succeeded to execute them well. Failure in strategy implementation initiatives costs organizations in term of time and resources which lowers productivity and employees' morale and leads to a decline in organization performance (Ali & Hadi, 2012; Abok, 2013; Gachua & Mbuga, 2016); this is what makes this study more compelling.

## **2.7 Research Gap**

The report from the Tanzania's controllers and auditor general for four years 2014 to 2017 (URT, 2015; URT, 2016; URT, 2017; URT, 2018) consecutively, revealed poor implementation of strategic plans but factors influencing such situation in Tanzania's public organisations were not given. Also, many of the variables have been determined in empirical studies in various countries, but these are often in developed countries such as Europe (Genc, 2017) and Canada (Gebhardt & Eagles, 2014). and in developing countries such as South Africa (Nkosi, 2015) Kenya (Okioga, 2012; Abok, 2013; Wanjiku & Ombui, 2013; Waititu, 2016) and few in Tanzania (Lupilya, 2017). Furthermore, most studies concentrated in NGOs and private-sector companies but limited in Tanzania's executive agencies, despite its uniqueness in terms of structures, funding sources, political influence and need to deliver quality services to the likes of the private sector. Tanzania has so far not been the subject of much empirical research on the topic and the audit report from the Tanzania controller and auditor general revealed the ineffective implementations of strategic plans in Tanzania public organisations. Therefore, this is a much-needed study, as it attempts to create an index of the critical factors which influence implementation of strategic plan in Tanzania's executive agencies.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides methods and procedures which were used to carry out the study on factors influencing implementation of strategic plans in Tanzania's executive agencies. The chapter presents the sampling, sampling techniques and procedures which were used in data collection methods and the way data were analysed in response to questions of this study.

##### **3.1.1 Research Philosophy**

Saunders et al (2012) define philosophy as a central term relating to the knowledge development and the nature of that knowledge in relation to research. The well-known philosophical paradigms in research are positivism and interpretivism. According to Mungai (2012), a positivist paradigm which is somewhat quantitative in nature, is concerned with phenomena that can be measured, observed, and validated. Also, positivists attempt to identify the causes which influence outcomes; and they assume a useful research is based on theory, hypothesis, and quantitative data (Creswell, 2014; Gibson, 2017). The interpretivism paradigm, on the other hand, is more qualitative in nature, and is an epistemological position that advocates the need to appreciate the differences between humans in their roles as social actors (Saunders et al, 2012; Fuller, Simmering, Atinc & Babin, 2015).

Further, this study being a mixed study, the research philosophies guiding this study are both positivism and interpretivism paradigms in relation to research objectives and hypotheses of this study; and use of both questionnaires and interviews as tools used for data collections (Creswell, 2015; Cohen, West & Aiken, 2013). The use of both qualitative and quantitative approach was chosen to eliminate the weakness of one approach by being complimented by another approach in this study (Fuller, et.al., 2015; Gibson, 2017).

### **3.2 Research Design**

Research design is the blueprint for data collection, measurement and analysis in order to achieve objectives of a given study (Kothari, 2013; Gibson, 2017). Further, Creswell (2015) refers research design a procedure on how data collection and analysis are structured towards achieving research objectives through empirical evidence both systematically and economically. Cohen, West and Aiken (2013) argue that, it is a master plan that stipulates the methods, data collection procedures and analysing the needed information. It also helps to guide what an investigator will do from hypotheses writing and the implications of the final data analysis (Saunders, Lewis & Thornhill, 2012).

Furthermore, a descriptive survey design was used in this study with the aim of collecting information from Tanzania's executive agencies in respect to factors influencing implementation of strategic plans. This type of design was used to allow researchers to collect information, summarize, interpret and present data for clarification (Fuller et.al., 2015). In addition, Gibson (2017) argued that, the main purpose of such a design is to establish and report the way things are and help to determine the population status in each

study. This is supported by Creswell (2015) who argues that descriptive research designs are more typically structured and formalized with evaluative questions which are clearly stated. Hence, the study selected this design due to its ability to warranty the increased objectivity and reliability of the evidence collected.

Moreover, the study focused on the twenty-seven (27) executive agencies in Tanzania and used different methods to triangulate the findings of the study. Wilson (2014) describes triangulation as the mixture of different methods and methodologies in a same study with the major assumption that, they can complement and supplement each other. This approach provided completeness and confirmation, where it does not only combine different data, but it relates different types of information to validate each type of data gathered using different methods in collecting them (Gibson, 2017). Therefore, the use of triangulation allows researchers to capture a more holistic, complete, contextual portrayal and give the valid lengths of a given phenomenon.

### **3.3 Population**

Population refers to the total enumeration of elements that form the focus of a scientific enquiry (Creswell, 2015). It is further argued to be a group of events, things and people of interest and having features which are commonly observed (Kothari, 2013); and target population as a group of individuals, objects or events having observable common features of interest in the study (Gibson, 2017) In this study, the target population of this study included employees working at headquarters of selected seven (7) executive agencies.

Employees working in other branch offices rather than the headquarters of selected agencies were not considered in this study.

### **3.3.1 Sampling Frame**

A sampling frame is defined as a physical representation of all elements in the target population from which the sample was drawn (Kothari, 2013). This also supported by Creswell (2015) who argue that, a sampling frame is a list of the whole accessible population from which the sample will be drawn. It constitutes all the units that are potential members of a sample (Wilson, 2014). This study comprised of two sampling frames. Firstly, the list of all twenty-seven (27) executive agencies from which seven (7) were selected; and secondly, the list of all 632 employees in the headquarters of seven (7) executive agencies from which a sample size of 188 employees was selected.

### **3.4 Sample and Sampling Techniques**

Kothari (2013) defines a sample as a subset of a large population and argues that a good sample should have the characteristic of the population. Wilson (2014) confirms that a sample may be more accurate than a census, since a census increases the volume of work which may result in the introduction of tabulation errors. Further, the size of a sample is a function of the variation in the population (Cohen, et.al., 2013; Gibson, 2017). This is guided by principles such as; dispersion, desired precision, error range and number of subgroups (Sounders, et al., 2012). Furthermore, Creswell (2015) argue that sampling is that part of the statistical practice concerned with individual selection or observations

intended to generate some knowledge of the population of a given study; and advise that a researcher sample size of 10% is likely to be appropriate.

Also, Kothari (2013) argues that, a sample size of 10% allows for reliable data analysis by providing desired levels of accuracy for testing significance in a particular study. However, Cooper and Schindler (2011) argue that, a sample size with a range of 10% to 30% is a good representative of the target population in social science studies. Hence, sampling is a selection of subset individuals from within a target population for making predictions based on statistical inference (Sounders, et.al., 2012; Gibson, 2017). Further, if the target population is heterogeneous, according to Kothari (2013), the stratified random sampling is recommended due to its statistical representation and efficiencies and gives adequate data for analysing sub-populations. In this study, each selected executive agency formed a stratum of group with specialized technical expertise.

This study used both a probability and non-probability sampling technique, where probability sampling (simple random sampling) was used in selecting seven (7) out of twenty-seven (27) executive agencies which is 26%; stratified random sampling was used to select 188 respondents from a target population of 632 employees in headquarters of selected seven (7) executive agencies which is 30% of the target population. This is supported by Cohen, West and Aiken (2013) who argues that, stratified sampling gives better precision than a simple random sample of the same size. Thereafter, 169 employees out of 188 employees (sample size) which is 90% were randomly selected and 19 employees (directors and managers who formed management team) which is 10% were

purposively selected from seven executive agencies in Tanzania. However, all 188 employees were given questionnaires and only 19 employees who filled questionnaires were subjected for follow up interviews.

### 3.5.1 Proportionate Sample Size Calculation

Cochran (1977) developed the equation for the determination of the proportionate sample size of a finite population that is large but less than 10,000; and later was used by Mukulu, Odhiambo, Waititu and Ndirangu (2016). The formula is given as follows:

$$n_o = \frac{z^2 pq}{e^2}$$

Which is valid where **n** is the sample size, **Z** is the desired 95% confidence level, **e** is the desired level of precision, **p** is the estimated proportion of an attribute that is present in the population, and **q** is 1-p. The value of **Z** is found in statistical tables which contain the area under the normal curve (standard value is 1.96). Therefore, this study considered p=0.5 (maximum variability); the desired level of confidence is 95% (standard level 1.96) and ±6% precision. The sample size was calculated as follows:

$$n_o = \frac{1.96^2 (.5)(1 - 0.5)}{0.06^2}$$

$$n_o = 267$$

Then the sample size can be reduced slightly in relation to a given population by using the following formula.

$$n = \frac{n_o}{1 + \frac{n_o - 1}{N}}$$

Given **n** is the sample size and **N** is the Population size, where n = 267 and N = 632

Hence, the reduced sample size is calculated as follows:

$$n = \frac{267}{1 + \frac{267 - 1}{632}}$$
$$n = 188$$

Therefore, the proportionate sample size (n) of this study was 188 people (Employees from seven (7) selected executive agencies in Tanzania, which is 30% of the target population. The detail is given in the Table 3.1 of this report. Further, Magigi (2015) supports that ten percent (10%) sample size of the accessible target population is large enough so long as it allows for reliable data analysis and testing for the significance of differences between estimates. The sample size of 30% allowed for reliable data analysis in this study, and sample size in each stratum was calculated using the formula below:

$$n_i = \frac{n}{N} \cdot N_i$$

Where  $i = 1, 2, 3 \dots \dots \dots k^{th}$ ;  $n$  = sample size (188);  $N$  = Total target population (632);  $N_i$  = Population size of each stratum (BRELA = 61; GCLA =101; GPSA =105; RITA =88; TEMESA = 110; TaESA = 71; and TFSA = 96);  $n_i$  = Sample size of each stratum.

**Table 3.1: Sample Size and Sampling Distribution**

<b>S/No</b>	<b>Stratum (Agency)</b>	<b>Expected Target Population</b>	<b>Actual Target Population</b>	<b>Sample Size (30%)</b>
1	Business Registrations and Licensing Agency (BRELA)	75	61	18
2	Government Chemist Laboratory Agency (GCLA)	150	101	30
3	Government Procurement Services Agency (GPSA)	130	105	31
4	Registration Insolvency Trusteeship Agency (RITA)	135	88	26
5	Tanzania Electrical, Mechanical & Electronics Services Agency (TEMESA)	160	110	33
6	Tanzania Employment Service Agency (TaESA)	110	71	21
7	Tanzania Forest Service Agency (TFSA)	120	96	29
<b>Total</b>		<b>880</b>	<b>632</b>	<b>188</b>

Therefore, the sample size in this study was 188 respondents, which is 30% of the entire target population (632 respondents) from seven (7) executive agencies, which is 26% of all 27 executive agencies in Tanzania. The target population changed from 880 to 632 employees due to ongoing transfers of employees from Dar es Salaam to the capital city of Dodoma.



### **3.6 Data Collection Instruments**

According to Kothari (2013), research topics, problem questions, subjects, objectives, research designs, data to be collected and expected results, determine the choice of instruments and tools to be used in a study. Hence, this study used mixed techniques of collecting data. The study collected both primary and secondary data. The secondary sources such as articles, books, journals, newspapers, official publications, reports and seminar papers were used to gather secondary information which complimented primary data which were collected using interviews and questionnaires. Using more than one tool of data collection for a given study is called triangulation (Creswell, 2014; Cohen, West & Aiken, 2013). Triangulation was useful in this study as it brought together different methods where weakness of one method was complimented by another method.

#### **3.6.1 Questionnaires**

Quantitative and qualitative data were collected using a questionnaire. The tool was chosen due to being flexible, easy to apply, far reaching and relatively inexpensive. In this study, questionnaires were administered to directors, managers and other employees who formed the sample size of 188 employees from seven (7) headquarters of selected executive agencies this study. Also, the questionnaire comprised open and closed-ended questions including a Likert scale with 5-points. The instrument is an appropriate data collection method when relationships between variables such as correlations need to be established to answer the research questions (Kothari, 2013; Wilson, 2014). Also, the tool is considered useful because it is quick, inexpensive, efficient, and can be administered to a large sample (Cohen, West & Aiken, 2013; Creswell, 2015).

### **3.6.2 Interviews**

Qualitative data were collected using interviews to supplement quantitative and qualitative data collected using questionnaires. In this study, follow-up interview-guide was developed to interview 19 directors and managers (management team) of seven (7) selected executive agencies in Tanzania, as far as factors influencing implementation of strategic plans is concerned. This is since not all information regarding the implementation process was captured using one tool such as a questionnaire.

Also, the interview method enabled the researcher to stimulate perceptions from a theoretical point of view from elites in management and other managers, which cannot be easily accessed from other sources of data (Kothari, 2013; Creswell, 2015). Moreover, this technique allows the researcher to ask non-standardized questions, as well as the standardized ones, semi-structured interviews help the researcher to produce situated knowledge (Cohen, et.al., 2013; Gibson, 2017), which facilitates the understanding of contextual knowledge.

### **3.6.3 Desk Studies**

The secondary data was collected from journals, books, periodicals, newspapers, websites, monthly news reports, implementation reports and other sources with relevant information for this study. According to Gibson (2017), a desk study or documentary review technique categorizes information on thematic analysis. Hence, this was used to offer greater extensiveness and fullness of knowledge; to enrich the quality of data collected, data

analysis and to compare empirically obtained data (Cohen, et.al., 2013; Fuller, et.al., 2015; Gibson, 2017).

### **3.7 Operationalization of Key Variables**

This section dealt with operationalizing dependent variable and independent variables as shown in the conceptual framework. The independent variables include top management support, an organization's resources, organizational culture and role of stakeholders; while the dependent variable is successful implementation of strategic plans. The variables were exposed to executive agencies in Tanzania.

#### **3.7.1 Dependent Variable**

The dependent variable of this study was implementation of Strategic Plans ( $Y_i$ ). In this study, the dependent variable was defined by planning scope, review period, timeliness and process, action plan systems, and linkage with other performance tools; to determine how the implementation of strategic plans is carried out in Tanzania's executive agencies.

#### **3.7.2 Independent Variables**

The operationalization of independent variables was done by developing indicators with respect to each independent variable (at least five indicators were developed). These variables include top management support, an organization's resources, organizational culture and role of stakeholders. Thereafter, both qualitative and quantitative questionnaires were developed to study these variables, including a Likert scale of five points. The fifth variable tested whether the joint effects of independent variables

collectively can influence or not the dependent variable. The operationalization of variables with respect to the independent and dependent variables of the study, are well elaborated in Table 3.2

**Table 3.2: Operationalization of Variables**

<b>Dependent Variable</b>	<b>Operational Indicators</b>	<b>Question on the tool for data collection</b>
Implementation of Strategic Plan	Implementation process	Section B (1-3)
	Challenges of implementation	Section B (4)
	Planning scope	Section B (5)
	Review period	Section B (6)
	Timeliness and process	Section B (7)
	Action plan & systems	Section B (8)
	Linkage with other performance tools	
<b>Independent Variables</b>	<b>Operational Indicators</b>	<b>Questions</b>
Top Management Support	<b>Top management</b>	<b>Section C (1-3)</b>
	Communication	Section C (4)
	Employee involvement	Section C (5)
	Employee incentives	Section C (6)
	Decision making	Section C (7)
Organizational Resources	<b>Organizational resources</b>	<b>Section D (1-4)</b>
	Allocation	Section D (5)
	Financial	Section D (6)
	Human	Section D (7)
	Material (facilities)	Section D (7)
Organizational Culture	<b>Information</b>	<b>Section D (8)</b>
	<b>Organizational culture</b>	<b>Section E (1-4)</b>
	Delegation and coaching	Section E (5)
	Team work	Section E (6)
	Flexibility	Section E (7)
	Supportive culture	Section E (8)
	Resistance to change	Section E (9)
Role of Stakeholders	<b>Roles of stakeholders</b>	<b>Section F (1-4)</b>
	Contributions	Section F (5)
	Interests	Section F (6)
	Conflicting opinion	Section F (7)
	Government policy	Section F (7)
	Responsibility	Section F (8)

### **3.7 Data Collection Procedure**

Survey questionnaires were administered to the respondents through the drop and pick method. The method is convenient for research and is proven to have a high response rate compared with mail or electronic questionnaires (Creswell, 2015; Gibson, 2017). The researcher explained the importance and purpose of the study to the respondents, which were supported by an introductory letter accompanying the questionnaires. Moreover, the respondents were assured that their identity was kept confidential. The follow-up interview was conducted with directors and managers in selected executive agencies. Also, the desk studies (documentary review) was done to obtain secondary data.

### **3.8 Pilot Testing**

The pre-testing of survey questionnaires and the interview guide were done to ensure that they were relevant, controllable and effective. Pre-testing allows errors discovery before actual collection of data (Sounders, et al., 2012). One of the main reasons for conducting the pilot study is to determine the reliability and validity of instruments to be used in this study (Creswell, 2014; Gibson, 2017). Therefore, a pilot study was conducted in two (2) executive agencies (TBA & TANROADS) which is 7.4% of 27 executive agencies, which involved 20 respondents who were conveniently selected to test the instruments for data collection. However, agencies which formed part of the pilot testing were not included in the major study.

### **3.8.1 Data Reliability**

The coefficient alpha is a suitable measure of variance “attributable to subjects and variance attributable to the interaction between subjects and items” (Sounders, et al., 2012; Creswell, 2015). It is essential to test instruments for data collections before actual collection of data. Questionnaires reliability was tested using Cronbach’s alpha by considering a minimum value above 0.60 as an indication of the reliability of an instrument (Kothari, (2013; Gibson, 2017).

### **3.8.2 Data Validity**

In order to ensure the validity of data collection instruments, Creswell (2015) argues that, the tool should be an accurate indicator of what the study is interested in measuring. Furthermore, content validity is the degree to which the instrument items or sample test signify the content that the instrument is designed for while face validity is the degree to which an instrument seems to measure what it is supposed to measure (Sounders, et al., 2012; Wilson, 2014). To ensure validity of the data collection tools, colleagues, supervisors, and other research experts checked on content and validity. The feedback from the research expert was used to make the necessary corrections on the data collection tools by removing confusing items and other typographical errors that affect instrument validity.

### **3.9 Data Processing and Analysis**

According to Sounders, et al. (2012) argues that, data processing involves editing, coding, classification, tabulation and graphical presentation. Editing of questionnaires was done to ensure consistency and completeness before processing the information collected. Then SPSS version 20 was used to analyse the data before interpretation and presentation of the findings. Gibson (2017) argues that, data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques.

#### **3.9.1 Descriptive Statistics and Content Analysis**

Quantitative data were analysed using descriptive statistics and presented data using pie chart, histograms; and tables in the form of mean, percentages and standard deviation. Also, Karl Pearson's coefficient of correlation was used. Content analysis was used to analyse qualitative data collected in respect to themes which were developed surrounding independent variables of this study.

#### **3.9.2 Multiple Regression Analysis**

A multiple regression model was useful to establish how the independent variables (top management support, an organization's resources, organizational culture, and role of stakeholders) influence the implementation of strategic plans. This is also supported by Waweru and Ngugi (2014) and Sounders, et al (2012) who argue that, the technique is more robust to draw a reasonable conclusion when two or more dependent variables are

taken into consideration. This study used the following multiple regression model as indicated below:

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

Where;

Y = dependent variable (Implementation of strategic plan)

$\beta_0$  - Is a constant; the concept of explaining the level of influence given the Y-value when all the predictor values ( $X_1, X_2, X_3, X_4$ ) are zero.

$\beta_1, \beta_2, \beta_3, \beta_4$  - are constant regression coefficients representing the conditions of the independent variables to the dependent variable.

Y = Implementation of strategic plan

$X_1$  - Top management support

$X_2$  - Organizational resources

$X_3$  - Organizational culture

$X_4$  - Role of stakeholders

$\varepsilon$  - Extraneous variable (An error term which explains other factors for successful implementation of the strategic plan but were not accounted for in this model).

The above model was analysed using SPSS 20 version to test the significance of the independent variables influence of  $X_1, X_2, X_3, X_4$  on the dependent variable Y, that is, implementation of strategic plans. The t-test was employed in each of them.

To test the goodness of fit of the model, F-test was employed, where the F - test is defined as

$$F = \frac{R^2/k - 1}{1 - R^2/n - k}$$



Where  $R^2$  =coefficient of determination

n = Sample Size

k = number of independent variables, which are four (4); and the level of significance was taken as = 0.05

### **3.9.3 Measurement of Variables**

In this study, the independent variables (management support, organizational resources, organisational culture and the role of stakeholders) were measured individually using t-test and collectively using ANOVA (F-test) respectively. The Table 3.3 shows the summary of measured variables.

**Table 3.3: Measurement of Variables**

<b>Variables</b>	<b>Measurement</b>	<b>Justification</b>	<b>Level of Significance (<math>\alpha</math>)</b>
<b>Individual Variables</b>	t-test	<b>t-test</b> - measures specific objective	
Management Support	t-test	<b>t-test</b> measured if <b>management support</b> individually positively influences <b>implementation of the strategic plan.</b>	$\alpha = 0.05$
Organizational Resources	t-test	<b>t-test</b> measured if <b>organizational resources</b> individually positively influences <b>implementation of the strategic plan.</b>	$\alpha = 0.05$
Organizational Culture	t-test	<b>t-test</b> measured if <b>corporate culture</b> individually positively influences <b>implementation of the strategic plan.</b>	$\alpha = 0.05$
Roles of Stakeholders	t-test	<b>t-test</b> measured if <b>management support</b> individually influences positively <b>implementation of the strategic plan.</b>	$\alpha = 0.05$
<b>Collective Variables</b> (top management support, an organization's resources, corporate culture & role of stakeholders)	ANOVA (F-test)	<b>F-test</b> measured if <b>top management support, an organization's resources, corporate culture and the role of stakeholders</b> collectively positively influence <b>implementation of strategic plan.</b>	$\alpha = 0.05$

### 3.9.4 Diagnostic Tests of the Study

The diagnostic tests in this study included normality, multicollinearity, and heteroscedasticity. These tests were used to test and control this study.

### **Normality Test**

The study applied normality test in order to meet the condition (assumption) of the linear regression model, that the data for independent and dependent variables should be normally distributed (Sounders et al., 2012; Fuller, et.al., 2015). Also, parametric tests assume data in the sample are drawn from normally distributed populations. In this study, value for the mean and median were used to test normality; and Kolmogorov-Smirnov test and the Shapiro-Wilk test were used to test for normality using SPSS Version 20.

### **Testing for Multicollinearity**

In this study, to avoid correlation of predictors in this study, a multicollinearity test was carried out. It occurs when two or more predictors in the model are correlated and provide redundant information about the response (Kothari & Garg, 2014), and hence, multicollinearity is a problem that distorts the regression coefficients, making them unstable, difficult to interpret and hence give invalid significance tests (Creswell, 2015; Gibson, 2017). In this study, Variance Inflation Factor (VIF) analysis was used to test the degree of possible multicollinearity of the independent variables in the regression model. VIF helped to identify whether a predictor has a strong linear relationship with the other predictor(s). Therefore, for the  $VIF_j$ , a value greater than 5,  $X_j$  is highly correlated with other explanatory variables.

### **Testing for Heteroscedasticity**

In this study, error variance was ensured to be constant (homoscedasticity) across the value of independent variables to give constant responses and provide better results.

According to Cohen, West and Aiken (2013) heteroscedasticity is lack of constant error variance, where occurs when responses are not normally distributed or when the error term does not have constant variance. Therefore, a graphical procedure with a scatter plot of residuals was used to test for heteroscedasticity in the independent variables. So, the residuals and the variance of the residuals should be the same for all predicted scores (homoscedasticity) and the scatter plot takes the (approximate) shape of a rectangular; scores will be concentrated in the centre (about the 0 point) and distributed in a rectangular pattern (Sounders, et al., 2012; Gibson, 2017). Therefore, scores will be randomly scattered and in contrast, any systematic pattern or clustering of scores is considered a violation.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

The study presents the findings and discussion on this study, which was set out to determine the factors influencing the implementation of strategic plans in Tanzania's executive agencies. The data were analysed using the Statistical Package for Social Sciences (SPSS) and then presented descriptive statistics, reliability tests (Cronbach's alpha), diagnostic tests and tests for regression analysis such as ANOVA (F-test) and t-tests. Graphs, pie charts, histograms and tables were used to present various information obtained from analysed data.

#### **4.2 Results from Pilot Study**

The survey questionnaires and interview guide were pre-tested to ensure their relevance, controllability and effectiveness. The pilot was conducted in two executive agencies, which involved 20 respondents who were conveniently selected to test the validity and reliability of instruments for data collection. However, agencies which formed part of the pilot testing were not included in the major study. The agencies subjected for pre-test were TANROADS and TBA.

##### **4.2.1 Reliability and Validity of Instruments**

The reliability of the data was tested using Cronbach's alpha, where according to Gibson (2017), coefficient alpha is an appropriate measure of variance attributable to subjects and variance attributable between subjects and items. In this study, the tested data has

Cronbach's Alpha of 0.974 which is highly acceptable since Cronbach's Alpha coefficient of 0.7 qualifies for a reliable and consistency of instrument (Kothari, 2013).

Table 4.2 gives the values of each variable and its respective Cronbach's Alpha: Implementation of strategic plan has  $\alpha = 0.911$ , top management support has  $\alpha = 0.932$ , organizations' resources has  $\alpha = 0.927$ , organizational culture has  $\alpha = 0.955$ , and roles of stakeholders has  $\alpha = 0.683$  respectively. Sounders, et al (2012) confirms that the acceptable rule thumb is to accept a coefficient of 0.6 – 0.7 and that a higher coefficient is excellent reliability of data in a given study.

**Table 4.2: Reliability Statistics**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Total Variables	.974	95
Implementation of strategic plans	.911	21
Top Management Support	.932	18
Organizational resources	.927	17
Organizational culture	.955	16
Roles of Stakeholders	.683	16

The validity of the instrument was tested through consultation and discussion with lecturers and professors at JKUAT through giving an objective judgment and constructive logic in relation to variables of this study. Consultations and continuous review of questionnaires refined the tool to guarantee its accuracy for data collections in this study.

This is supported by Wilson (2014) who argue that pre-testing identifies and changes offensive, awkward and ambiguous questions and techniques. Therefore, continuous seeking for opinions from experts in the area and consultations with supervisors also ensured the validity of research instruments of this study.

### **4.3 Response Rate**

The data in this study were collected from headquarter of seven (7) executive agencies which is 26% from twenty-seven (27) agencies in Tanzania. According to different scholars, the sample size of 26% is large enough as statistical inferences are valid at 10% of the population under a given study (Sounders, et.al., 2012; Kothari, 2013). The sample size of 188 employees out 632 targeted employees working in the headquarters of the seven executive agencies in Tanzania was expected, however, only 146 respondents returned questionnaires translating to 77.7% of the response rate. This is supported by Wilson (2014) who argues that, any response above 75% is categorized as best for provision of reliable information. Also, this is greater response rate if equated to previous studies such as Genc (2017) had 18.6% and Abok (2013) had 55% respectively from the target population of their study. Gibson (2017) supports any response rate with 50% and above as sufficient and good to draw conclusion from the study. Therefore, 77.7% response rate of this study in Table 4.1 was excellent for the provision of reliable information.

**Table 4.1: Response Rate**

<b>Agency</b>	<b>Expected Sample</b>	<b>Observed Frequency</b>	<b>Percentage of the Field Total</b>	<b>Percentage within the Agency</b>
TaESA	21	18	12.3	85.7
GPSA	31	22	15.1	71
TFSA	29	16	11	55.2
TEMESA	33	27	18.5	81.8
RITA	26	24	16.4	92.3
BRELA	18	11	7.5	61.1
GCLA	30	28	19.2	93.3
<b>Total</b>	<b>188</b>	<b>146</b>	<b>100</b>	<b>77.7</b>

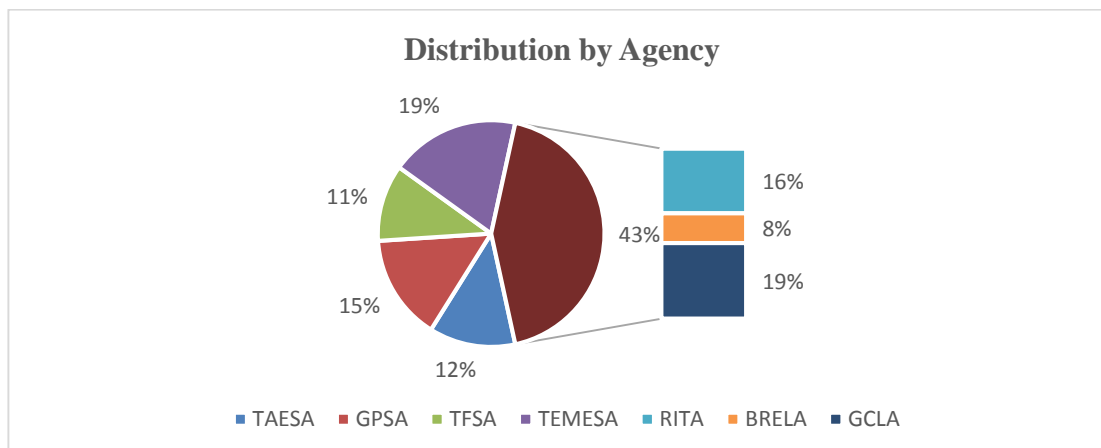
#### **4.4 Demographic Profile of Respondents**

This section provides profiles of respondents in term of their agency, gender, education, job positions and work experience and how their distributions influenced the information needed in this study.

##### **4.4.1 Agency Distribution of the Respondents**

This study had a sample of seven (7) agencies drawn from 27 executive agencies in Tanzania. The study concentrated at the headquarters of these agencies and targeted 188 employees in its sample size, and only 146 respondents returned their questionnaires. Figure 4.1 gives distributions of these respondents as TEMESA (19%), TaESA (12%), GCLA (19%), GPSA (15%), TFSA (11%), RITA (16%) and BRELA (8%) respectively.





**Figure 4.1: Distribution of Respondents by Agency**

#### 4.4.2 Gender Distributions

The gender of respondents was sought to establish the majority of employees in term of gender in Tanzania’s executive agencies (see Table 4.3); 59.6% were male and 40.4 were female employees. The distribution suggests quite fair gender balancing is working due to gender mainstreaming campaign in the Tanzania public sector. This is important because scholars such as Eden and Ackermann (2013) singled out gender as one of the cultural issues that affects implementation of strategies in organizations. Others concur that both genders should be involved for effective community implementation of strategic plans (Demirkaya, 2015).

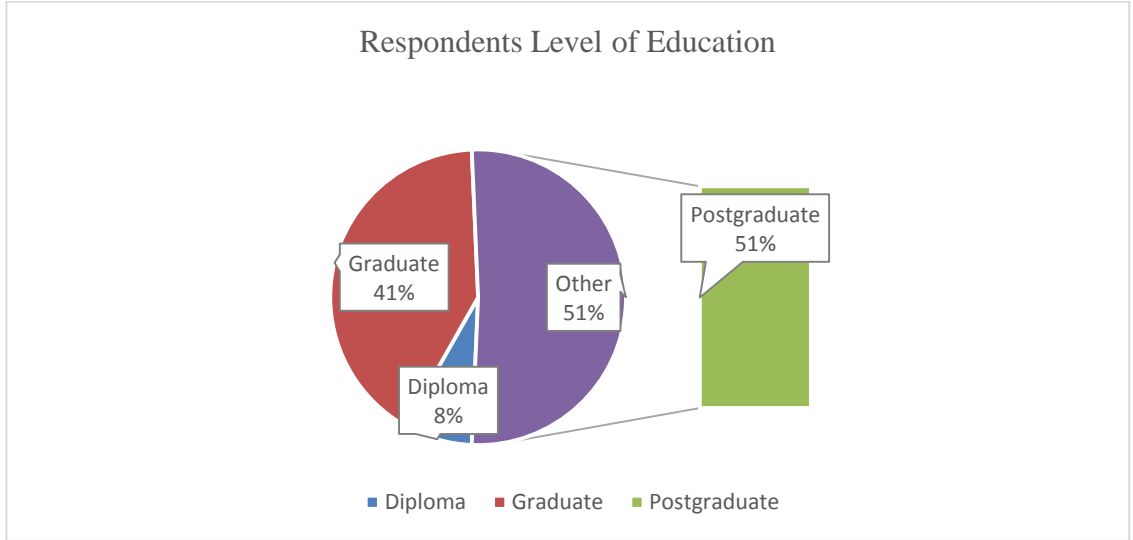
**Table 4.3: Gender of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	87	59.6	59.6	59.6
Female	59	40.4	40.4	100.0
<b>Total</b>	<b>146</b>	<b>100.0</b>	<b>100.0</b>	

#### **4.4.3 Education Level of Respondents**

The issue of education level was sought to establish the employees' level of education in relation to their capabilities towards implementation of strategic plans in executive agencies. The findings in figure 4.2 indicate that the majority of employees (51%) are postgraduate holders (with masters or postgraduate diploma), 41% are graduates and 8% are ordinary diploma holders. There was no employee with a PhD or certificate; a master's degree was the highest level. This was expected as Tanzania executive agencies have good working conditions and salaries compared to ordinary public service, and it is likely therefore that respondents were well informed about implementation of strategic plans in their agencies.

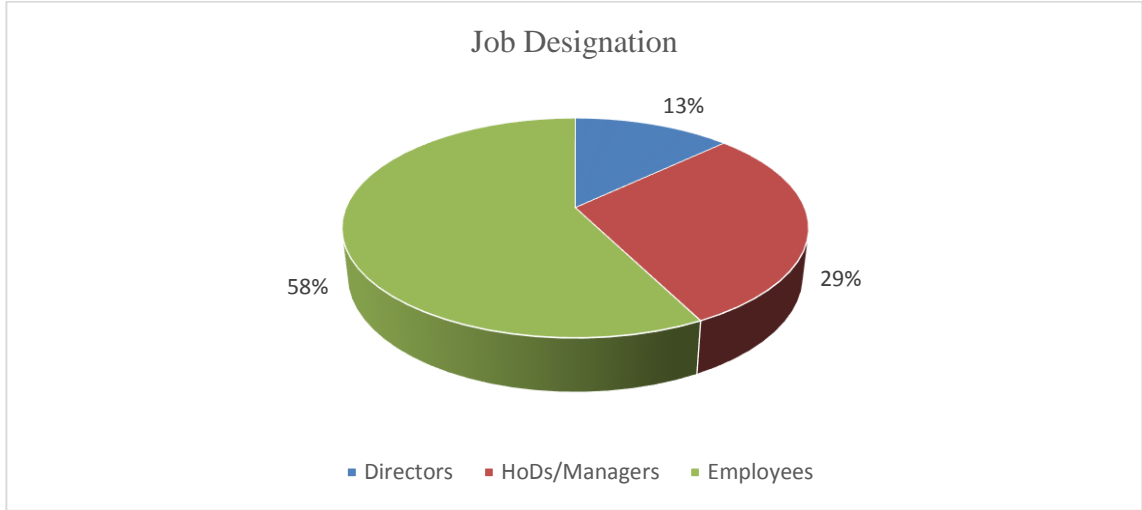
In relation to this, scholars argue that even though leadership does not require a high level of education, at least there is a need for employees managing high level posts to possess high qualifications (Mavhiki, 2012; George & Desmidt, 2014). Ferlie and Ongaro (2015) similarly argue that strategic plans are not simple, but rather complex, requiring people with high level logistical skills.



**Figure 4.2: Education Level of Respondents**

#### 4.4.4 Job Designation of Respondents

This question sought to establish the job position of respondents in their respective organization. The findings revealed that 58% were normal employees, 29% were heads of department or managers and 13% were directors respectively. The distribution of employee profile was appropriate to meet the needs and demand of the study. The employees drawn were the right people with adequate information and relevant to this study as far as strategic plans implementation is concerned.



**Figure 4.3: Job Designation of Respondents**

#### 4.4.5 Working Experience of Respondents

This question sought to determine the number of years worked by each respondent in the agency. The highest proportion, that is, 48.6% of respondents worked between 6 and 10 years, 33.6% of respondents worked 5 years and below, 17.1% of respondents worked 12 to 13 years and 0.7% respondents worked 16 to 20 years respectively.

**Table 4.4: Number of Years Worked in the Organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5 years	49	33.6	33.6	33.6
6 to 10 years	71	48.6	48.6	82.2
12 to 15 years	25	17.1	17.1	99.3
16 to 20 years	1	.7	.7	100.0
<b>Total</b>	<b>146</b>	<b>100.0</b>	<b>100.0</b>	

The above findings revealed that the cumulative 66.4% of respondents worked 6 to 20 years in their respective agencies. This means that employees included in the study were likely to have had vast experience and knowledge about implementation of strategic plans in their respective agencies, and hence this segment was considered useful for this study. As Ghafoor (2013) notes, employees with long services translate into valuable experience in the execution of strategic plans.

#### **4.5 Diagnostic Tests of Variables**

The data of this study were diagnostically tested for normality, multicollinearity, and heteroscedasticity. According to Sounders, Lewis & Thornhill (2012) any study involving multiple regression equation needs to assume that: the relationship between independent and dependent variable is linear; the data values for the independent and dependent variables have equal variance (Homoscedasticity); there is an absence of correlation between two or more independent variables (multicollinearity); and data are normally distributed (normality). This study adhered to these regression assumptions and below are the tests applied in this study.

##### **4.5.1 Normality Test**

The test for normality of implementation of strategic plans (dependent variable) was done using Kolmogorov-Smirnov and Shapiro-Wilk tests. The test for normality revealed that data for the variable 'implementation of strategic plans' were normally distributed as p-value for Kolmogorov-Smirnov test was 0.200 and Shapiro-Wilk test was 0.210 which

both two tests were greater than  $\alpha = 0.05$  respectively, and hence conclude the data of the study was normally distributed (see Table 4.5). Saunders et.al (2012) argues that if the probability is greater than 0.05, then data are considered to be normally distributed. The condition of normality was very important as the study was using multiple regression analysis. So, Kolmogorov-Smirnov and Shapiro-Wilk tests prove that the data are normally distributed in this study.

**Table 4.5: Tests of Normality**

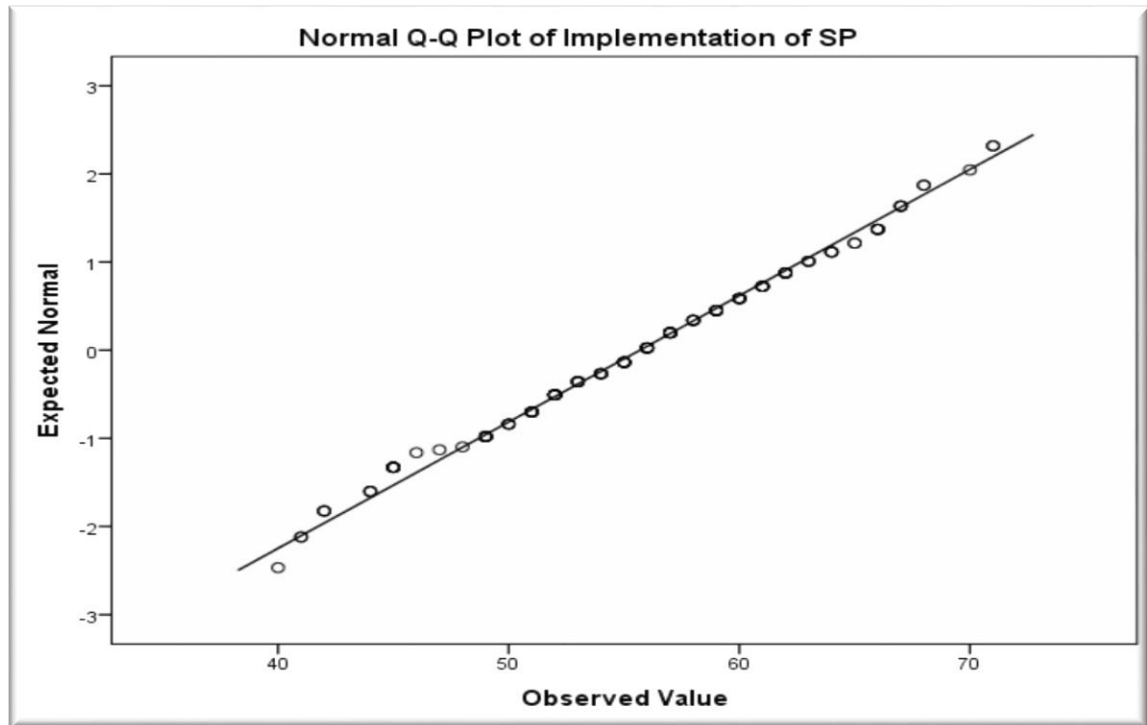
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Implementation of SP	.054	146	.200*	.987	146	.210

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Also, the study used Q-Q plot to test the normality of its data; Kothari and Garg (2014) argue that the best way to have normal residues is just to have a dependent variable that is normally distributed. The figure 4.4 shows the normal Q-Q plot which indicates that the conditions of normality for implementation of strategic plans is well satisfied. Plotting is also another excellent way to see whether data are along the line of fit or deviates from other distributions; and if lies along the line of best fit then the data are normally distributed. The use of graph or plots is also supported by Sounders, et al (2012) who argue that to make an informed decision it is better to combine statistical tests and use graphs or plots. It is clear, therefore, that the information from Kolmogorov-Smirnov and

Shapiro-Wilk tests as well as a scatter plot from the normal Q-Q plot indicates that the data on the dependent variable (implementation of strategic plans) is normally distributed.



**Figure 4.4: Normal Q-Q Plot of SP Implementation**

#### **4.5.2 Multicollinearity**

The multicollinearity test was carried out to check the possibility of correlations among predictors. This occurs when two or more predictors in the model are correlated and provide redundant information about the response (Kothari & Garg, 2014), and hence, multicollinearity is a problem that distorts the regression coefficients, making them unstable, difficult to interpret and hence invalid significance tests (Wilson, 2014; Creswell, 2015). In this study, Variance Inflation Factor (VIF) analysis was used to test the degree of possible multicollinearity of the independent variables in the regression

model, where VIF helped to identify whether a predictor has a strong linear relationship with other predictor(s) (Kothari & Garg, 2014; Wilson, 2014; Gibson, 2017), and hence for the VIF<sub>j</sub> a value greater than 5, indicates that the predictor X<sub>j</sub> is highly correlated with other explanatory variables. Also, multicollinearity can be detected with the help of tolerance (Greene, 2012; Fuller, et.al., 2015). If the value of tolerance is less than 0.2 or 0.1, then the study is experiencing a problem of multicollinearity. At this situation, the presence of multicollinearity in the study may be shown by getting a mix of significant and insignificant results.

**Table 4.6: Collinearity Statistics**

<b>Collinearity Statistics</b>	<b>Tolerance</b>	<b>VIF</b>
(Constant)		
Top management	.866	1.155
Organizations' resources	.881	1.135
Organizational culture	.976	1.024
Role of stakeholders	.986	1.014

Table 4.6 indicates that that, the VIF for top management support is 1.155, an organization's resources is 1.135; organizational culture is 1.024, and role of stakeholders is 1.014 respectively. Further, the value of tolerance in all predictors is above 0.2 and VIFs are less than 5. Therefore, VIFs and the Tolerance value indicated that there is no presence of multicollinearity in all predictors and hence no problem of multicollinearity in the data of this study.



### 4.5.3 Heteroscedasticity

In order to meet linear regression model conditions, error variance was ensured to be constant (homoscedasticity) across the value of independent variables to give constant responses and provide better results, where one of the key assumptions of regression is that the error term is constant across all observations in a given study (Greene, 2012). Heteroscedasticity is the lack of constant error variance, which occurs when responses are not normally distributed or when the error term does not have constant variance (Creswell, 2014; Kothari & Garg, 2014). Therefore, a graphical procedure with a scatter plot of residuals was used to test for heteroscedasticity in the independent variables.

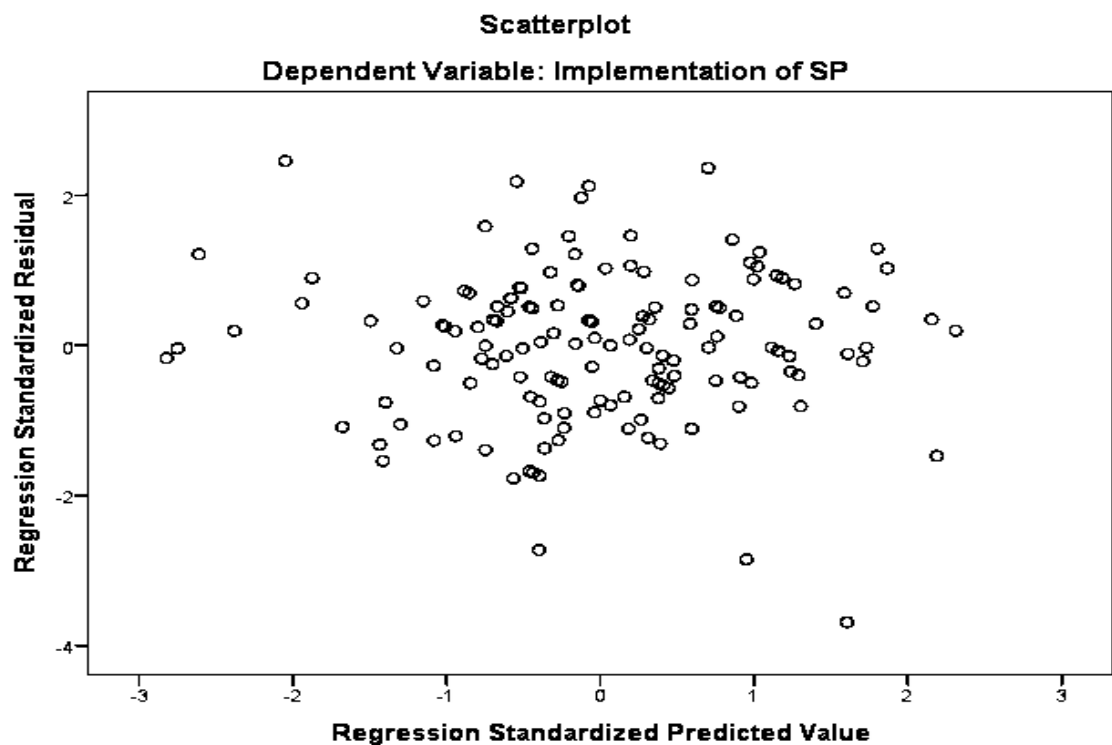


Figure 4.5: Scatter Plot for Heteroscedasticity

Figure 4.5 shows that the plotted residuals are normally distributed and error terms have constant variance, this informs us that error terms are homoscedastic and hence standard estimation methods are efficient. It is very crucial to test for existence of heteroscedasticity as its presence can invalidate statistical tests of significance that assume that the modelling errors are uncorrelated and uniform, hence that their variances do not vary with the effects being modelled (Greene, 2012; Gibson, 2017). Hence, given its importance, Breusch-Pagand Koenker test in Table 4.7 was also used to test the presence of heteroscedasticity.

**Table 4.7: Breusch-Pagand Koenker Test**

Statistics and sig-values	LM	Sig
<b>BP</b>	8.539	.074
<b>Koenker</b>	4.819	.306

In this study, heteroscedasticity is not present since Breusch-Pagan (BP) test = 8.539 with p-value of 0.074 and Koenker test = 4.819 with p-value of 0.306 > alpha = 0.05, hence we do not reject the null hypothesis because the p-value is greater than the chosen alpha level and conclude that the residuals are homoscedastic and normally distributed.

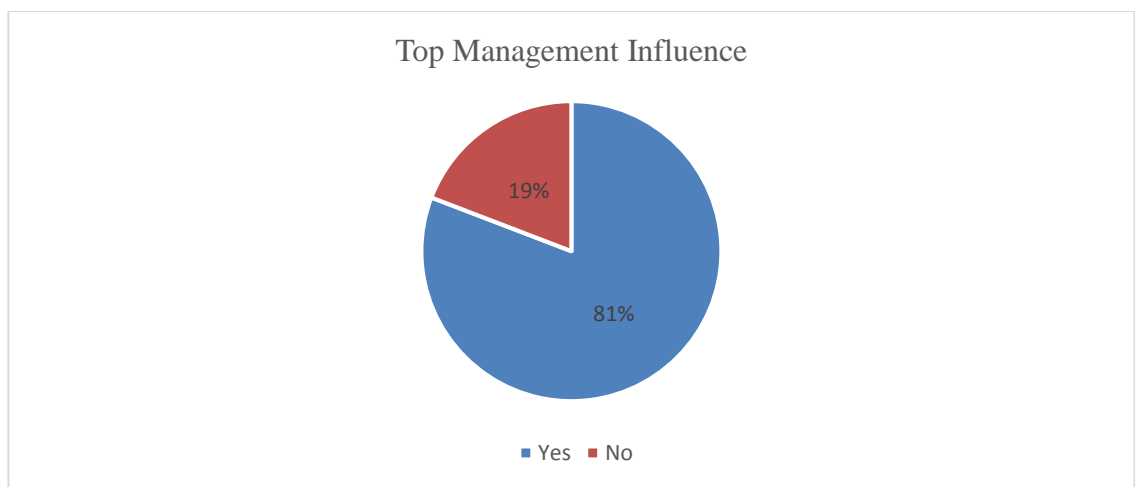
#### **4.6 Descriptive Analysis**

This section presents a descriptive analysis in relation to variables influencing the implementation of strategic plans. The independent variables included: (a) top management support, (b) organizational resources, (c) organizational culture and (d) role of stakeholders while the dependent variable was implementation of strategic plans. The descriptive analysis described each specific objective separately.

#### 4.6.1 Top Management Support in Strategic Plan Implementation

Respondents were given categorical questions to answer yes or no to the main question which asked, “Do you think top management influence operations in your organization?” As Figure 4.6 indicates, out of 146 respondents, the majority (81%) affirmed the influence of management on daily operations while 19% did not see any influence of top management on agencies operation in implementation process of strategic plans. This was elaborated by a Senior Administrative Officer in RITA who commented that:

“Top management in our agency provide leadership and coordination of other resources, giving feedback to staff on what has transpired in management meetings regarding execution of strategies, setting directions and key performance indicators, involving employees in decision making, recognizing the best performers by issuing certificates of outstanding performance and other rewards positively influence employees’ performance in our organization.” (Interview, RITA Headquarter, 16<sup>th</sup> June 2017)



**Figure 4.6: Influence of Top Management on Employees’ Operations**

This result corresponds with the findings of Gachua and Mbugua (2016) who argue that a top management team always saturates the firm as a whole. They go on to add that having a flexible and adaptive management team influences the organization to be more effective,

innovative and responsive for the successive execution of organizational strategies. Furthermore, the cohesion of top management influences positive firm performance and growth of income (Muchemi, 2013; Wasike, 2016).

Moreover, respondents were then asked, “Are there any incentives offered by top management to influence performance of employees?” The results in Table 4.8 indicate that out of 146 respondents, the majority (73.3%) agreed, while 26.7% did not see any incentives which are linked with the implementation process of strategic plans. The following organizations (TEMESA, GPSA, TFSA, BRELA, RITA, TaESA and GCLA) indicated the following incentives offered:

“Monetary rewards, letter of recognition for good performers, internal and external trainings, house allowances for senior staff, tea and refreshments, calendars and diaries, appreciation letters, furniture allowances, house and vehicle loans, salary increments, salaried loans, lunch allowances, extra duty allowance, bonus, honoraria, May-day awards, promotions, transport allowances, risk allowances, and special duty allowances to top leaders such as house, electricity and telephone.” (Interviews, 20<sup>th</sup> June to 18<sup>th</sup> July 2017)

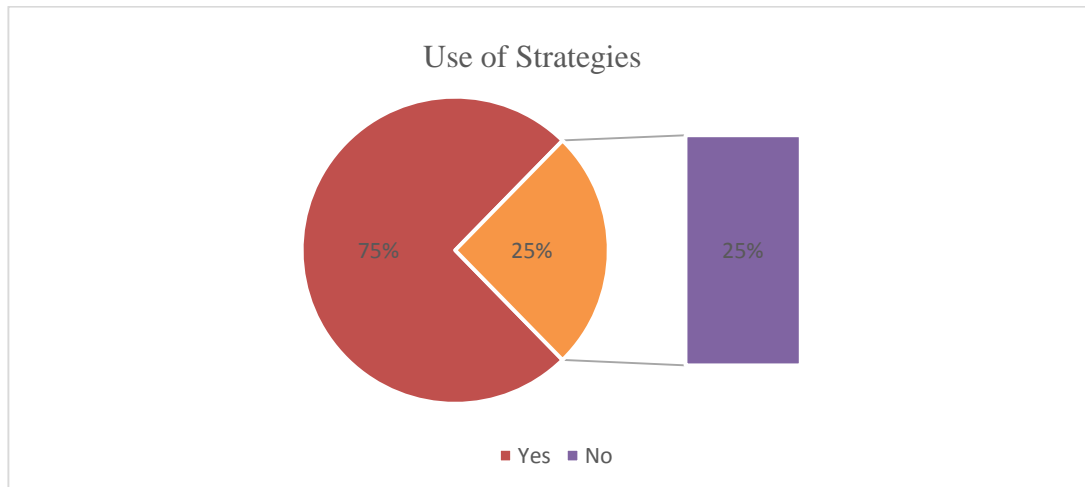
**Table 4.8: Incentives Offered by Top Management**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	107	73.3	73.3	73.3
No	39	26.7	26.7	100.0
<b>Total</b>	<b>146</b>	<b>100.0</b>	<b>100.0</b>	

Respondents were also asked “Are there strategies used by top management to facilitate employee’s performance in your organization?” The results in Figure 4.7 indicate that out of 146 respondents, the majority (75%) agreed, while 25% said that there are no such

strategies. The Director of Business Support (DBS) of RITA described the strategies used by the organization to facilitate employees' performance:

“We use different strategies such as team building sessions, departmental meetings, weekly and monthly performance report, offering specialized trainings, setting individual performance targets, performance contract (through OPRAS), competence assessments, succession plans, delegation and empowerment, departmental meetings, provision of working gears, rewarding and recognizing good performers, regular field visits and involving of staff in preparation of strategic plans. These strategies positively encourage employees' performance in our agency.” (Interview, RITA Headquarter, 13<sup>th</sup> June 2017)



**Figure 4.7: Use of Different Strategies to Influence Performance**

The GPSA Director of Business Support also commented that:

“In our agency, we managed to install biometric attendance systems, daily performance systems, and supervisory roles well stipulated to supervisors in all departments and sections. These strategies have improved performance of employees with a great deal since were introduced. For example, latecomers used to be a major issue in this organization but now it is almost none since we introduced those gadgets for tracking attendance” (Interview, GPSA Headquarter, 20<sup>th</sup> July 2017).

The findings correlate with other scholars who argues that top management commitment is a must ingredient for successful implementation of strategic plan (George, Desmidt,

Cools & Prinzie, 2017). The leadership should support the design and execution of the strategic plan in the entire process of change (George & Desmidt, 2014). The study further widens the need for effective top management support to orchestrate other factors for successful execution of strategies in executive agencies.

Moreover, with the use of five-point Likert scale, five sub-variables of top management support such as communication flow, empowerment, involvement, rewards, and decision making were thoroughly investigated on how they influence the implementation of strategic plans in Tanzania's executive agencies. Questions in relation to the five sub-variables required respondents to choose the following:

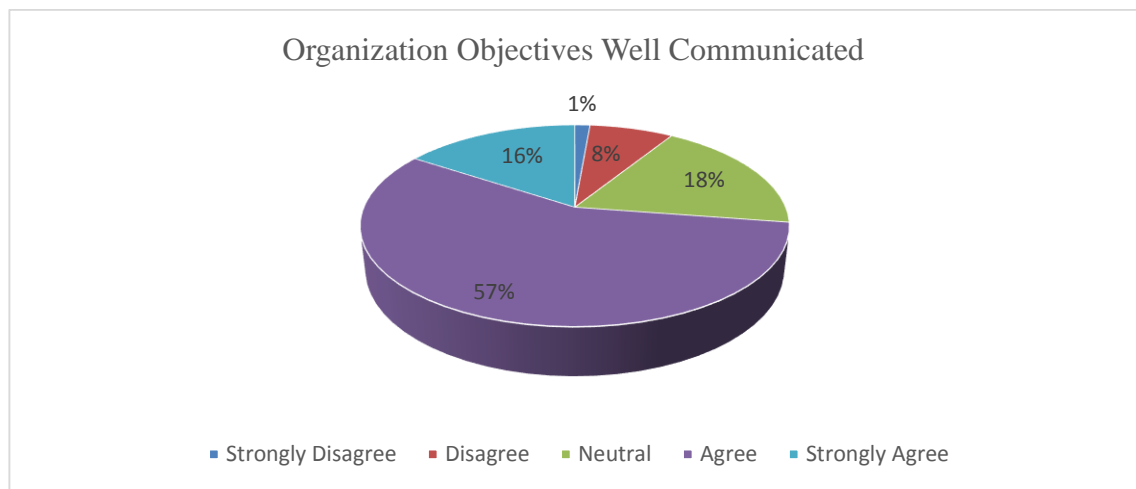
1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

### **Communication Flow**

In this question, the study investigated the question of whether the employees' roles and responsibilities are continuously communicated by management, thus enhancing the flow of communication in the organization for successful implementation of the strategic plan. The results in Table 4.9 indicates that out of 146 respondents, the majority (59.6%) agreed and 12.2% strongly agreed that the top management continuously communicates roles and responsibilities of employees, on the other hand, 0.7% strongly disagreed and 9.6% disagreed, while 11.0% were neutral.

Also, when respondents were asked if organization objectives are well communicated to employees by management, the findings in the figure 4.8 revealed that, out of 146

respondents, the majority (57%) of respondents agreed and 16% strongly agreed while 18% were neutral, and few about 8% and 1% respondents disagreed and strongly disagreed respectively. The findings agree with other scholars who supports that, poorly communicated objectives affect effective implementations and employees who are not well informed about organization objectives hinder the implementation process (Gedi & Muturi, 2016; Andrews, Beynon & Genc, 2017).



**Figure 4.8: Organization Objectives Well Communicated**

Moreover, the question as to whether feedback is promptly given to employees by top management, the result in Table 4.9 revealed that out of 146 respondents, 49.3% agreed, 13% strongly agreed while 25.3% were neutral and few respondents about 12.4% generally disagreed on subject under study. The respondent's opinion summary is shown in Table 4.9 where the mean average is 4, which means that the majority agreed, with the support in term of good communication flow from top management. Therefore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally

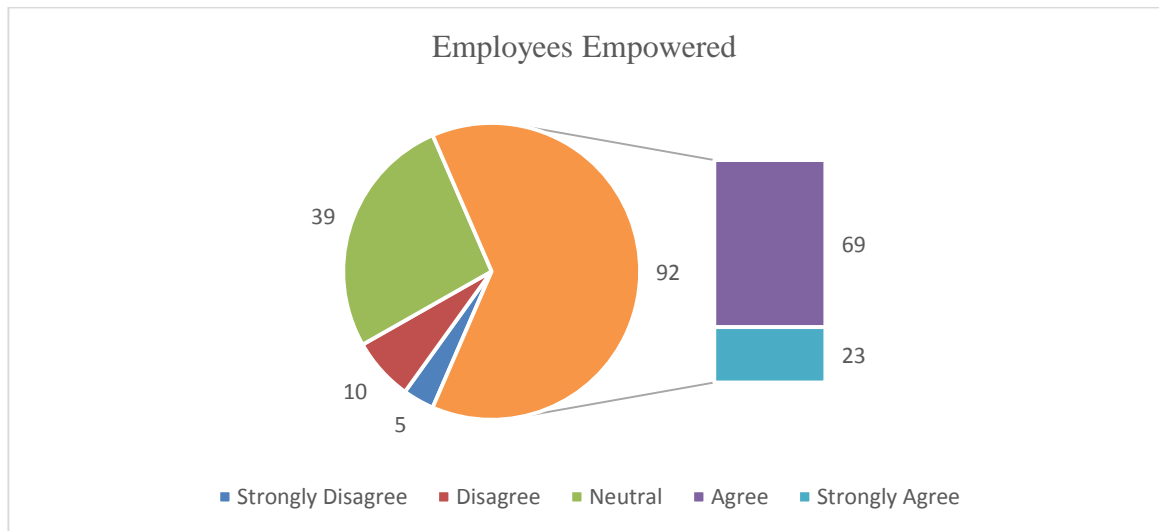
agreed to the presence of communication flow in agencies for fostering implementation of strategic plans. The findings correlate with other scholars who argues that, good communication by management has positive results in the organization while lack of clear communication hinders successful implementation of strategic plans (Muchemi, 2013; Waititu, 2016; Gedi & Muturi, 2016). The study confirms that, Tanzania's executive agency's top management communicate employees' roles and responsibilities, and that organizational objectives and feedback are promptly given to employees in order to improve communication flows in the organizations.

### **Empowerment of Employees**

In relation to empowerment of employees the first question which the study investigated was how management helps employees with the means to discharge their duties successfully. The respondents used a five-point Likert scale to respond to this question. The results in Table 4.9 indicated that out of 146 respondents, the majority (56.3%) agreed and 15.8% of respondents strongly agreed that managements of agencies support employees towards discharging their roles and responsibilities for effective attainment of organization objectives while about 21.9% of respondents were neutral. The remaining balance about 4.1% and 2.1% of respondents disagreed and strongly disagreed respectively. Further, opinion on whether employees are empowered with relevant skills and expertise which implementing strategies in their organizations, the result in figure 4.9 revealed that out of 146 respondents, the majority (47.3%) agreed and 15.8% strongly agreed while 26.7% were neutral. On the other hand, 6.8% and 3.4% of respondents disagreed and strongly disagreed respectively. The findings correlate with other scholars



who affirmed that, empowered employees are so effective in implementation of strategic plans (Schaap, 2012; Lares-Mankki, 2014).



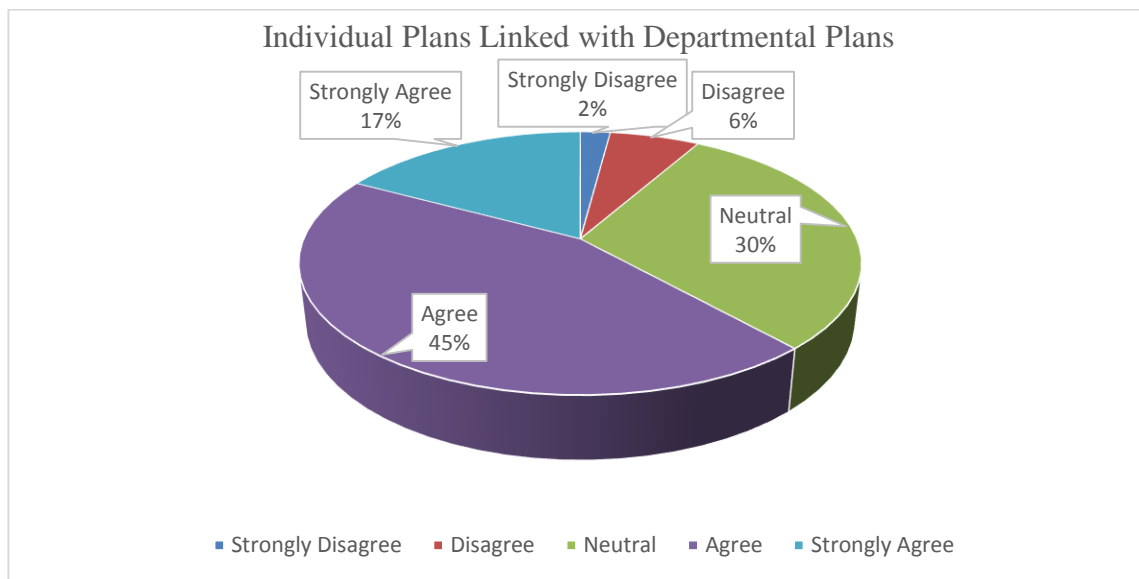
**Figure 4.9: Employees Empowered with Relevant Skills and Expertise**

Also, as to whether the management of agencies provides employees with freedom to accomplish organizational objectives, the results in Table 4.9 showed that out of 146 respondents, 39.0% agreed and 12.3% strongly agreed while 33.9% were neutral. The remaining few about 11.6% and 3.4% of respondents disagreed and strongly disagreed respectively. Moreover, the mean average of 4 and standard deviation of 1 shows that respondents agreed that, employees are empowered by top management in the process of implementing strategic plans. The finding correlates with other scholars who argue that, top management’s influence employee commitment, job satisfaction, implementing programs and commit resources allocations to achieve organizational objectives; and top management or senior executives should support and convince employees of the validity

of their ideas towards effective implementation of strategies and should never take employees for granted (Marginson, 2012; Lares-Mankki, 2014; Waititu, 2016).

### **Employee Involvement**

Under employee involvement the study sought to determine if management involved employees, whether departmental plans involving all in the department, and if individual plans are linked with departmental plans. The results as shown in Table 4.9 indicates that out of 146 respondents, 38.4% agreed and 16.4% strongly agreed that employees at all levels in agencies are involved during implementation of strategic plans while 22.6% were neutral. Those remaining 19.2% and 3.4% of respondents disagree and strongly disagree respectively. Also, on the opinion as to whether departmental plans are linked with organization plans, the findings revealed that out of 146 respondents, the majority (55.5%) of respondents agreed and 27.4% strongly agreed while 13.7% were neutral in respect to this. The few remaining about 2.1% and 1.4% of respondents disagreed and strongly disagreed respectively. Further, an opinion as to whether individual plans are linked with departmental plans, the results in Figure 4.10 revealed that 45% of respondents agreed and 17% strongly agreed while about 30% of respondents were neutral. The balance of 6% and 2% of respondents disagreed and strongly disagreed respectively.

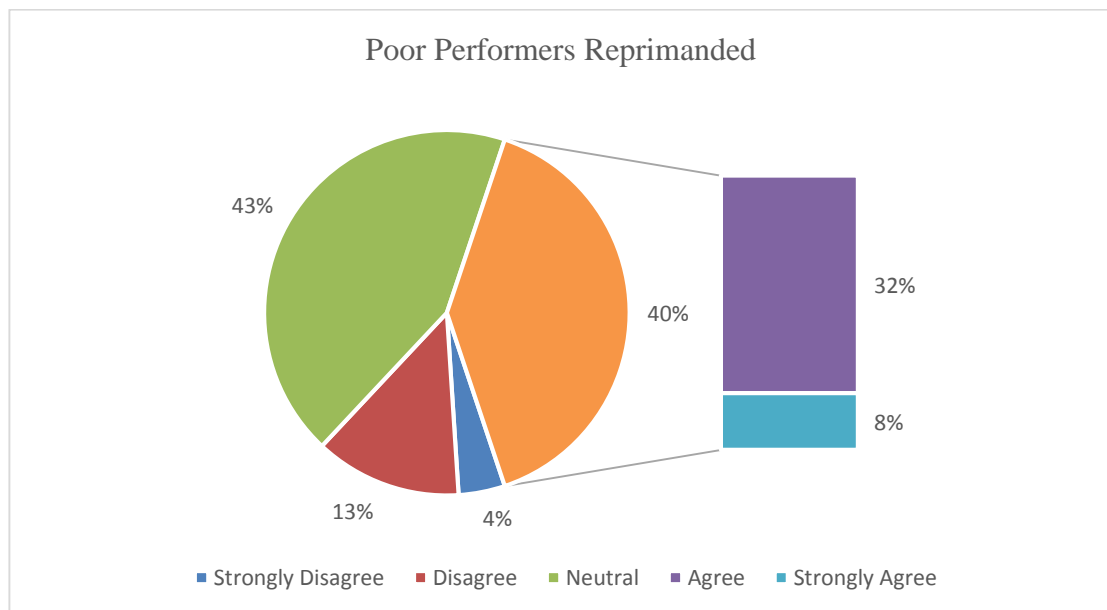


**Figure 4.10: Individual Plans Linked with Departmental Plans**

The mean average of 4 and standard deviation of 1 suggests that the majority of respondents generally agreed on how employees were involved in the implementation process of strategic plans by top management in Tanzania’s executive agencies. The result correlates with other scholars who observed the need and importance of involving middle managers, functional managers and employees in championing execution of organization strategic plans (Lares-Mankki, 2014; Mumbua & Mingaine, 2015). However, other authors observed lack of involvement of a lower cadre in the execution of strategic plans (Gebhardt, & Eagles, 2014). Therefore, the results of this study cement the need and importance of involving all employees in implementation of strategic plans for successful executions.

## Employee Rewards

On the issue of employee rewards, the study sought to establish if good performers are rewarded, reprimands for poor performers and if incentives influence employees' performance while implementing strategic plans in Tanzania's executive agencies. The results on Table 4.9 on whether top management rewards good performers the findings revealed that out of 146 respondents, the majority (37.7%) agreed and 21.2% strongly agreed while 24.0% were neutral. Of the small remainder 15.1% and 2.1% of respondents disagreed and strongly disagreed respectively. Further, on whether poor performers are sanctioned or reprimanded when executing organization strategies, Figure 4.11 shows that out of 146 respondents, 32% of respondents agreed and 8% strongly agreed while 43% were neutral. On the other hand, the balance of respondents about 13% and 4% disagreed and strongly disagreed on this question.

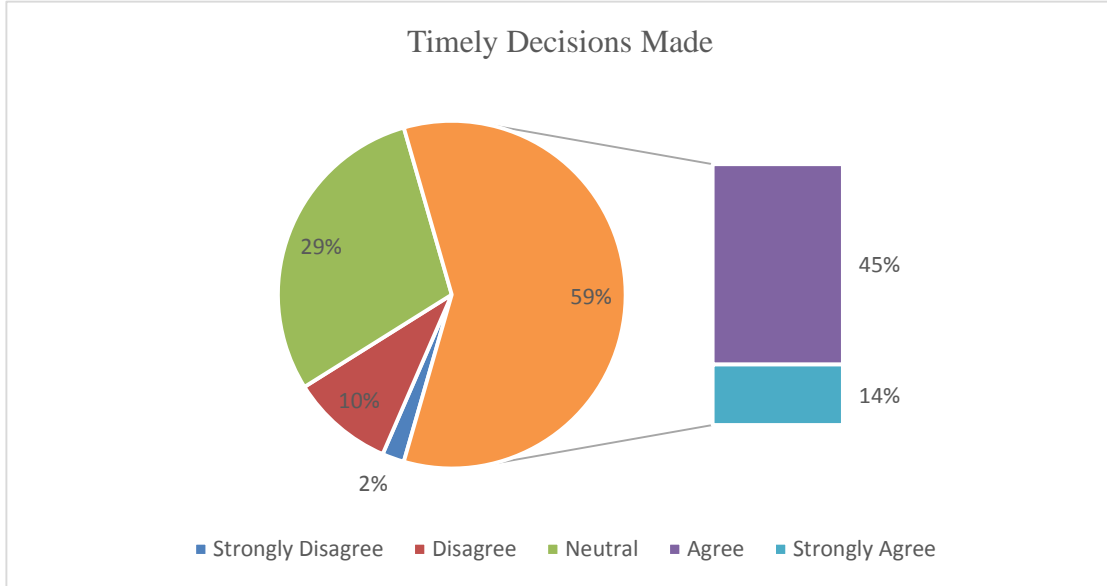


**Figure 4.11: Poor Performers Reprimanded by Management**

Also, on the question whether incentives offered by management positively influence performance of employees in agencies, the result in Table 4.9 revealed that out of 146 respondents, half (50%) of respondents agreed and 21.9% strongly agreed while 16.4% were neutral, and the few remaining about 10.3% and 1.4% of respondents disagreed and strongly disagreed respectively. Therefore, the mean average of 4 and standard deviation of 1 suggests that the majority of respondents generally agreed on the availability of employees' rewards given by top management in agencies towards implementation of strategic plans. The findings are supported by other scholars who argued that management has a role of rewarding which at the end motivates employees in execution of strategies (George & Desmidt, 2014; Gachua & Mbugua, 2016). Therefore, the results confirmed that rewards or incentives are offered by top management and sanctioning is carried out to poor performers.

### **Decision Making**

Decision making variables considered in this study were time, involvement and encouragement to make decisions while discharging their duties and responsibilities in relation to the execution of strategic plans in their organizations. The result on figure 4.12 with respect to whether top management makes timely decisions revealed that out of 146 respondents, 45% of respondents agreed and 14% strongly agreed while 29% were neutral. The balance of 10% and 2% of respondents disagreed and strongly disagreed respectively.



**Figure 4.12: Timely Decisions Made by Top Management**

The question was asked as to whether employees are involved in day to day decisions by management in the process of implementing strategic plans in executive agencies. The results in Table 4.9 revealed that out of 146 respondents, the majority (36.3%) of respondents agreed and 5.5% strongly agreed while 31.5% were neutral. The balance about 22.6% and 4.1% of respondents disagreed and strongly disagreed on that respective question. Further, as to whether employees are encouraged to make decisions in their daily operations, the results indicate that out of 146 respondents, the 37.0% of respondents agreed and 10.3% strongly agreed while 33.6% of respondents were neutral. The few remaining about 16.4% and 2.7% of respondents disagreed and strongly disagreed respectively.

Furthermore, the mean average of 4 and standard deviation of 1 reveals that many respondents agreed that top management involve, encourage and make timely decisions in the process of implementing strategic plans. The result supports other scholars who affirms that democratic leadership maximizes involvement and participation of members in decision making; and management prioritizes their strategies by making decisions which are vital to the execution process given the scarcity of resources (Cherop, 2012; Muchemi, 2013; Koech & Were, 2016).

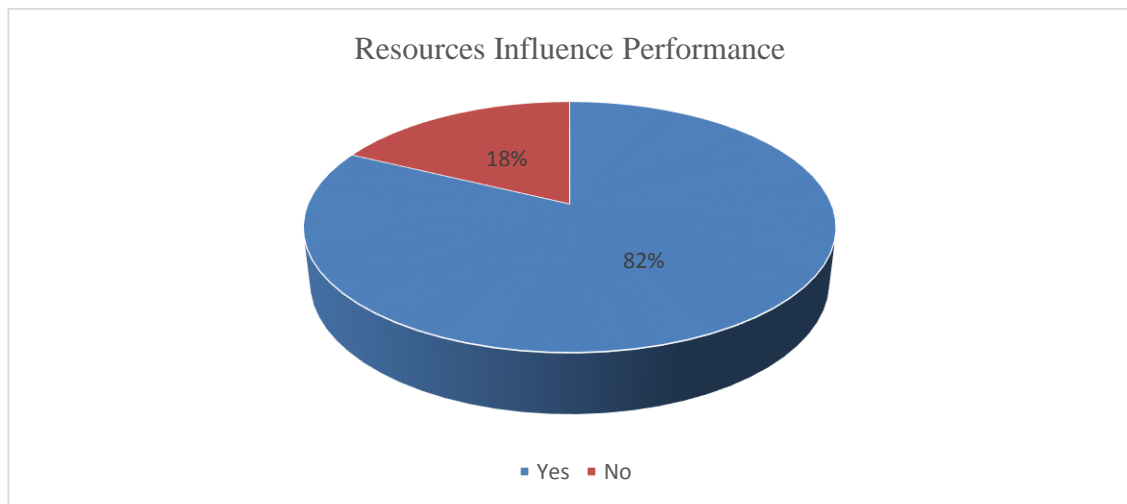
**Table 4.9: Respondent’s Opinion on Top Management Support**

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Employees roles and responsibilities are continuously communicated by mgt.	0.7%	9.6%	11.0%	59.6%	12.2%	4	1
Organization objectives are well communicated to employees	1.4%	7.5%	18.5%	56.8%	15.8%	4	1
Feedback is promptly given to employees	2.1%	10.3%	25.3%	49.3%	13.0%	4	1
Management help employees with means to discharge their duties successfully	2.1%	4.1%	21.9%	56.2%	15.8%	4	1
Employees are empowered with relevant skills and expertise	3.4%	6.8%	26.7%	47.3%	15.8%	4	1
Management provides employees freedom to accomplish organization objectives	3.4%	11.6%	33.6%	39.0%	12.3%	4	1
Employees at all level are involved in strategic plan execution process	3.4%	19.2%	22.6%	38.4%	16.4%	4	1
Department plans are linked with organization plans	1.4%	2.1%	13.7%	55.5%	27.4%	4	1
Management reward good performers	2.1%	15.1%	24.0%	37.7%	21.2%	4	1
Incentives positively influence performance of employees	1.4%	10.3%	16.4%	50.0%	21.9%	4	1
Timely decisions are made by top management	2.1%	9.6%	29.5%	45.2%	13.7%	4	1
Employees are involved in day to day decision making by management	4.1%	22.6%	31.5%	36.3%	5.5%	3	1
Employees are encouraged to make decisions in their daily operations	2.7%	16.4%	33.6%	37.0%	10.3%	3	1



#### 4.6.2 Organizational Resources

This section investigated the influence of organizations' resources on the implementation of strategic plans in executive agencies. The respondents were asked "Do you think the organization's resources influence implementation of strategic plans in your organizations?" As Figure 4.13 indicate that out of 146 respondents, the majority (82%) affirmed the influence of an organization's resources on executing strategies while 18% did not see any influence of resources on the implementation process of strategic plans.



**Figure 4.13: Organizational Resources Influence Performance**

This was further supported by TEMESA Head of Legal Services who commented that:

“This is our second strategic plan which we are implementing now. The previous was successfully implemented due to availability of resources such as human, funded budgets, materials and facilities such as computers, vehicles and others, whereby without resources we could hardly execute our strategies” (Interview on 10<sup>th</sup> July 2017).

A GPSA official lamented that:

“Without resources such as funds, working tools and humans, agency performance cannot be achieved.” (Interview, Director of Business Support, GPSA Headquarters, 20<sup>th</sup> July 2017).

Also, the study investigated how an organization’s resources support implementation of strategic plans in Tanzania’s executive agencies. As Table 4.10 indicates, out of 146 respondents, the majority (72.6%) supported that an organization’s resources influence implementation of strategic plans, while 27.4% did not see any support from an organization’s resources. The result concurs with other scholars who argued that, organizational resources are very vital in the implementation process of strategic plans (Waweru & Ngugi, 2014; Gachua & Mbugua, 2016).

**Table 4.10: Organizational Resources on Strategic Plan Implementation**

	Frequency	Percent	Valid Percent
Yes	106	72.6	72.6
No	40	27.4	27.4
<b>Total</b>	<b>146</b>	<b>100.0</b>	<b>100.0</b>

The finding is further supported by the Director of Business Support of TEMESA who claimed that:

“In our agency organizational resources support recurrent expenditure (day to day expenditure of the agency), resources fund development expenditure (capital investments that improve agency infrastructures) such as buildings, vehicles, and other related heavy machines. It is clear that without resources from central government and our own sources of fund we can’t be able to execute our planned strategies” (Interview, TEMESA Headquarter, 22 July 2017).

Further, the study investigated if there are specific resources which hinder implementation of strategic plans in their respective organizations, the results in Table 4.11 indicate that out of 146 respondents, the majority (68.5%) pointed out that lack of availability of resources acts as an obstacle towards performance improvement while 31.5% did not see any obstruction while executing strategies of Tanzania’s executive agencies. The most mentioned resources by these agencies (TFSA, TaESA, TEMESA, GPSA, GCLA, RITA & BRELA) which hinder performance improvement include:

“Lack of technology in some areas of their operations, shortage of skilled and semi-skilled personnel, lack of adequate human resources in both number and competence, lack of adequate fund for recurrent and capital investment, modern facilities to support our operations, poor infrastructure, lack of modern storage facilities” (Interviews, 20<sup>th</sup> June to 18<sup>th</sup> July 2017).

**Table 4.11: Lack of Specific Resources Hinder Performance Improvement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	100	68.5	68.5	68.5
No	46	31.5	31.5	100.0
Total	146	100.0	100.0	

Other scholars argue that resources are the basis of power for organization over other organizations on how the inferior firm depend on the superior firm’s resources; and firm’s resources must reduce threats and should have ability to exploit opportunities in the environment (Okioga, 2012; Imbali, Muturi & Abuga, 2016).

Moreover, with the use of five-point Likert scale the study investigated five sub-variables which were considered include (a) allocation of resources, (b) financial resources, (c) human resources, (d) information resources and (e) material resources on how they

influence implementation of strategic plans in Tanzania's executive agencies. The questions in relation to sub-variables required respondents to choose the following options:

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

### **Allocation of Resources**

In respect to resource allocation, the main question was whether "all organization activities have sufficient allocation of resources". The results on Table 4.12 indicate that out of 146 respondents, 19.9% agreed and 4.8% strongly agreed, 33.6% were neutral, 32.9% disagreed and 8.9% strongly disagreed. Further, on the question of whether organizations have adequate resources to support day to day operations in the agencies. The results in Table 4.12 indicate that out of 146 respondents, 23.3% of respondents agreed and 6.2% strongly agreed while 25.3% were neutral. 37.7% and 7.5% of respondents disagreed and strongly disagreed in respective to this question. The findings confirm that in Tanzania's executive agencies there is often insufficient allocations of resources in all activities designed to fully implement strategic plans.

On the question of whether resources are aligned with organization strategies in Tanzania's public-sector Table 4.12 indicates that out of 146 respondents, 45.2% of respondents agreed and 8.9% strongly agreed while 31.5% were neutral. The balance about 11.6% and 2.7% of respondents disagreed and strongly disagreed on that respective question. The results in aggregate suggest that Tanzania's executive agencies often has

insufficient resources for successful implementation of strategic plans. This also was supported by GCLA Director of Business support who affirmed that:

“Currently we don’t have enough resources to discharge our key duties, as we speak, our agency needs enough vehicles for chemical inspections, enough laboratory analysts and inspectors, that is where the agency will be able to analyse large number of samples in term of chemicals and DNA which will effectively improve organization performance” (Interview, GCLA Headquarter, 25<sup>th</sup> July 2017).

However, the mean average of 3.3 and standard deviation of 1 implies that the majority of respondents were neutral regarding to whether resources are sufficient, aligned and adequate for day to day operations in supporting implementation of strategic plans. The inadequate allocation of resources in Tanzania’s executive agencies was also mentioned by a senior official at TaESA who lamented that,

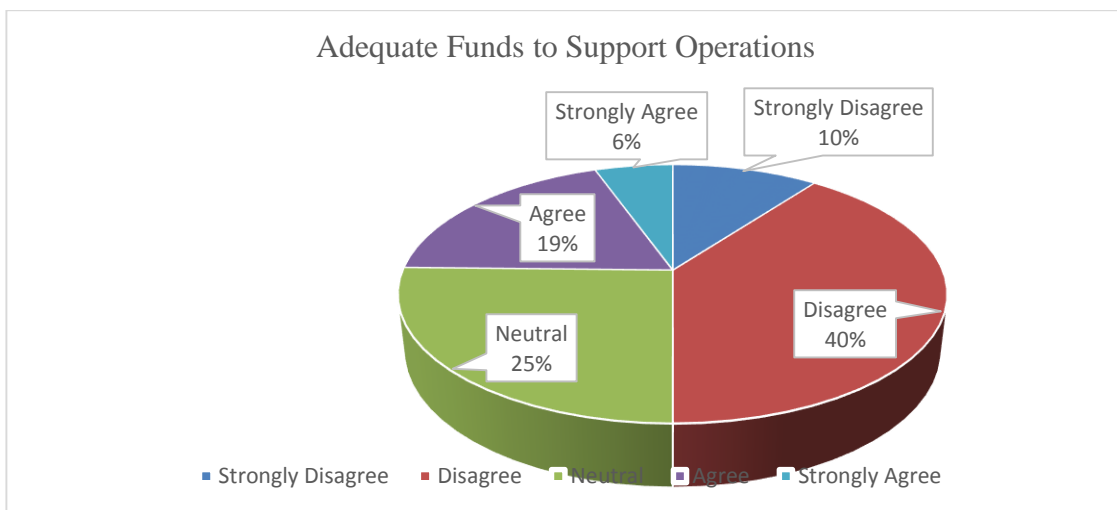
“We depend on central government to fund our day to day operations, but we normally get little allocations in respect to our annual budget. Regarding fund to support execution of our SP, I’m not sure if we normally get enough resources to cater for that. That is why it is too difficult to implement our current development plans and projects” (Interview, TaESA Headquarter, 19<sup>th</sup> July 2017).

The result agrees with other scholars who affirmed that strategies fail due to resources not allocated to the required level for execution process of strategies (Cherop, 2012; Gebhardt & Eagles, 2014). The finding concludes that there is no adequate allocation of resources in the Tanzania’s executive agencies to meet the need of planned strategies.

### **Financial Resources**

In regard to financial resources, the first question investigated whether “the organization has adequate funds to support business operations” towards implementation of strategic

plans in Tanzania’s executive agencies. The results in Figure 4.14 indicate that out of 146 respondents, the majority (40%) disagreed and 10% strongly disagreed while 25% were neutral. The balance about 19% and 6% of respondents agreed and strongly agreed on adequate fund to support business operation. The result suggested that there is no adequate fund for strategic plan implementation in executive agencies.



**Figure 4.14: Adequate Funds to Support Operations**

This was supported by Principal Forest Officer who claimed that,

“Lack of adequate financial resource hinders hiring required staff, purchase of operation vehicles, and other equipment’s or working gears used in forest operations. As we speak, our agency is getting problem in paying operations allowances to foresters and beekeepers, hence operations are reduced in forest reserve and this attract people to misuse our forests reserves” (Interview, TFSA Headquarter, 11<sup>th</sup> July 2017)

Also, on question whether “both individual and departmental plans were sufficiently funded” to support execution of strategic plans. The results in Table 4.12 showed that, out of 146 respondents, 21.9% and 4.1% agreed and strongly agreed respectively, 27.4% were

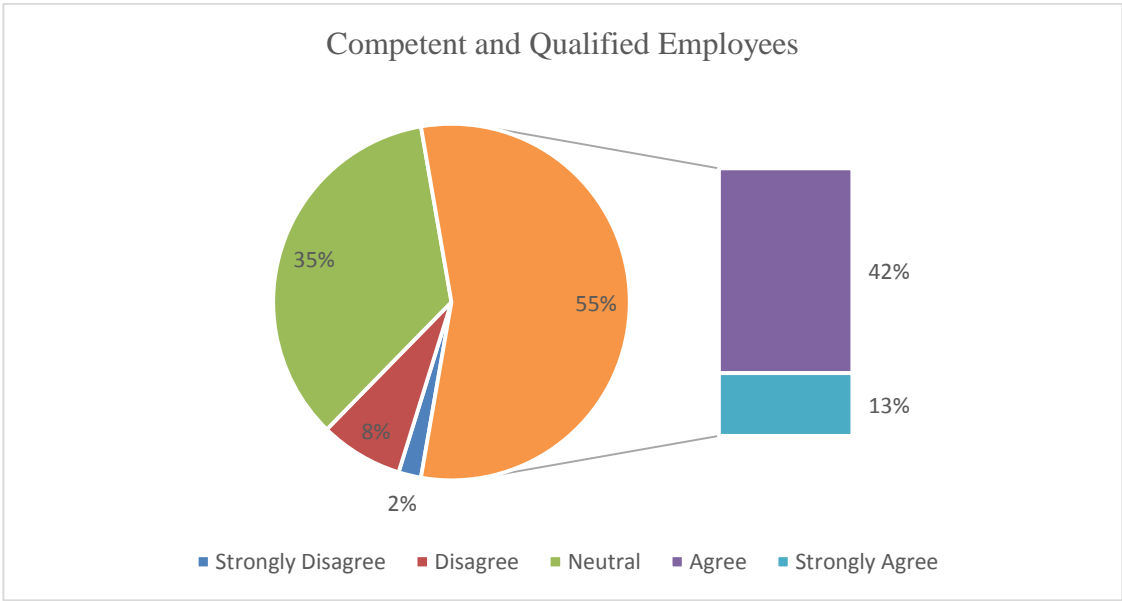
neutral and 35.6% disagreed and 11.6% strongly disagreed. Then, on the question whether “salaries and other incentives are paid on time” to influence performance of employees in the process of implementing strategic plans revealed that, out of 146 respondents, the majority (46.6%) agreed and 24.0% strongly agreed while 19.2% were neutral. The few remaining about 8.2% and 2.1% of respondents disagreed and strongly disagreed on this question.

Moreover, the mean average of 3.7 and standard deviation of 1 implies that the majority of respondents generally agreed on presence adequate fund and incentives are paid on time to influence implementation of strategic plans in Tanzania’s executive agencies. The results correlate with other scholars who argues that, organizations with rare resources like professional experts and strong financial base are so vital for implementation of organization strategies; and are key source of competitive advantage in the organization (Waweru & Ngugi, 2014; Gebhardt, & Eagles, 2014). Therefore, the study concludes that, executive agencies have adequate funds, departments are sufficiently funded, and salaries and other incentives are paid on time, which directly influence implementation of strategic plans in Tanzania’s executive agencies.

### **Human Resources**

In respect to human resources, the first question investigated whether “the organization has the right people doing the right job” for successful implementation of strategic plans in executive agencies. The results in Table 4.12 indicate that out 146 respondents, the majority (52.7%) agreed and 14.4% strongly agreed on opinion that executive agencies

have right people doing the right job at the right time, while 23.3% were neutral. The balance about 6.2% and 3.4% of respondents disagreed and strongly disagreed respectively. Further, the question as to whether “all posts are filled with competent and qualified employees”, as in figure 4.15 reveals out of 146 respondents, 42% agreed and 13% strongly agreed while 35% were neutral. The few remaining about 8% and 2% of respondents disagreed and strongly disagreed on this question. The result suggests the availability of qualified employees in Tanzania’s executive agencies.



**Figure 4.15: All Posts Filled with Competent and Qualified Employees**

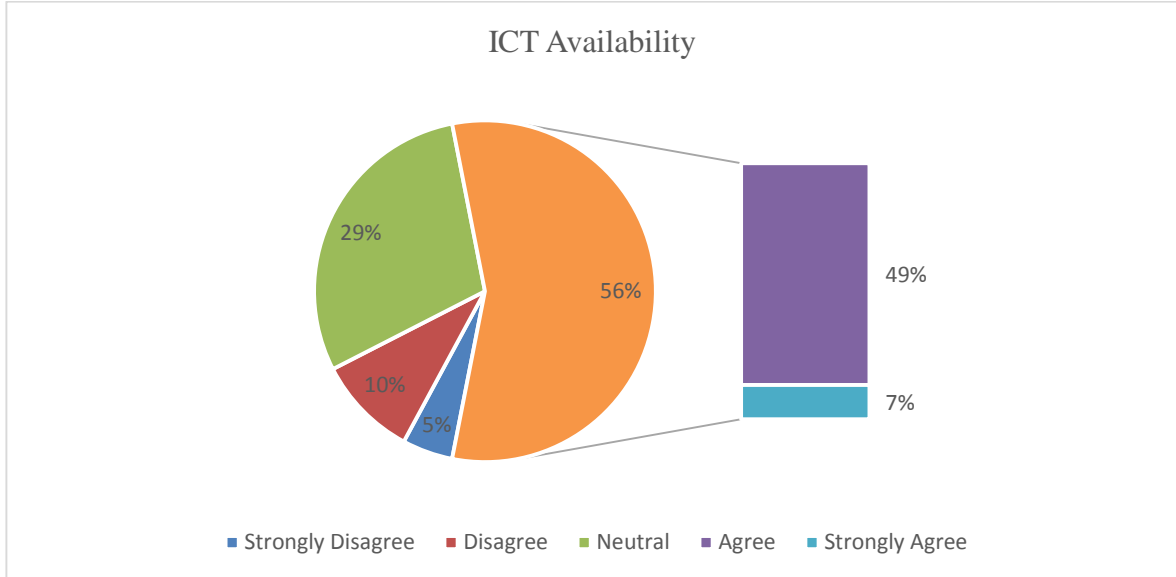
Also, on the question as to whether “organizations train employees with needed skills and expertise”, on implementation of strategic plans. The results in Table 4.11 indicate that out of 146 respondents, 43.6% agreed and 7.5% strongly agreed while 28.1% were neutral. On the other hand, 16.4% and 4.1% of respondents disagreed and strongly disagreed on this question.



Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally agreed on the availability of qualified employees, no vacant posts and employees are trained on relevant skills to discharge their duties and responsibilities towards implementation of strategic plans. The findings are supported by other scholars who affirms that, human resource competitive advantage can be realized by employing competent people in organization; and putting the right people into the right job should be a focus on implementation process of organization strategies (Adeniji & Osibanjo, 2012; Gachua & Mbugua, 2016) Therefore, the results conclude that, executive agencies have qualified employees, all posts are filled employees, and employees are trained with needed skills and expertise, and hence human resources directly influence execution of strategies.

### **Information Resources**

Regarding information resources, the first question investigated whether “organizations have reliable and timely information flow” to support effective implementation of strategic plans. The results in Figure 4.16 indicate that out of 146 respondents, the majority (49%) agreed and 7% strongly agreed while 29% were neutral. The balance of 10% and 5% of respondents disagreed and strongly disagreed on this question.



**Figure 4.16: Availability of ICT Facilities**

Also, the question as to whether “there is availability of modern ICT facilities in organizations” to support attainment of organizational objectives. The result in Table 4.12 reveals out of 146 respondents, the majority (43.8%) strongly agreed and 28.1% agreed while 28.1% were neutral. The few remaining about 16.4% and 4.8% of respondents disagreed and strongly disagreed respectively.

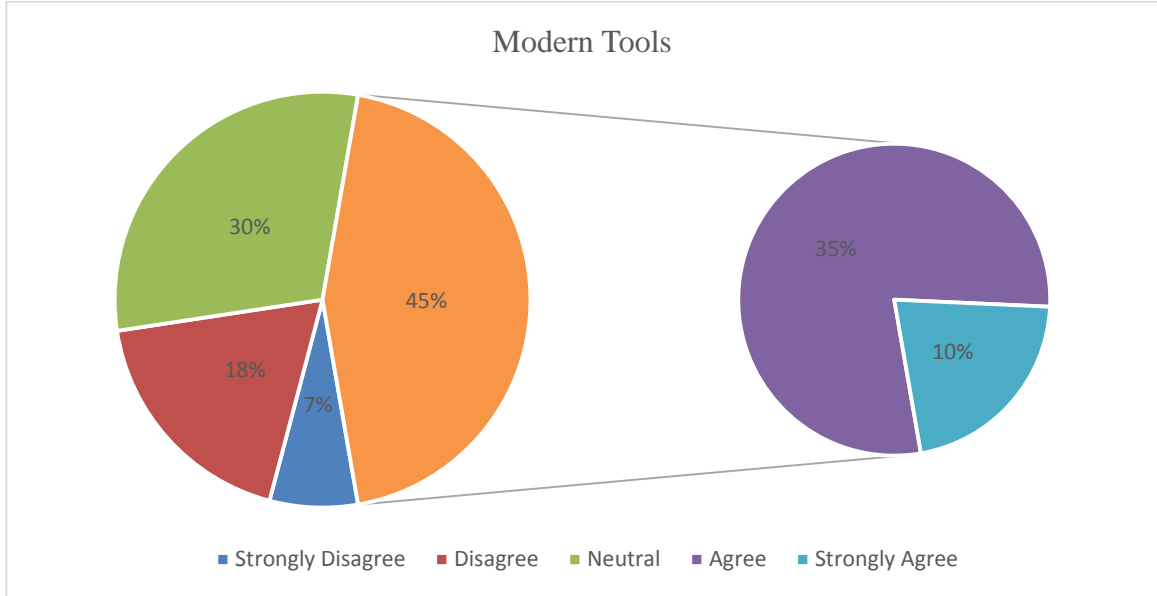
Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority agreed on the availability of information and communication technology in agencies for fostering implementation of strategic plans. The findings correlate with other scholars who affirms that, there is a great significance of technology to the organizational main goals and operational targets; and organizations can hardly implement their strategies without supportive technology (Gebhardt & Eagles, 2014). Therefore, the study confirms overall the availability of timely information flow, modern ICT facilities and advanced ICT

support in the Tanzania's executive agencies which has positive influence on the implementation of strategic plans.

### **Material Resources**

In respect to material resources, the first question investigated whether “organizations have rare and valuable material resources” to influence implementations of strategic plans in Tanzania's executive agencies. The results in Table 4.12 indicate that out of 146 respondents, the majority (35.6%) agreed and 8.2% strongly agreed while 43.8% were neutral. The balance of 10.3% and 2.1% of respondents disagreed and strongly disagreed on the availability of those resources.

Also, on the question as to whether “there are adequate facilities to support business operations” in the process of implementing strategic plans in Tanzania's executive agencies, the results in Table 4.12 indicate that out of 146 respondents, 33.6% and 4.8% of respondents agreed and strongly agreed, while the majority (37.0%). The few remaining about 19.9% and 4.8% of respondents disagreed and strongly disagreed. Further, on the question as to whether “organizations have modern working tools to support daily operations” towards implementation of strategic plans, the results in Figure 4.17 indicate that out of 146 respondents, the majority (35%) agreed and 10% strongly agreed while 30% of respondents were neutral. Meanwhile, the balance about 18% and 7% of respondents disagreed and strongly disagreed regarding the availability of modern tools.



**Figure 4.17: Agencies have Modern Tools and Facilities**

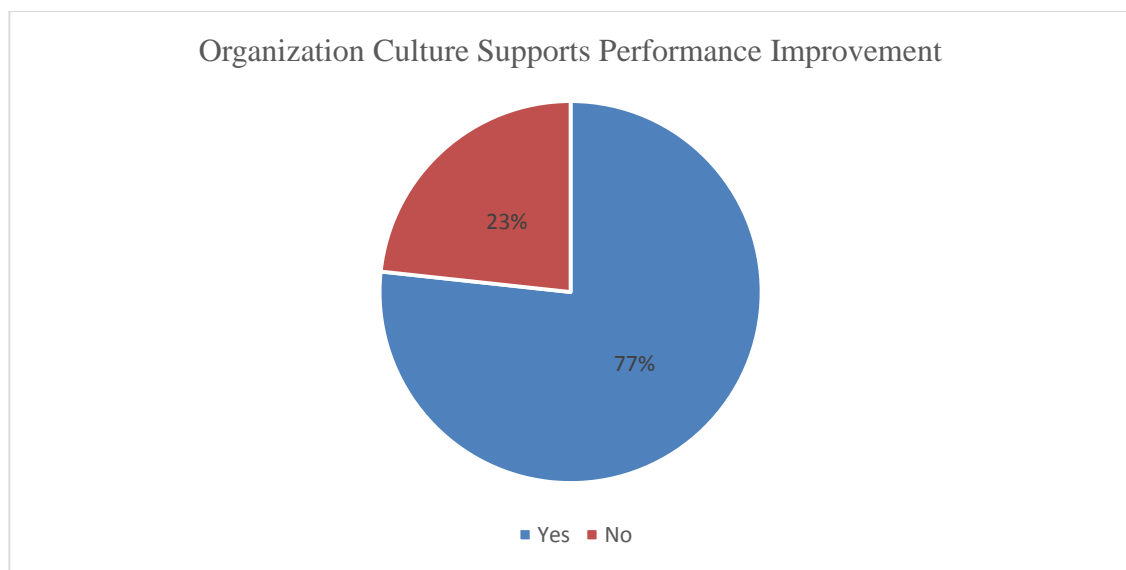
Furthermore, the mean average of 3.7 and standard deviation of 1 concludes that the majority agreed on the availability of adequate facilities, valuable material resources, and modern working tools towards fostering implementation of strategic plans in Tanzania's executive agencies. The results concur with the findings of scholars who argues that, resources are important to implementation of strategic plans (Cherop, 2012; Lynch, 2012). Therefore, the study confirms that, availability of adequate facilities, valuable material resources, and modern working tools foster implementation of strategic plans in Tanzania' executive agencies.

**Table 4.12: Response on Organizations' Resources**

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
All organization activities have sufficient allocation of resources	8.9%	32.9%	33.6%	19.9%	4.8%	3	1
Resources are aligned with organization strategies	2.7%	11.6%	31.5%	45.2%	8.9%	4	1
Organization has adequate resources to support day to day operations	7.5%	37.7%	25.3%	23.3%	6.2%	3	1
Both individual and departmental plans are sufficiently funded	11.6%	35.6%	27.4%	21.2%	4.1%	3	1
Salaries and other incentives are paid on time	2.1%	8.2%	19.2%	46.6%	24.0%	4	1
Organization has the right people doing the right job	3.4%	6.2%	23.3%	52.7%	14.4%	4	1
Organization train employees with needed skills and expertise	4.1%	16.4%	28.1%	43.6%	7.5%	4	1
Organization has reliable and timely information flow	4.8%	9.6%	29.5%	48.6%	7.5%	3	1
The organization has advanced ICT to support attainment of its objectives	4.8%	16.4%	28.1%	28.1%	43.8%	4	1
Organization has rare and valuable material resources	2.1%	10.3%	43.8%	35.6%	8.2%	4	1
Organization has adequate facilities to support business operations	4.8%	19.9%	37.0%	33.6%	4.8%	3	1

### 4.6.3 Organizational Culture

This section investigated the influence of organizational culture on implementation of strategic plans in executive agencies. The respondents were given categorical questions to answer yes or no to the main question which asked, “Do you think organizational culture influence implementation of strategic plans in your organization”. Figure 4.18 indicates that out of 146 respondents, the majority (77%) agreed on the influence of organizational culture while 23% did not see any influence caused by organization towards implementation of strategic plans.



**Figure 4.18: Organizational Culture Supports Performance Improvement**

The result implies that organizational culture has positive influence on execution of strategies. This was supported by GPSA Marketing Manager who claimed that:

“We normally accomplish different projects and assignments in our agency due to team work and togetherness amplified by employees from different sections. We work as a family where we support each other towards accomplishing a certain task despite poor working conditions in organizations. Without good strong culture, many change initiatives could definitely fail due to lack of modern facilities” (Interview, GPSA Headquarter, 20<sup>th</sup> July 2017).

The findings correlate with other scholars who argues that, for successful implementation of plans there is need for supportive and conducive environment for employees to perform to their best (Carlopio & Harvey, 2012; Arayesh, Golmohammadi, Nekooeezadeh & Mansouri, 2017).

The next question required respondents to mention behaviour and values which encourage performance improvement in their organizations towards implementation of strategic plans. The most mentioned values and behaviours in Tanzania's executive agencies (TEMESA, GPSA, BRELA, GCLA, RITA & TaESA) were:

“Integrity and honesty, teamwork, accountability, responsibility, royalty, performance improvement, partnership, respect to each other, corruption free zone, quality service, client first, work commitment, hardworking, respect of laws and regulations, pro-activeness, individual initiatives and creativity, value for money, cooperation, flexibility and adaptability” (Interviews, 20<sup>th</sup> June to 18<sup>th</sup> July 2017).

The findings agree with other scholars who emphasized the importance of organizational culture in implementing strategic plans and the needs of healthy organizational culture for positive results (Carlopio & Harvey, 2012; Schneider & Barbera, 2014; Genc, 2017). Therefore, the literature and findings converge on the need of health corporate culture for successful implantation of strategic plans.

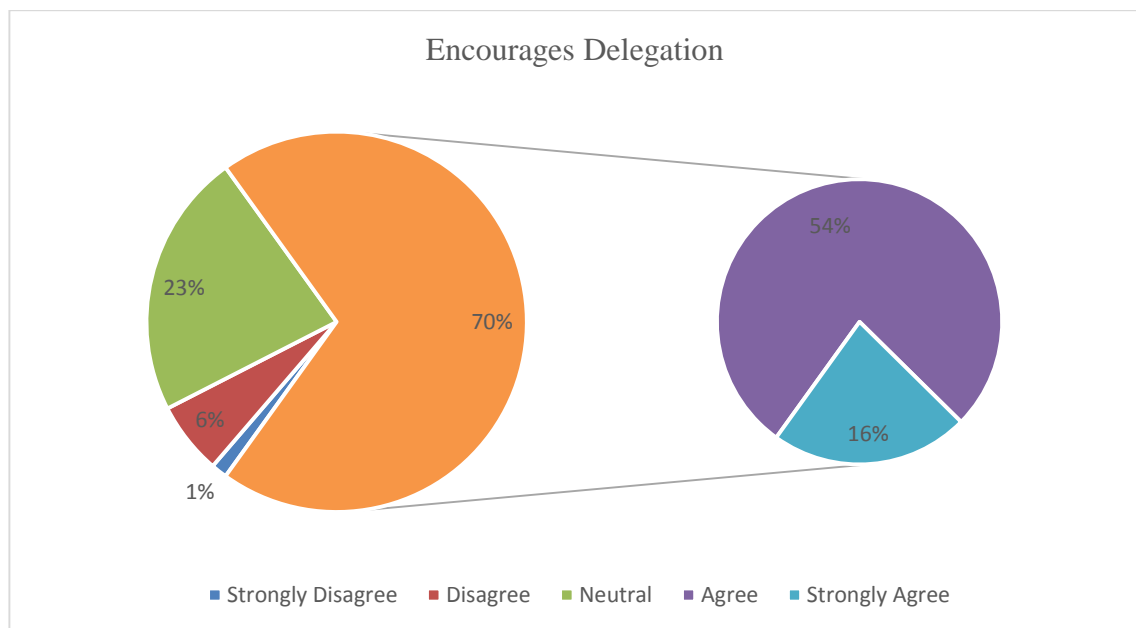
Moreover, with the use of Likert scale five sub-variables of organizational culture such as (a) delegation and coaching, (b) teamwork, (c) flexibility, (d) supportive and (e) resistance to change were thoroughly determined in this study. The aim was to further establish the contribution of corporate culture towards organization performance in Tanzania's

executive agencies. Questions in relation to the five sub-variables required respondents to choose the following:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

### Delegation and Coaching

The first question here was whether organizations encourage delegation of activities to improve performance in the process of implementation of strategic plans. The results in Figure 4.19 indicate that out of 146 respondents, the majority (54%) agreed and 16% strongly agreed while 23% were neutral. The balance of 6% and 1% of respondents disagreed and strongly disagreed.



**Figure 4.19: Organization Encourage Delegations**



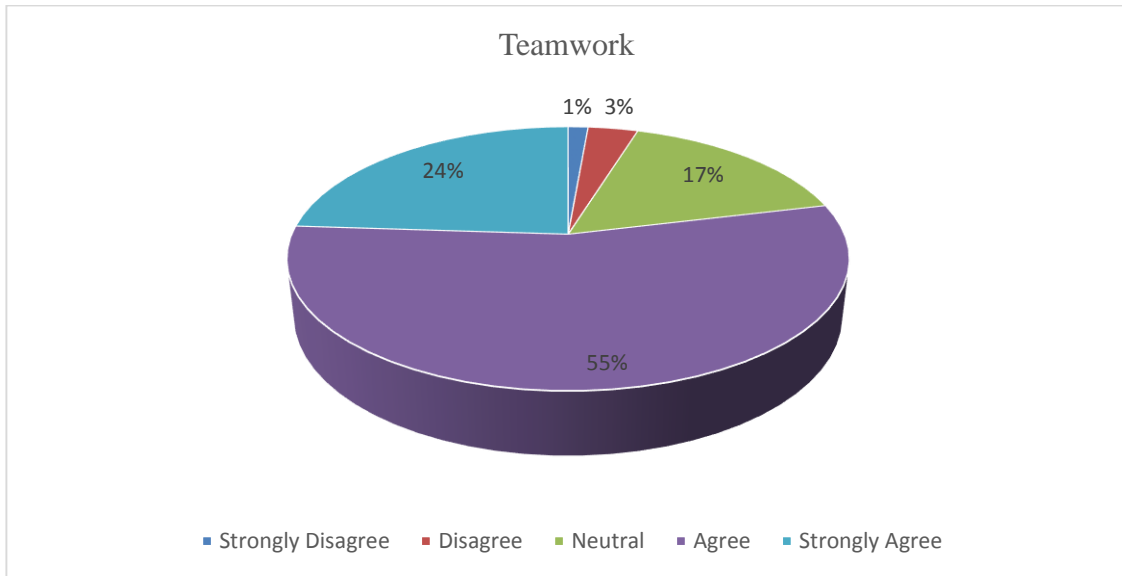
Also, as to the question whether coaching juniors by senior employees is encouraged in organizations towards successful implementation of organization strategies, the results in Table 4.12 indicate that out of 146 respondents, the majority (53.9%) agreed and 17.1% strongly agreed while 20.7% were neutral. The few remaining about 7.5% and 0.7% of respondents disagreed and strongly disagreed on subject. Further, on the question as to whether organizations encourage mentorship for improving employee's performance in the process of implementing strategic plans in Tanzania's executive agencies. The results in Table 4.13 indicate that out of 146 respondents, the majority (54.1%) agreed and 15.8% strongly agreed while 22.6% were neutral. The balance about 6.2% and 1.4% of respondents disagreed and strongly agreed respectively.

Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally agreed on presence of coaching, delegation, mentorship in the process of implementing strategic plans. The result correlate with scholars who argues that, culture of coaching, delegation and mentorship is very supportive for effective implementation of strategic plans (Acar & Acar, 2014; Andrews, Beynon & Genc, 2017). Therefore, the majority generally agreed on presence of coaching, delegation and mentorship in the process of implementing strategic plans in Tanzania's executive agencies.

### **Teamwork Culture**

This section investigated teamwork on organizational culture where the first question was whether organizations enhance teamwork towards improving performance in the process

of implementing strategic plans. The results on figure 4.20 indicate that out of 146 respondents, 55% agreed and 24% strongly agreed while 17% were neutral. The balance of 3% and 1% respondents disagreed and strongly disagreed in respect to that question.



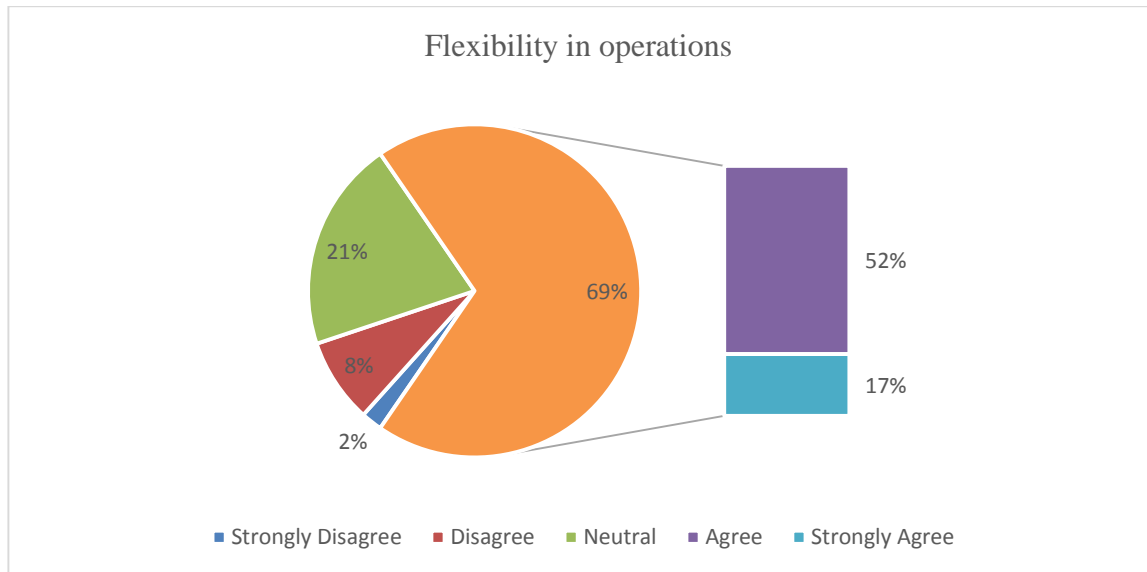
**Figure 4.20: Teamwork for Improved Performance**

Further, as to the question of whether teams are vital in the process of executing organization strategies in Tanzania’s executive agencies. The results in Table 4.13 indicate out of 146 respondents, the majority (53.4%) agreed and 22.6% strongly agreed while 20.5% were neutral. On the other hand, few respondents about 2.7% and 0.7% disagreed and strongly disagree on the question discussed. Moreover, on the question whether organization encourage cross-function teams in achieving organization objectives in the process of implementing strategic plans, the findings in Table 4.13 indicate that out of 146 respondents, the majority (50.0%) agreed and 15.1% strongly agreed while 29.5% were neutral. Of those remaining, 4.1% and 1.4% of respondents disagreed and strongly disagreed respectively.

Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents agreed that team working practices were encouraged. The findings support other scholars who argues that, team work and corporate culture that provide employees with opportunities to investigate, experiment and fosters behaviour of innovations is important for successful implementation of strategic plans (Babnik, Breznik, Dermol & Sirca, 2014; Andrews, Beynon & Genc, 2017). The results conclude that, majority of respondents agreed on influence of teamwork on influencing implementation of strategic plans in Tanzania's executive agencies.

### **Flexibility**

This section investigated the culture of flexibility, the first question was to whether organizations are flexible while carrying out their operations in the process of implementing strategic plans in Tanzania's executive agencies. The results in Figure 4.21 indicate that out of 146 respondents, the majority 52% and 17% of respondents agreed and strongly agreed while 21% were neutral on the issue of flexibility in their organizations. The balance of 8% and 2% of respondents disagreed and strongly agreed in respect to that question. Also, the question as to whether no money is wasted due to bureaucracy or inflexibility in the process of implementing strategic plans. The results in Table 4.12 indicate that out of 146 respondents, the majority (41.1%) were neutral while 32.9% and 10.3% of respondents agreed and strongly agreed on that respective opinion. The few remaining about 14.4% and 1.4% of respondents disagreed and strongly disagreed in regard to their views.



**Figure 4.21: Flexibility in Operations**

Further, as to the question whether no time is wasted in executive agencies due to inflexibility or bureaucracy in the process of implementing strategic plans in Tanzania’s executive agencies. The results in Table 4.12 indicate that out of 146 respondents, the majority (39.0%) were neutral while 36.3% and 9.6% agreed and strongly agreed respectively. The balance of 13.0% and 2.1% of respondents disagreed and strongly disagreed on that respective question regarding wastage of time in the process of executing strategic plans in their organizations.

Furthermore, the mean average of 4 and standard deviation of 1 concludes that the majority agreed on availability of flexibility on influencing implementation of strategic plans in executive agencies. The results agree with Babnik, et.al (2014) findings which affirmed that organizations with culture of flexibility are more feasible to up hold change

and hence easier implementation process of different initiatives supported by inventions and open communication. Therefore, the study confirms that adaptability and flexibility in organizational culture influence implementation of strategic plans in Tanzania's executive agencies.

### **Supportive Culture**

In regard to supportive culture, the first question investigated whether organizations have values that influence employees' performance in the process of implementing strategic plans in Tanzania's executive agencies. The results in Table 4.13 indicate that out of 146 respondents, the majority (49.3%) agreed and 16.4% strongly agreed while 26.7% were neutral. The remaining few respondents about 6.2% disagreed and 1.4% strongly disagreed in that opinion. Also, in the opinion as to whether executive agencies culture encourage employees' loyalty and sense of belonging which boost performance improvement in the process of executing strategic plans. The results in Table 4.13 indicate that that out of 146 respondents, the majority (53.4%) agreed and 12.3% strongly agreed while 25.3% of respondents were neutral. The balance of about 6.8% and 2.1% of respondents disagreed and strongly disagreed respectively.

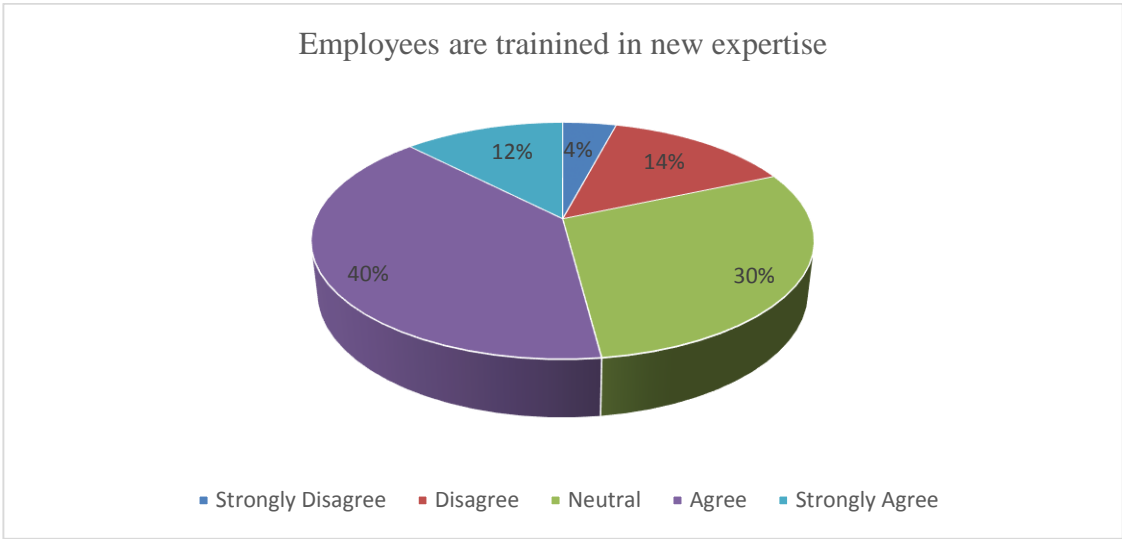
Further, on the question to whether "employees' creativity and innovativeness is enhanced in their organizations" towards implementing strategic plans. The results in Table 4.13 indicate that out of 146 respondents, the majority (41.8%) agreed and 16.4% strongly agreed while 28.8% were neutral. The balance about 7.5% and 5.5% of respondents disagreed and strongly disagreed on that respective opinion. Furthermore, the mean

average of 3.3 and standard deviation of 1 implies that the majority were neutral regarding availability of supportive culture in executive agencies that influence implementation of strategic plans. The results are in line with other scholars who argues that, culture of organization is expected to be consistent, supportive, creates values on how employees should behave and act while to the execution of firm strategies (Choi & Ruaua, 2011; Prenestini & Lega, 2013; Schneider & Barbera, 2014; Andrews, et.al., 2017). Therefore, the study supports that supportive culture is vital for successful implementation of strategic plans in Tanzania's executive agencies.

### **Resistance to Change**

Regarding resistance to change, the first question investigated whether organizations have supportive culture that overcome internal resistance to change in the process of implementing strategic plans in Tanzania's executive agencies. The results in Table 4.12 indicate that out of 146 respondents, the majority (45.2%) agreed and 8.9% strongly agreed while 33.6% were neutral. The balance of about 11.0% of respondents disagreed and very few about 1.4% strongly disagreed. Further, the opinion as to whether employees are well informed of new strategies to reduce resistance in the process of executing organization strategies. The results in Table 4.13 indicate that out of 146 respondents, the majority (45.9%) agreed and 10.3% strongly agreed while 26.7% were neutral. The remaining 15.1% of respondents disagreed while few respondents about 2.1% strongly disagreed in respect to that opinion.

Furthermore, on the question as to whether in executive agencies employees are trained in new expertise to successfully execute new strategies. The findings in figure 4.22 reveals out of 146 respondents, the majority (40%) agreed and 12% strongly agreed in respect to that opinion while 30% were neutral. The rest about 14% disagreed and few about 4% strongly disagreed respectively. Moreover, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally agreed on presence of performance culture in term of overcoming internal resistance to change, informing employees on new strategies, and training employees on new expertise in order to discourage resistance to change in the process of implementing of strategic plans in Tanzania’s executive agencies.



**Figure 4.22: Employees are Trained in New Expertise**

The result concurs with other scholars who argues that, organizational culture is seen as the catalyst or enabler for effective implementation of strategies; poor corporate culture may act as obstruction (Prenestini & Lega, 2013; Andrews, et.al., 2017; Arayesh, et.al., 2017). Therefore, the majority agreed on the presence of good organizational culture in

terms of overcoming internal resistance to change, informing employees on new strategies, and training employees on new expertise in order to discourage resistance to change in the process of implementing of strategic plans in Tanzania's executive agencies.

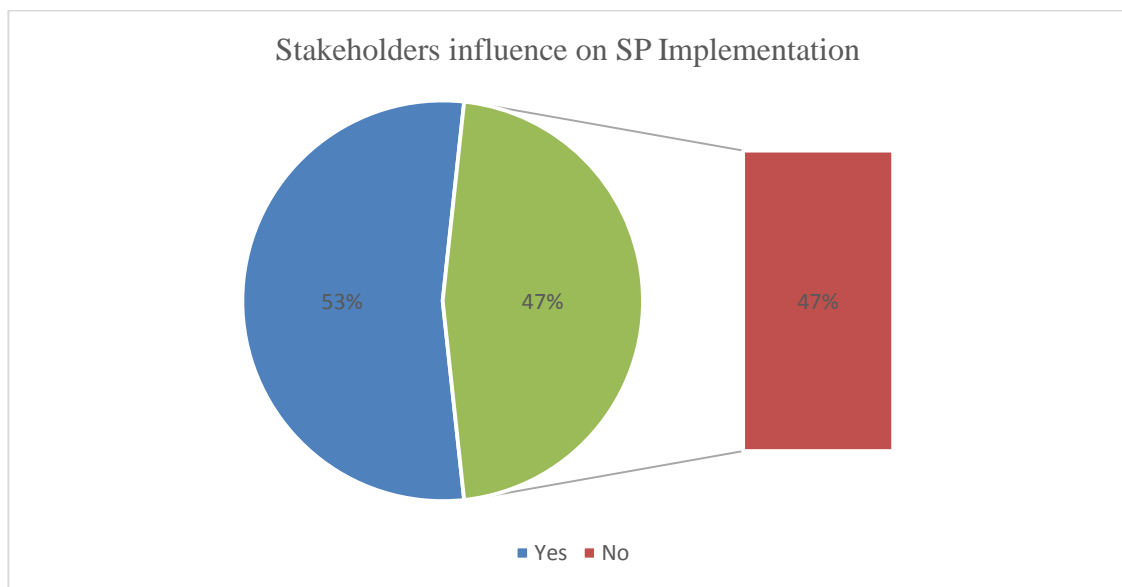


**Table 4.13: Respondent’s Opinion on Organizational Culture**

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Coaching juniors by senior employees is encouraged	0.7%	7.5%	20.7%	53.9%	17.1%	4	1
Organization encourage mentorship for improving performance	1.4%	6.2%	22.6%	54.1%	15.8%	4	1
Teams are vital in execution of org strategies	0.7%	2.7%	20.5%	53.4%	22.6%	4	1
Organization encourage cross-functional groups in achieving objectives	1.4%	4.1%	29.5%	50.0%	15.1%	4	1
No money is wasted because of inefficiency or inflexibility	1.4%	14.4%	41.1%	32.9%	10.3%	3	1
No time is wasted because bureaucracy or inflexibility	2.1%	13.0%	39.0%	36.3%	9.6%	3	1
Organization has values that enhance employees’ performance	1.4%	6.2%	26.7%	49.3%	16.4%	4	1
Our culture encourages employees’ loyalty and sense of belonging	2.1%	6.8%	25.3%	53.4%	12.3%	4	1
Employees creativity and innovativeness in enhanced	5.5%	7.5%	28.8%	41.8%	16.4%	4	1
Organization has supportive culture that overcome internal resistance to change	1.4%	11.0%	33.6%	45.2%	8.9%	4	1
Employees are well informed of new strategies to reduce resistance	2.1%	15.1%	26.7%	45.9%	10.3%	4	1

#### 4.6.4 Role of Stakeholders

This section investigated the role of stakeholders on influencing implementation of strategic plans in Tanzania’s executive agencies. Categorical questions were given to respondents to answer yes or no to the key question which asked, “Are there roles played by stakeholders in implementation of strategic plans in executive agencies?” The results in Figure 4.23 indicate that out of 146 respondents, the majority (53%) recognized the role of stakeholders on influencing implementation of strategic plans while 47% did not see any influence stakeholders in their respective organizations. The results concur with other scholars who affirmed that, stakeholders have both direct and indirect influence on implementation of strategic plans in any sector (Abok, 2013; Rajasekar, 2014; Gachua & Mbugua, 2016). The result confirmed that stakeholders influences implementation of strategic plans in Tanzania’s executive agencies.



**Figure 4.23: Stakeholders Influence on Strategic Plan Implementation**

Also, the following agencies (TFSA, RITA, GPSA, TEMESA, & GCLA) recognized the role of stakeholders by pointing out the following contributions:

“RITA received Under Five Birth Registration Initiative and registration in camps from UNICEF and a Birth Registration System Fourth Generation (BRS4G) from World Bank, while TFSA received support from WWF, GIZ and government of Tanzania in their various forest conservation initiatives, TEMESA has a sole right to maintain government owned vehicles, electrical and electronic projects, and usage of ferry services in the entire country, GCLA received DNA database support from government support, GPSA receive regulatory support from government regulators and use of integrated payment system through BOT, TaESA receives capacity building support from GIZ” (Interviews, 20<sup>th</sup> June to 18<sup>th</sup> July 2017).

Respondents were asked to mention challenges from stakeholders which can influence implementation of strategic plans in executive agencies while carrying day to day activities in their organizations. The following agencies (TEMESA, GPSA, TFSA, TaESA, BRELA, RITA & GCLA) mentioned the frequent challenges posed by stakeholders in executive agencies:

“Presence of corruption, changing needs and demand from public, changing government priorities, interference from politicians, technology influence needs of our clients, insufficient capital to meet the growing demands of our clients, shortage of suppliers, dishonest clients and suppliers, non-compliance to Public Procurement Act, late payment from government institutions to which we supply goods and services, delay delivery from our suppliers, TEMESA has long standing debts from Ministries, autonomous departments, agencies and local government authorities” (Interviews, 20<sup>th</sup> June to 18<sup>th</sup> August 2017).

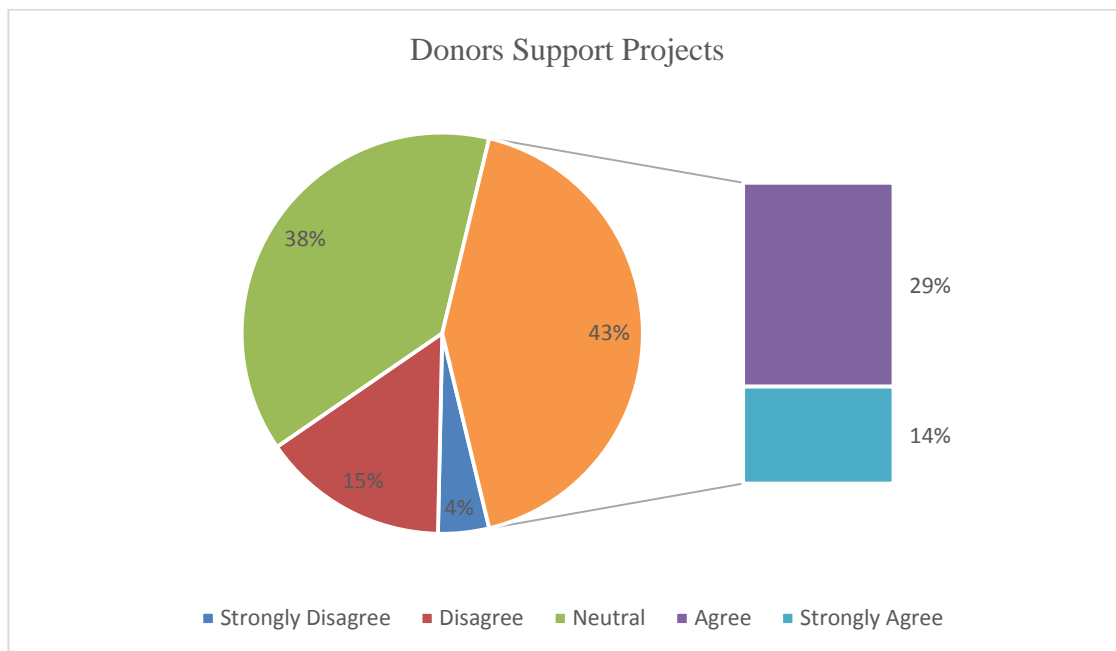
The results agree with other scholars who argue that the role of stakeholders in implementation of strategic plans cannot be avoided or neglected (Hrebiniak, 2013; Singh & Mahmood, 2014; Harriet, et.al., 2014).

Moreover, a five-point Likert scale was used to study five sub-variables of role of stakeholders which included: (a) contributions of stakeholders, (b) varying interests, (c) conflicting opinions, (d) government policy and (e) responsibilities of stakeholders. The questions in relation to these sub-variables required respondents to choose the following options:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree

### **Contributions of Stakeholders**

In respect to contributions of stakeholders, the first question investigated whether the parent ministry supported executive agencies operations in term of policy, rules and regulations. The results in Table 4.14 indicate that out of 146 respondents, the majority (50.1%) agreed and 30.0% strongly agreed while 13.0% were neutral. Of the rest about 4.1% of respondents disagreed and 1.4% strongly disagreed in respect to that opinion. Also, on the question as to whether donors support various projects in executive agencies in the process of implementing their strategic plans and business plans, the findings in figure 4.24 revealed that 29% and 14% of respondents agreed and strongly agreed respectively while the largest group (38%) were neutral. The balance of 15% and 4% of respondents disagreed and strongly disagreed respectively.



**Figure 4.24: Donors Support Projects**

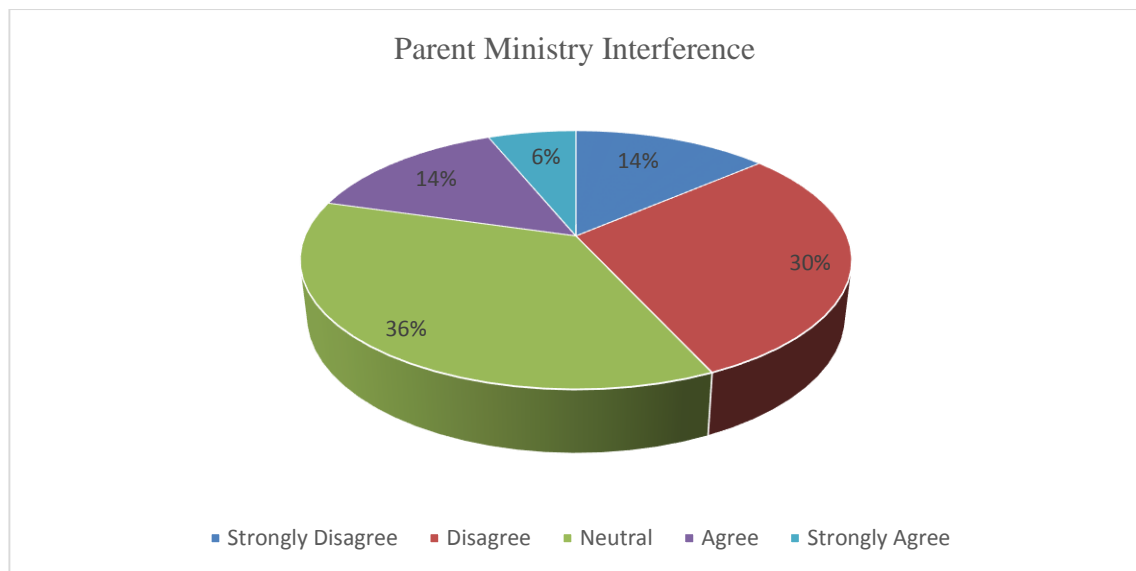
Further, on the question as to whether executive agencies receive contributions and other support from various stakeholders to enable successful execution of strategies, the findings in Table 4.14 indicate that out of 146 respondents, 39.7% agreed and 10.3% strongly agreed while 26.7% were neutral. Of the rest, about 16.4% disagreed and very few about 6.8% strongly disagreed.

Furthermore, the mean average of 3.3 and standard deviation of 1 implies that the majority of respondents were neutral on the contributions of stakeholders on fostering implementation of strategic plans in Tanzania’s executive agencies or were unaware of any such contributions. The results correlate with other scholars who argues that, stakeholders can negatively or positively contribute to the organization depending on their

orientation (internal or external), while other scholars are not clear whether stakeholders contribute or not to the organization performance (Macharia, 2013; Weyama, 2018).

### **Varying Interests of Stakeholders**

Regarding varying interests of stakeholders, the first question investigated whether parent ministries interfere with executive agencies plans. The results in Figure 4.25 indicate that out of 146 respondents, 14% agreed and 6% strongly agreed, while the majority (36%) were neutral. The remaining balance 30% and 6% of respondents disagreed and strongly disagreed respectively.



**Figure 4.25: Parent Ministry Interference with Agency Plans**

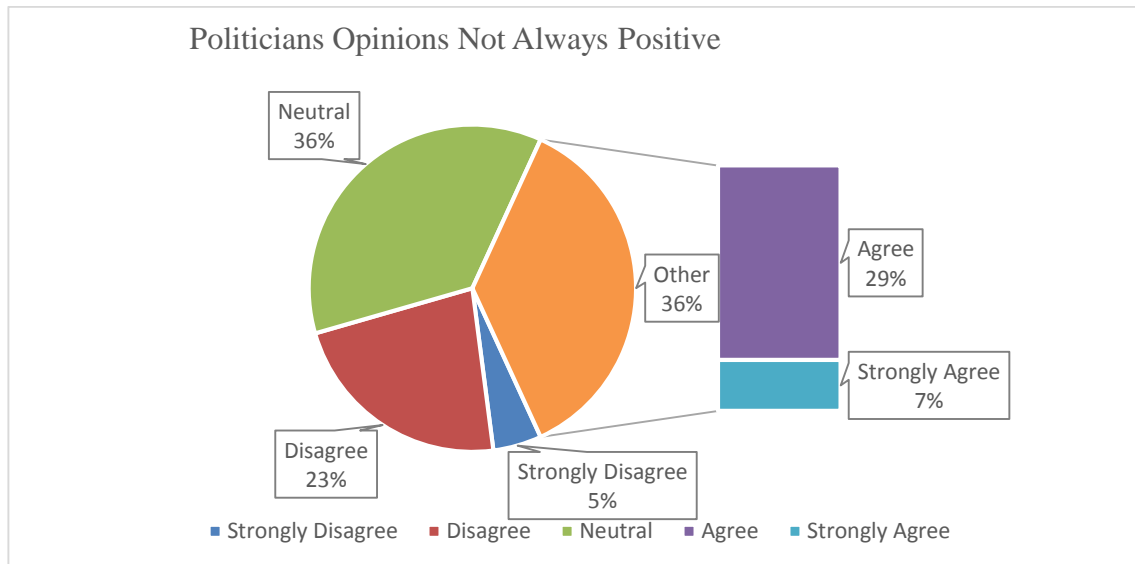
On the question of whether stakeholders support executive agencies interests despite diversified interests, the findings in Table 4.12 indicate that out of 146 respondents, 34.2% agreed and 5.5% strongly agreed while the largest group (47.9%) were neutral. Of the rest

about 11.6% of respondents disagreed and few about 0.7% strongly disagreed respectively. Furthermore, the question was asked as to whether organization's interests are highly prioritized over stakeholders or individuals interests in Tanzania's executive agencies. The results in Table 4.12 indicate that out of 146 respondents, 35.0% agreed and 9.6% strongly agreed while the largest group (39.0%) were neutral. Of the rest, about 14.4% of respondents disagreed and rest 2.1% strongly disagreed on this opinion. Moreover, the mean average of 3 and standard deviation of 1 implies that the majority of respondents were neutral on the varying interests of stakeholders towards executive agencies and therefore are not aware of ministries interference, diversifies interests from stakeholders, and prioritization of organization interests towards implementation of strategic plans in Tanzania's executive agencies. The result agrees with other scholars who affirms that, stakeholders negatively influence implementation of strategies if their interest conflict or are against with those of an organization (Hrebiniak, 2013; Rajasekar, 2014; Weyama, 2018).

### **Conflicting Opinion of Stakeholders**

The first question here investigated whether parent ministries are in conflict with executive agencies objectives, which would hinder performance in the process of execution of strategic plans. The results in Table 4.13 indicate that out of 146 respondents, 14.4% agreed and 7.5% strongly agreed, while the largest group (40.4%) were neutral. Quite a large number (27.4%) also disagreed and 10.3% strongly disagreed. On the question as to whether politicians' opinions are not always positive towards achieving the organization's objectives, the results in Figure 4.26 indicates that out of 146 respondents,

29% agreed and 7% strongly agreed, while the largest group (36%) were neutral. The rest 23% disagreed and 5% strongly disagreed respectively.



**Figure 4.26: Politicians Opinions are Not Always Positive**

Further, on the question as to whether public opinion may influence negatively agency strategies towards achieving organization objectives, the results in Table 4.13 disclose that out of 146 respondents, 32.2% agreed and 6.2% strongly agreed, but the largest group (40.4%) were neutral. Of those remaining, 17.1% disagreed and 4.1% strongly disagreed in respect to this question.

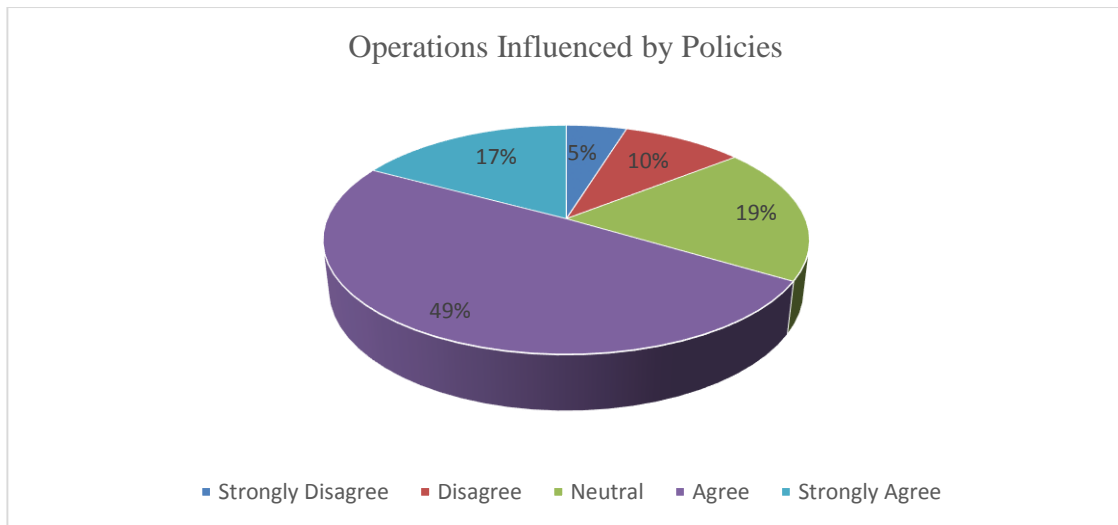
Moreover, the mean average of 3 and standard deviation of 1 implied that the majority of respondents were neutral in regard to the conflicting opinions of stakeholders such as parent ministry demand, politicians, and public interests in the organizational objectives. The results concur with other scholars who affirms the different interests of stakeholders towards supporting organisation strategies (Hrebiniak, 2013; Singh & Mahmood, 2014;



Koech, & Were, 2016). The study therefore suggests that there is no clear contribution of stakeholders in Tanzania's executive agencies.

### Government Policy

Regarding government policy, the first question investigated whether executive agencies operations are highly influenced by existing policies from parent ministries in the process of implementing strategic plans. The results in Figure 4.27 indicate that almost half (49%) agreed and 17% strongly agreed while 19% were neutral. The rest about 10% of respondents disagreed and 5% strongly disagreed.



**Figure 4.27: Operations Influenced by Policies for Parent Ministry**

On the question as to whether ad-hoc policies made by government influence agencies operations, the results in Table 4.13 indicate that out of 146 respondents, 34.9% agreed and 10.3% strongly while the largest group (42.5%) were neutral. Of those remaining,

7.5% and 4.8% of respondents disagreed and strongly disagreed respectively. This issue is further elaborated by one Director at GCLA Headquarters who claimed that:

“We were directed by Prime Minister to investigate and analyse DNA for Faru John which had died and raised controversial issues as probably the black rhino was sold out of the country. We were directed to go and undertake DNA to ascertain if the animal really died. We finally established that the beast died while being nursed at a private Sasakwa Grumeti Reserve, an activity which consumed a lot of money and was not in our plans (Interview, 25<sup>th</sup> July 2017).

**Note:** Faru John was the name given to one of the black rhinos imported in Tanzania from South Africa

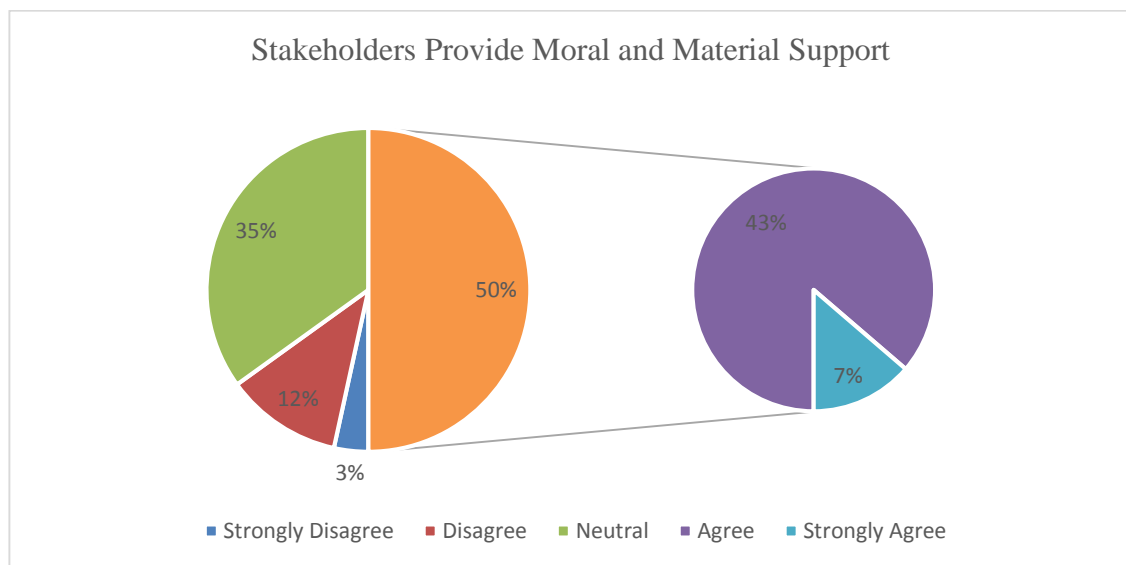
Furthermore, on the question as to whether organizations frequently change their operations to reflect changes in government policies while implementing strategic plans. The results in Table 4.14 indicate that out of 146 respondents, 29.5% agreed and 12.3% strongly agreed while the largest group (41.8%) were neutral. Of those remaining, about 13.7% of respondents disagreed and 2.7% strongly disagreed. Moreover, the mean average of 3.7 and standard deviation of 1 indicates that, the respondents leaned towards a negative influence of government policies on operations. The findings are supported by other scholars who argues that the government tools can directly or indirectly influence performance of organizations (Hrebiniak, 2013; Rajasekar, 2014; Gebhardt, & Eagles, 2014).

### **Responsiveness of Stakeholders**

With respect to responsiveness of stakeholders, the first question investigated whether the government and public are supportive to the business operations of the organizations in the process of implementing strategic plans. The results in Table 4.14 indicate that out of 146 respondents, the majority (51.4%) agreed and 19.9% strongly agreed while 22.6%

were neutral. Of those remaining, 4.8% disagreed and 1.4% strongly disagreed. Also, on the question as to whether there are committed donors and other stakeholders who support implementation of strategic plans, the results in Table 4.14 indicate that out of 146 respondents, 28.1% agreed and 8.2% strongly agreed, while the largest group (43.9%) were neutral. Of those remaining, 23.3% disagreed and 5.5% strongly disagreed on that respective opinion.

Further, on the question as to whether agencies stakeholders respond positively to moral and material support towards achieving organization objectives in executive agencies, the results in Figure 4.28 indicate that out of 146 respondents, the largest group (43%) agreed and 7% strongly agreed while 35% were neutral. Of those remaining, 12% and 3% disagreed and strongly disagreed respectively.



**Figure 4.28: Stakeholders Provide Moral and Material Support**

Furthermore, the mean average of 3.3 and SD = 1 suggests that the majority were neutral on the responsiveness of stakeholders towards implementation of strategic plans in

executive agencies. The result supports other scholars who affirmed that stakeholders' orientation shows positive and negative support in respect to whether they are external or internal stakeholders (Abok, 2013; Rajasekar, 2014; Koech & Were, 2016). The results conclude that, executive agencies are influenced in one way or another by the actions of stakeholders such as government, donors, politicians and public while implementing their strategic plans.

**Table 4.14: Respondents' Opinions on Roles of Stakeholders**

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Parent ministry support org operations in term of policy, roles and regulations	1.4%	4.1%	13.0%	50.7%	30.0%	4	1
Donors support various projects in our organization	4.1%	15.1%	38.4%	28.8%	13.7%	3	1
Organization receives contributions and other support from various stakeholders	6.8%	16.4%	26.7%	39.7%	10.3%	3	1
Parent ministry interfere our plans which influences operations	13.7%	29.5%	36.3%	14.4%	6.2%	3	1
Stakeholders support organization interests despite diversified interests	0.7%	11.6%	47.9%	34.2%	5.5%	3	1
Organization interests are prioritised over stakeholders/individual interests	2.1%	14.4%	37.0%	37.0%	9.6%	3	1
Parent ministry demand may conflict organization objectives	10.3%	27.4%	40.4%	14.4%	7.5%	3	1
Public opinion may influence negatively our strategies towards achieving organization objectives	4.1%	17.1%	40.4%	32.2%	6.2%	3	1
Ad-hoc policies made by government influence organization operations	4.8%	7.5%	42.5%	34.9%	10.3%	3	1
Organization frequently change its operations to reflect changes in government policies	2.7%	13.7%	41.8%	29.5%	12.3%	4	1
Government and public are supportive to the business operations	1.4%	4.8%	22.6%	51.4%	19.9%	4	1
There are committed donors and other stakeholders to the operations of our organization	5.5%	23.3%	34.9%	28.1%	8.2%	3	1

#### 4.6.5 Implementation of Strategic Plans

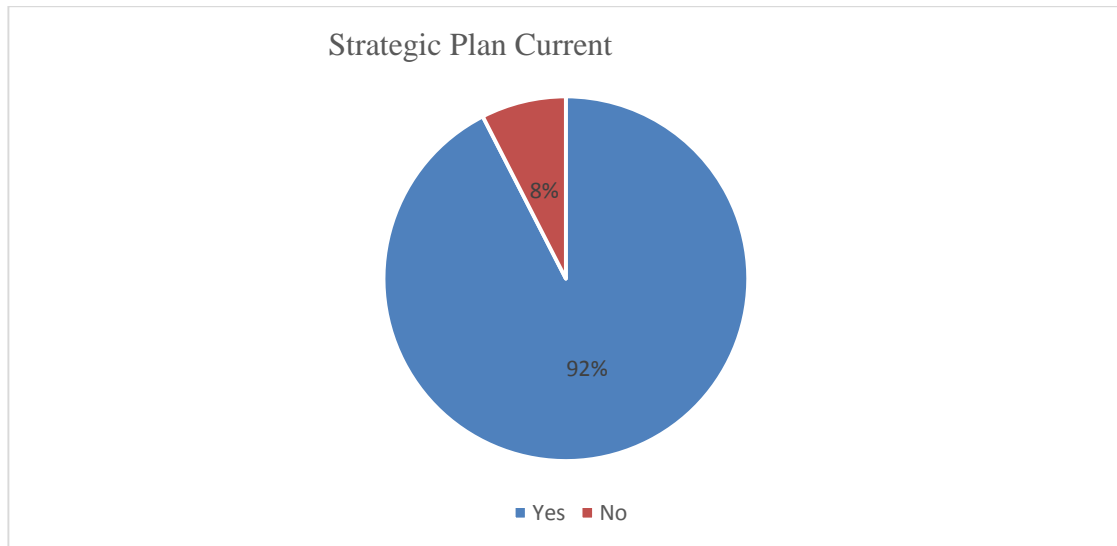
This section investigated the dependent variable, whether implementation of strategic plans is fully done in Tanzania executive agencies. The respondents were asked “Does

your organization have a strategic plan?” Results in Table 4.15 indicate that out of 146 respondents, the vast majority (96.6%) agreed on the availability of strategic plans in their agencies and very few (3.4%) respondents disagreed on this. The 3.4% of respondents who disagreed was considered to be an issue of lack of awareness of employees. This concurs with (URT, 2011) who argue that Tanzania’s executive agencies and entire public sector is required by Tanzania’s planning and budget guidelines to develop strategic plans and are penalized if they fail to do this. Hence participatory planning and awareness fostering should be encouraged in public sector to effectively use this tool for performance improvement. The result affirms that, overall, executive agencies do have strategic plans as one of their performance tools in Tanzania’s public sector. Other performance tools include OPRAS, MTEF and Client Service Charter (Lufunyo, 2013).

**Table 4.15: Organization Having a Strategic Plan**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	141	96.6	96.6	96.6
No	5	3.4	3.4	100.0
Total	146	100.0	100.0	

The next question asked was whether strategic plans are current or not. The results in Figure 4.29 indicate that out of 146 respondents, the majority (92%) agreed and a few (8%) argued that the strategic plan in their organization is not current. Therefore, from the evidence from the findings above revealed that overall, Tanzania’s executive agencies have current strategic plans in place at the time of this study.



**Figure 4.29: Strategic Plan is Current**

Moreover, the question of whether executive agencies implement their strategic plans in Tanzania’s public sector. The results in Table 4.16 indicate that out of 146 respondents, the majority (94.5%) confirmed that they implement their strategic plans as planned while 5.5% of respondents contested that agencies do not implement their strategic plans as planned effectively. Lynch (2012) argued that organization success is governed by how well strategies are executed rather than how well the strategies were formulated.

**Table 4.16: Organizations Implement their Strategic Plans**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	138	94.5	94.5	94.5
No	8	5.5	5.5	100.0
Total	146	100.0	100.0	

Furthermore, in respect to question whether implementation happens within the estimated timeframe in Tanzania’s executive agencies. The results in Table 4.17 indicate that out of 146 respondents, the majority (76.7%) agreed, while 23.3% disagreed, saying that executions do not happen within stipulated timeframe. The results were supported by a senior official at RITA Headquarters regarding lack of timely implementation of strategic plans in the executive agency who claimed that:

“The only factor that contribute to non-implementation or delay of executing strategic plans within timeline include inadequate financial resources which lead to failure to accomplish planned objectives and targets in every year” (Interview, name withheld, 12<sup>th</sup> June 2017). Also, another Head of Planning department from TEMESA commented that: “delay in implementation is caused by interruption of government policies and directives, for instance, we are now directed to move to Dodoma and no employment is allowed in the public sector till further notice” (Interview, TEMESA Headquarter, 22 July 2017).

**Table 4.17: Implementation Within Estimated Timeframe**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	112	76.7	76.7	76.7
No	34	23.3	23.3	100.0
Total	146	100.0	100.0	

Another question investigated whether there are challenges facing successful implementation of strategic plan in executive agencies. The results in Table 4.18 indicate that out of 146 respondents, the majority (87%) agreed on the presence of challenges and 13% denied presence of those challenges. Those challenges which were pointed out by



respondents in Tanzania’s executive agencies (TAMESA, TFSA, RITA, BRELA, TaESA, GPSA and GCLA) include:

“Shortage of funds (budget constraints), unpredictable flow of funds, frequent reallocation and cuts of funds, change of technology, high prices of laboratory reagents, changing government policies, inadequate resources (finance and human), pressurized ad-hoc programs from government, lack of training of strategic plans, resistance to change by employees and clients, insufficient budget, changing government priorities, poor linkage of strategic plans with operational plans, unplanned activities from parent ministry, political interference, lack of knowledge on strategic planning, poor involvement of employees in formulation of strategies, bureaucracy in public sector, lack of autonomy to implement what is planned, weak support from stakeholders, and changing public demands” (Interviews, 18<sup>th</sup> May to 10<sup>th</sup> August 2017).

The results concur with Abok (2013) who revealed barriers for strategy execution to include top down management style, poor communication, inter-departmental conflicts, and inadequate resources, while Schaap (2012) argued that implementation of strategies is a vital challenge of many organizations today. Therefore, the above challenges may hinder successful implementation of strategic plans in Tanzania’s executive agencies if they are not dealt with in a timely manner.

**Table 4.18: Challenges Facing Implementation of Strategic Plan**

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	127	87.0	87.0	87.0
No	19	13.0	13.0	100.0
Total	146	100.0	100.0	

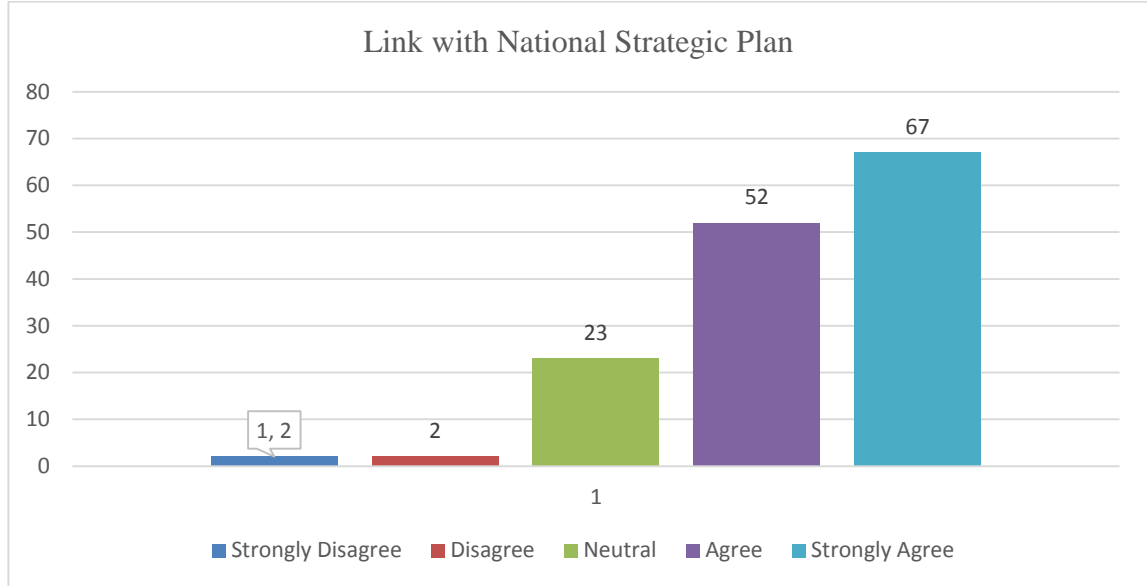
Moreover, with the use of the five-point Likert scale the study developed five sub-variables of implementation of strategic plans which included: (a) planning scope, (b)

review period, (c) timeliness and processes, (d) action plans and systems, and (e) linkage of SP with other performance tools in Tanzania's executive agencies. Questions in relations to these sub-variables required respondents to choose from the following options: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

### **Planning Scope**

With respect to the planning scope, the first question investigated whether organizations have clear planning of strategic plans. The results in Table 4.19 indicate that out of 146 respondents, the majority (56.8%) agreed, 32.2% strongly agreed and 8.2% were neutral. Of those remaining, 1.4% disagreed and 1.4% strongly disagreed with the opinion. Next, in answer to the question as to whether strategic plans are planned on five years basis, the findings in Table 4.19 indicate that out of 146 respondents, the majority (62.3%) strongly agreed and 24.0% agreed, while 5.5% were neutral and a few respondents about 3.4% and 4.8% disagreed and strongly disagreed respectively.

Respondents were asked whether planning scope is linked to national strategic plan in order to ensure consistency in Tanzania's executive agencies. The results in Figure 4.30 indicate that out of 146 respondents, the largest group (45.9%) strongly agreed and 35.6% agreed while 15.8% of respondents were neutral. The remaining balance of 1.2% and 1.6% strongly disagreed and disagreed on the linkage of agencies strategic plans with national strategic plan, sector policies, ministerial guidelines and national planning framework.



**Figure 4.30: Planning Scope Linked with National Strategic Plan**

Moreover, the mean average of 4 and standard deviations of 1 implies that overall, most of respondents agreed. The result agrees with other scholars who argues that, specific planning period is a key ingredient for effective execution of strategic plans (Gebhardt & Eagles, 2014; Elbanna et.al., 2016). Therefore, the study verified that Tanzania’s executive agencies have a planning horizon of five years.

### **Review Period of Strategic Plan**

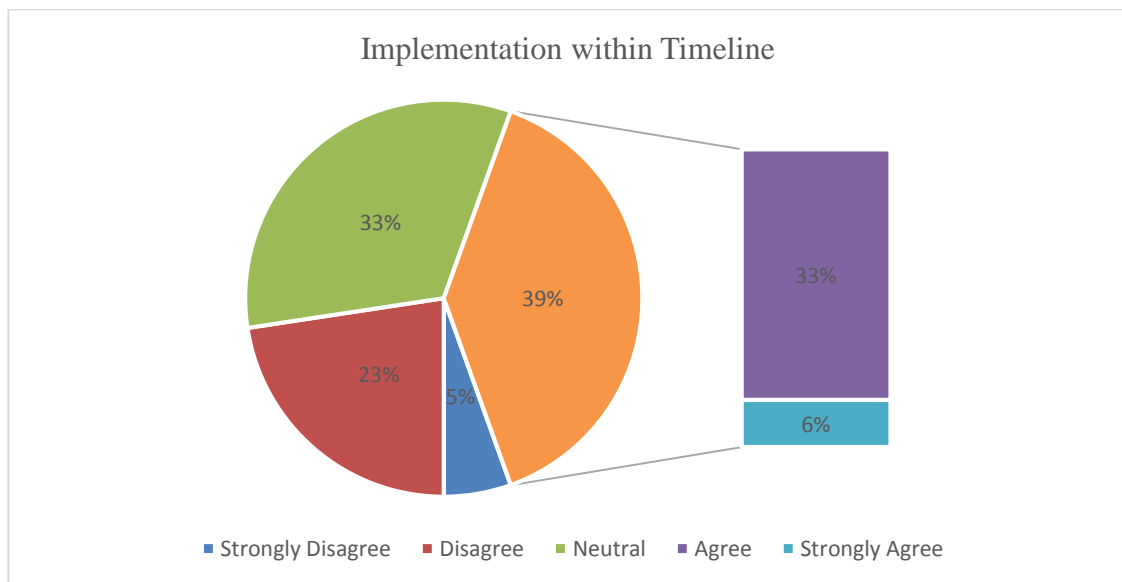
The question was asked, whether strategic plan reviews are done within the planned time in Tanzania’s executive agencies. The results in Table 4.19 indicate that out of 146 respondents, the largest group (41.8%) agreed and 37.0% strongly agreed while 13.7% were neutral. The remaining balance about 3.4% disagreed and 4.1% strongly disagreed on this issue. Further, on the question as to whether executive agencies adequately review strategies which are not supporting organization objectives which can cause poor

realizations of their strategic plans, the results in Table 4.19 indicate that out of 146 respondents, 23.3% agreed and 15.8% strongly agreed while 24.7% were neutral. The rest 17.8% and 18.5% disagreed and strongly disagreed on whether there was review of strategies in the process of executing strategic plans in Tanzania's executive agencies. Therefore, the study confirms that reviews were done in the agencies involved in this study. This meets the requirements laid out by (URT, 2011) which sets a five-year time frame for agencies, but if drastic changes happen in external environment the review can be done any time possible.

Furthermore, on the question as to whether agencies have feedback systems that ease the review process, the results in Table 4.19 indicate that out of 146 respondents, the largest group (41.1%) agreed and 15.8% strongly agreed while 26.7% were neutral, of those remaining, 11.0% and 5.5% disagreed and strongly disagreed. The average mean of (4) and standard deviation of (1) indicated respondents generally agreed on the presence of adequate review in the process of executing strategic plans in Tanzania's executive agencies. The findings correlate with other scholars who argues that, the planning horizon, review period and actualization of strategic plans are key indicators of successful implementation of strategic plans (URT, 2011; Abok, 2013; Mumbua & Mingaine, 2015). These results suggest that the executive agencies in Tanzania is meeting the requirements by reviewing within five years if no critical issues are happening during the implementation process, but in case of any changes the review can be done in less than five years in order to meet the need and demand of changing environment.

### Timeliness and Processes

In relation to timeliness and process, the first question investigated whether executive agencies planned activities are implemented within their timeframes. The result in figure 4.32 indicates that out of 146 respondents, 33% agreed and 6% strongly agreed while 33% were neutral. Of those which remained 23% and 5% of respondents disagreed and strongly disagreed respectively.



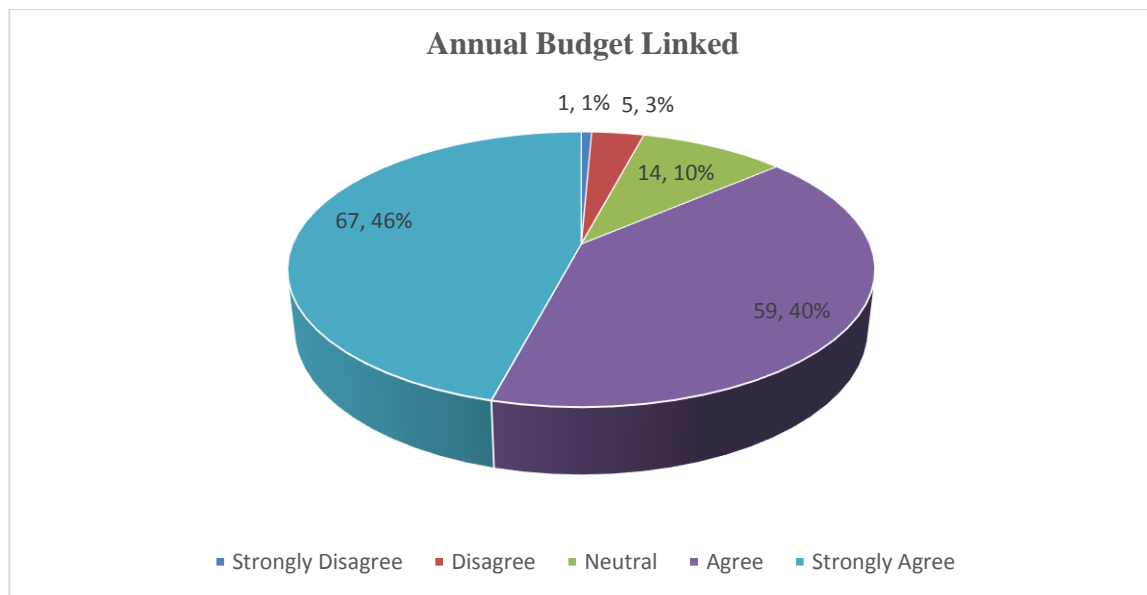
**Figure 4.31: Planned Activities Implemented within Timeline**

The question as to whether there is a clear process of executing strategies in Tanzania's executive agencies was asked next. The results in Table 4.19 indicate that out of 146 respondents, the majority (53.4%) agreed while 13.7% strongly agreed and 21.9% were neutral. A few respondents, about 9.6% and 1.4% disagreed and strongly disagreed respectively. Further, on the question as to whether individual plans are carried out to achieve organization objectives as planned, the findings in Table 4.19 indicate that out of 146 respondents, a larger number (43.8%) agreed and 14.4% strongly agreed, while 26%

were neutral. Of those remaining, 11.6% disagreed and 4.1% strongly disagreed respectively. Moreover, the mean average of 3.7 and SD = 1, indicates the overall agreement of respondents on the timeliness and process of implementation of strategies in the executive agencies.

### Action Plans and Systems

With regard to the contributions of actions plans and systems, the first question investigated whether the annual budgets are linked with executive agencies strategic plans. The results in Figure 4.33 indicate that out of 146 respondents, the majority agreed or strongly agreed (40% and 46% respectively), 9.6% were neutral and a few, 3% and 1% disagreed and strongly disagreed respectively.



**Figure 4.32: Annual Budget Linked with Strategic Plan**

Next, on whether action plans are linked with annual budgets in executive agencies. The findings in Table 4.19 indicate out of 146 respondents, the majority agreed and strongly agreed (43.2% and 41.8% respectively, 10.3% of respondents were neutral and a few

(3.4% and 1.4% respectively) disagreed and strongly disagreed. Further, on the question of whether executive agencies have a system which is supported by effective and regulatory framework in the process of implementing strategic plans, the results in Table 4.19 indicate that out of 146 respondents, the largest group (43.8%) agreed and 14.4% strongly agreed while 26% were neutral. Of those remaining, 11.6% and 4.1% disagreed and strongly disagreed respectively. Moreover, the mean average of 4 and standard deviation = 1, concludes that action plans and systems are in place which are likely to support successful implementation of strategic plans in Tanzania's executive agencies.

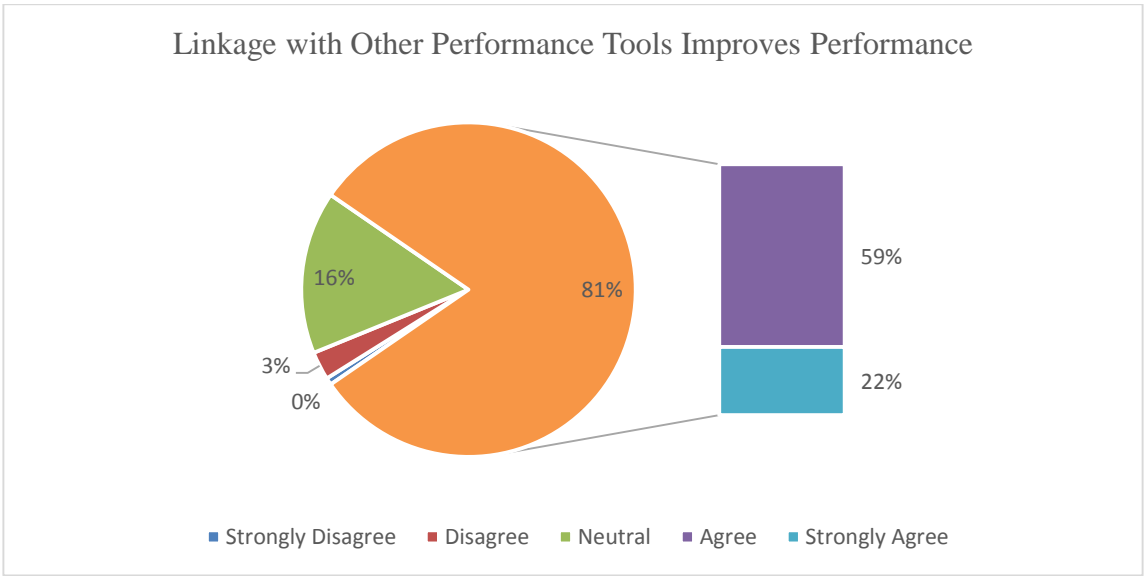
### **Linkage with Other Performance Tools**

In relation to the linkage with other performance tools, the first question investigated whether strategic plans are linked with other performance tools such as Open Performance Review Appraisal System (OPRAS). The results in Table 4.19 indicate that out of 146 respondents, the majority (53.4%) agreed and 28.8% strongly agreed while 13.7% of respondents were neutral. Of those remaining, 2.7% and 1.4% disagreed and strongly disagreed respectively. This is concurred by GPSA Director of Operations who claimed that:

“Our agency sets annual action plans yearly which are linked with budget and strategic plans, this helps in filling OPRAS forms through cascading organization objectives to the directorate, departments and till to the last individual at the lowest rank in our organization” (Interview, GPSA Headquarter, 20<sup>th</sup> July 2017).

Also, respondents were asked whether performance tools link organization objectives with departmental and individual objectives in executive agencies. The results in Figure 4.34 indicate that out of 146 respondents, the majority (59%) agreed and 22% strongly agreed

while 16% were neutral. The remaining few about 3% of respondents disagreed. Further, in the question as to whether the linkage of strategic plans with other performance tools improves performance, the results in Table 4.19 indicate that out of 146 respondents, the majority (52.7%) agreed and 25.3% strongly agreed while 18.5% were neutral. Of those remaining, about 2.7% and 0.7% disagreed and strongly disagreed respectively.



**Figure 4.33: Strategic Plan Linked with Other Performance Tools**

Furthermore, the average mean of 4 and standard deviation = 1 in this section allows us to conclude that there was a general agreement on the successful use of other performance tools to contribute towards implementation in Tanzania’s executive agencies. These performance tools include Open Performance Review Appraisal System, Client Service Charter, and Medium-Term Expenditure Framework.



**Table 4.19: Implementation of Strategic Plans**

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Organization has a clear planning scope	1.4%	1.4%	8.2%	56.8%	32.2%	4	1
Strategic plan on five years basis	4.8%	3.4%	5.5%	24.0%	62.3%	4	1
Strategic plan reviewed within planned time	4.1%	3.4%	13.7%	41.8%	37.0%	4	1
Review strategies which are not supporting organization objectives	18.5%	17.8%	24.7%	23.3%	15.8%	3	1
Organization has feedback systems to easier review process	5.5%	11.0%	26.7%	41.1%	15.8%	4	1
Clear process of executing strategies	1.4%	9.6%	21.9%	53.4%	13.7%	4	1
Individual plans are carried out to achieve organization objectives	4.1%	11.6%	26.0%	43.8%	14.4%	4	1
Organization has a system supported by effective legal and regulatory framework	1.4%	2.7%	13.7%	53.4%	28.8%	4	1
Our Strategic Plan is linked with other performance tools	1.4%	2.1%	11.6%	54.1%	30.8%	4	1
The linkage of SP with other performance tools improve implementation in our organization	0.7%	2.7%	18.5%	52.7%	25.3%	4	1

## 4.7 Inferential Analysis

Inferential analysis was performed to ascertain the actual implication of collected data and to draw conclusions pertaining to the relationship of the variables in this study. Statistical significance between independent variables (top management support, organizational resources, organizational culture and role of stakeholders) and the dependent variable (ISP = implementation of strategic plans) was established using regression analysis. This is supported by scholars who argue that regression analysis is a process of estimating the relationship between variables (Sounders, et al., 2012; Wilson, 2014; Gibson, 2017). It helps in generating an equation that describes the statistical relationship of variables in a given study.

### 4.7.1 Regression Analysis of Top Management Support

The study sought to establish the relationship of top management support and implementation of strategic plans in Tanzania’s executive agencies. The following was the null hypothesis of studying this variable:  $H_0$ : There is no significant relationship between top management support and implementation of strategic plans; where alpha = 0.05

**Table 4.20: Correlation between Top Management Support and SP**

		Implementation of SP	Top Management
Implementation of SP	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	146	146
Top Management	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	146	146

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

The findings in the Table 4.20 indicate that the Pearson correlation (R) of top management support on implementation of strategic plans. R is 0.690 at alpha = 0.05. This implies that there is a strong positive correlation between top management support and implementation of strategic plans. The strength of the relationship being clear, this allows the study to use other tests to test the significance of the relationship.

**Table 4.21: Model Summary for Top Management Support**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.690 <sup>a</sup>	.477	.473	5.626

a. Predictors: (Constant), Top Management

The coefficient of determination  $R^2 = 0.477$  at significance level of 0.05 indicates that, 47.7% of the total variations in implementation of strategic plans are influenced by top management support. This implies that, there is a positive contribution of top management support by 47.7% on influencing implementations of strategic plans in Tanzania's executive agencies; and 52.3% is contributed by other factors.

**Table 4.22: Analysis of Variance for Top Management Support**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	4152.042	1	4152.042	131.194	.000 <sup>b</sup>
Residual	4557.328	144	31.648		
Total	8709.370	145			

a. Dependent Variable: Implementation of SP

b. Predictors: (Constant), Top Management

Further, the analysis of variance (ANOVA) results indicated in Table 4.22 confirm that the model goodness of fit is appropriate for this data since  $F = 131.194$  and the p-value of 0.000 is less than significant level of 0.05 with  $df = 144$ . Hence, we reject the null hypothesis and conclude that there is a significant linear relationship between top management support and implementation of strategic plans in Tanzania's executive agencies. Sidola, Kumar and Kumar (2012) argues that, goodness of fit means how well the model of the study fits the data, therefore it is a crucial indicator of accuracy. Also, Waititu (2016) affirms that leadership has a critical role in determining strategy execution performance in an organization and managers should not spare any effort to persuade employees towards better performance.

**Table 4.23: Top Management Support and Implementation of Strategic Plan**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	27.196	2.487		10.935	.000
Top Management	.519	.045	.690	11.533	.000

a. Dependent Variable: Implementation of SP

Furthermore, the results revealed that top management support has positive and significant effects on the implementation of strategic plans as indicated in Table 4.23 in this report. The model goodness of fit was  $ISP = 27.196 + 0.519X_1 + \varepsilon$ . The model implies that a unit change in top management support will increase implementation of strategic plan by the

rate of 0.519, and even if top management support is non-existent, implementation of strategic plans in executive agencies is still positive at a rate of 27.196 indicating there are other factors which can influence implementation process; these may include the organization's resources, organizational culture and role of stakeholders.

#### 4.7.2 Regression Analysis on Organizational Resources

In respect to this variable, the study sought to establish the relationship of organizational resources and implementation of strategic plans in Tanzania's executive agencies. The null hypothesis of studying this variable was:  $H_0$ : There is no significant relationship between an organizational resources and implementation of strategic plans; where alpha = 0.05.

**Table 4.24: Correlations of Organizational Resources and SP**

		Implementation of SP	Organizational resources
Implementation of SP	Pearson Correlation	1	.562**
	Sig. (2-tailed)		.000
	N	146	146
Organizations' resources	Pearson Correlation	.562**	1
	Sig. (2-tailed)	.000	
	N	146	146

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

The findings in Table 4.24 indicate the Pearson correlation coefficient (R) of organizational resources on implementation of strategic plans. The R is 0.562 at 0.05 level of significance. This implies that there is a strong positive correlation between organizational resources and implementation of strategic plans. The strength of the

relationship being clear, this allows the study to use other statistical tests to test the significance of the relationship.

**Table 4.25: Model Summary for Organizational Resources**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.562 <sup>a</sup>	.315	.311	6.424

a. Predictors: (Constant), An organization's resources

Table 4.25 showed that coefficient of determination ( $R^2$ ) = 0.315 which indicates that 31.5% of the variations in implementation of strategic plans is influenced by organizational resources. This implies that organizational resources positively contribute about 31.5% on implementation of strategic plans in Tanzania's executive agencies and 68.5% is contributed by other factors.

**Table 4.26: Analysis of Variance for Organizational Resources**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
Regression		2747.732	1	2747.732	66.370	.000 <sup>b</sup>
Residual		5961.638	144	41.400		
Total		8709.370	145			

a. Dependent Variable: Implementation of SP

b. Predictors: (Constant), Organizations' resources

Further, the analysis of variance (ANOVA) results as indicated in Table 4.26 confirm that, the goodness of fit model is appropriate for this data since  $F = 66.370$  and the p-value is 0.000 which is less than significant level of 0.05 with  $df = 144$ . Hence, we reject the null

hypothesis and conclude that there is a significant linear relationship between organizational resources and implementation of strategic plans in Tanzania’s executive agencies.

Furthermore, the results revealed that organizational resources have positive and significant effects on the implementation of strategic plans as indicated in Table 4.27. The line of fit is  $ISP = 40.187 + 0.312X_2 + \varepsilon$ . The model implies that a unit change in organizational resources will contribute positively to the implementation of strategic plans by the rate of 0.312 holding other factors constant, and even if organizational resources are non-existent, implementation of strategic plans in executive agencies is still positive at a rate of 40.187 indicating other factors such as top management support, organizational culture and role of stakeholders can influence implementation of strategic plans even if organizational resources is at a rate of zero contributions in the entire process.

**Table 4.27: Organizational Resources and Implementation of SP**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	40.187	1.916		20.978	.000
Organizational resources	.312	.038	.562	8.147	.000

a. Dependent Variable: Implementation of SP

### 4.7.3 Regression Analysis on Organizational Culture

Regarding organizational culture variable, the study wanted to establish the relationship between organizational culture and implementation of strategic plans in Tanzania’s executive agencies. The null hypothesis of studying this variable was:  $H_0$ : There is no

significant relationship between organizational culture and implementation of strategic plans at alpha = 0.05.

**Table 4.28: Correlations of Organizational Culture and SP Implementation**

		Implementation of SP	Organizational culture
Implementation of SP	Pearson Correlation	1	.292**
	Sig. (2-tailed)		.000
	N	146	146
Organizational culture	Pearson Correlation	.292**	1
	Sig. (2-tailed)	.000	
	N	146	146

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

The findings in Table 4.28 indicate the Pearson correlation of organizational culture on implementation of strategic plans, where R is 0.292 at p-value = 0.00 < alpha = 0.05. This implies that there is weak positive correlation between organizational culture and implementation of strategic plans in Tanzania's executive agencies.

**Table 4.29: Model Summary for Organizational Culture**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.292 <sup>a</sup>	.085	.079	7.439

a. Predictors: (Constant), Organizational culture

Table 4.29 shows that the coefficient of determination ( $R^2$ ) is 0.085 which indicates that 8.5% of the variations in implementation of strategic plans is influenced by organizational



culture. This implies that organizational culture contributes about 8.5% on successful implementation of strategic plans in Tanzania’s executive agencies; and 91.5% is contributed by other factors. The R-square agrees with what were obtained by Namubiru (2014) which were low ranging from 5% to 17% and concluded that low  $R^2$  are common in studies involving cross- sectional data and large in time series data.

**Table 4.30: Analysis of Variance for Organizational Culture**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	740.618	1	740.618	13.383	.000 <sup>b</sup>
Residual	7968.752	144	55.339		
Total	8709.370	145			

a. Dependent Variable: Implementation of SP  
b. Predictors: (Constant), Organizational culture

Further, the analysis of variance (ANOVA) results as indicated in Table 4.30 confirms that, the model goodness of fit is appropriate for this data since  $F = 13.383$  and p-value of 0.000 which is less than significance level of 0.05. Hence, we reject the null hypothesis and conclude that there is a significant linear relationship between organizational culture and implementation of strategic plans in Tanzania’s executive agencies. The result correlates with other scholars who concluded that there is a meaningful relationship between corporate culture and strategy executions in Iranian banks (Ahmadi, Salamzadeh, Daraei & Akbari, 2012).

**Table 4.31: Organizational Culture and Implementation of SP**

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	44.979	2.855		15.754	.000
Organizational Culture	.174	.047	.292	3.658	.000

a. Dependent Variable: Implementation of SP

Furthermore, the results revealed that organizational culture has positive and significant effects on implementation of strategic plans as indicated in Table 4.31. The model of goodness fit  $ISP = 44.979 + 0.174X_3 + \epsilon$ . The model implies that a unit change in organizational culture will influence implementation of strategic plan by the rate of 0.174 holding other factors constant, and even if organizational culture is non-existent, implementation of strategic plans in executive agencies is still positive at a rate of 44.979. This shows that there are other factors such as top management support, organizational resources and role of stakeholders which can influence implementation process of strategic plans.

#### **4.7.4 Regression Analysis on Role of Stakeholders**

In respect to role of stakeholders, the study sought to establish the relationship between role of stakeholders and implementation of strategic plans in Tanzania's executive agencies. The null hypothesis of studying this variable was:  $H_0$ : There is no significant relationship between role of stakeholders and implementation of strategic plans; at 0.05 level of significance.

**Table 4.32: Correlations of Role of Stakeholders and SP Implementation**

		Implementation of SP	Role of Stakeholders
Implementation of Strategic Plan	Pearson Correlation	1	.236**
	Sig. (2-tailed)		.004
	N	146	146
Role of Stakeholders	Pearson Correlation	.236**	1
	Sig. (2-tailed)	.004	
	N	146	146

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

The results in Table 4.32 indicate the Pearson correlation of role of stakeholders on implementation of strategic plans R is 0.236 at 0.05 level of significance. This implies that there is weak positive correlation between role of stakeholders and implementation of strategic plans in Tanzania's executive agencies.

**Table 4.33: Model Summary for Role of Stakeholders**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.236 <sup>a</sup>	.056	.049	7.557

a. Predictors: (Constant), Role of Stakeholders

Table 4.33 shows that the coefficient of determination ( $R^2$ ) is 0.056 which indicates that 5.6% of the variations in implementation of strategic plans is influenced by the role of stakeholders. This implies that, only 5.6% is contributed by stakeholders while 94.4% is contributed by other factors towards successful implementation of strategic plans in Tanzania's executive agencies. The R-square agrees with what were obtained by

Namubiru (2014) which were low ranging from 5% to 17% and concluded that low  $R^2$  are common in studies involving cross-sectional data and large in time series data.

**Table 4.34: Analysis of Variance for Role of Stakeholders**

Model	ANOVA <sup>a</sup>				
	Sum of Squares	df	Mean Square	F	Sig.
Regression	485.225	1	485.225	8.496	.004 <sup>b</sup>
Residual	8224.145	144	57.112		
Total	8709.370	145			

a. Dependent Variable: Implementation of SP  
b. Predictors: (Constant), Role of Stakeholders

Further, the analysis of variance (ANOVA) results as indicated in Table 4.34 confirms that, the model goodness of fit is appropriate for this data since  $F = 8.496$  and the p-value is 0.004 which is less than significance level of 0.05. Hence, we reject the null hypothesis and conclude that there is a significant linear relationship between role of stakeholders and implementation of strategic plans in Tanzania's executive agencies.

**Table 4.35: Coefficients of Role of Stakeholders and Implementation of SP**

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	48.580	2.349		20.684	.000	
Role of Stakeholders	.123	.042	.236	2.915	.004	

a. Dependent Variable: Implementation of SP

Moreover, the results revealed that role of stakeholders have positive and significant effects on implementation of strategic plans as indicated in Table 4.35. The model of goodness of fit  $ISP = 48.580 + 0.123X_4 + \varepsilon$ . The model implies that a unit change in role of stakeholders will influence implementation of strategic plan by the rate of 0.123 holding other factors constant, and even if role of stakeholders is non-existent, implementation of strategic plans in executive agencies is still positive at a rate of 48.580. This shows that there are other factors such as top management support, organizational resources and organizational culture which can influence implementation process of strategic plans even if the role of stakeholders is at a rate of zero in Tanzania's executive agencies.

#### **4.8 Combined Effect Model**

The combined effect model of this study sought to establish the collective effect of independent variables on the dependent variable and the individual effect of each independent variable (top management support, organizational resources, organizational culture and role of stakeholders) on the dependent variable using different tests. Various tests such as correlation coefficient (R), coefficient of determination (R-squared), t-test, F-test, and P-value were used to determine the significant relationship of variables and establish the goodness of fit of the dependent variable on various independent variables.

##### **4.8.1 Multiple Linear Regression for All Variables**

The results in Table 4.36 indicate the Pearson correlation (R) of joint effect (all independent variables) on implementation of strategic plans is 0.848 at 0.05 level of

significance. This implies that there is a statistically strong positive correlation between all independent variables (joint effect) and implementation of strategic plans.

**Table 4.36: Model Summary of Combined Effect**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 <sup>a</sup>	.720	.712	4.160

a. Predictors: (Constant), Organizational culture, Role of Stakeholders, An organization's resources, Top Management

b. Dependent Variable: Implementation of SP

The model  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$  explained by  $R^2 = 0.720$  indicated in Table 4.36, implies that 72.0% of the variations in implementation of strategic plans are influenced by the independent variables (top management support, organizational resources, organizational culture and role of stakeholders) in Tanzania's executive agencies. This means that other factors not studied in this research contribute about 28.0% on implementation of strategic plans. Also, in order to test the goodness of fit of the linear model the null hypothesis of the study was  $H_0$ : There is no goodness of fit of the dependent variable against the various independent variables; at significance level of 5%.

The results in Table 4.37 shows the Analysis of Variance (ANOVA) which indicates that the model goodness of fit is significant at P - values = 0.000 which is less than significant level of 0.05, F = 90.584 with 141 degrees of freedom. Hence, we reject the null hypothesis and conclude that there is goodness of fit of dependent variable against the various

independent variables at alpha = 0.05. Therefore, the model is statistically significant to predict how the independent variables influences the dependent variable in this study.

**Table 4.37: Analysis of Variance (ANOVA) of Combined Variables**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6269.606	4	1567.402	90.584	.000 <sup>b</sup>
Residual	2439.764	141	17.303		
Total	8709.370	145			

a. Dependent Variable: Implementation of SP

b. Predictors: (Constant), Organizational culture, Role of Stakeholders, organizational resources, Top Management

Further, the joint effect model as reflected in Table 4.38 indicates that all predictors (that is top management support, organizational resources, organizational culture and the role of stakeholders) were statistically significant at  $p = 0.000$ . The fitted model then was:

$$ISP = 7.411 + 0.418X_1 + 0.204X_2 + 0.140X_3 + 0.135X_4 + \varepsilon$$

where ISP = implementation of Strategic Plans,  $X_1$  = Top Management Support,  $X_2$  = An organization's resources,  $X_3$  = Organizational culture,  $X_4$  = Role of stakeholders, ( $\varepsilon$  = error term which means all variables (factors) which influence implementation of strategic plans but are not considered in this study. Therefore, even if the four variables contributed at a rate of zero still the model is positive at a rate of 7.411, although practically this cannot easily happen or is a practically impossible assumption in real practice.

Moreover, the two variables (top management, and organizational resources) have large contributions on influencing implementation of strategic plans at a rate of 0.418 and 0.204 respectively, however organizational culture and the role of stakeholders have small contributions at a rate of 0.140 and 0.135 in the implementation process of strategic plans in Tanzania's executive agencies. This implies that any increased positive role of stakeholders when combined with other variable increases implementation of strategic plans at a rate of 0.135 while positive changes in organizational culture increases implementation at a rate of 0.140. The relationship was evident when TEMESA Senior Planner claimed that,

“The government being one of our key stakeholders negatively influences the implementation process by directing various ad-hoc projects to us which were not initially planned. For instance, as we speak the 5<sup>th</sup> government under President Pombe John Magufuri we are directed to shift the headquarter from Dar es Salaam to Dodoma, something which needs a lot of resources and which was not planned in our current strategic plan which we are implementing now” (Interview, TEMESA Headquarters, 14<sup>th</sup> June 2017).

Also, another Director of Business Support for Tanzania Forest Service Agency stated that,

“Some of our stakeholders such as timber traders, bee products exporters and other consumer of forest products engage in corruption with our employees on their own advantage and hence a lot of resources are wasted. For instance, forest allocation for harvesting timbers is influenced by many corruption scandals. Also, public sector bureaucracy and red-tape hinder flexibility and quick decision making in the implementation process of strategic plans in our agencies, which is caused by the many employees who originated from the civil service” (Interview, TFSA Headquarter, 20<sup>th</sup> June 2017).

Another official from GCLA commented that,

“We are always driven by the interest of stakeholders such as government, parent ministry and politicians; if we fail to meet their interests, we can find ourselves in a mess with budgets-cut, appointed or elected officials may lose



their jobs and any new initiatives are likely to be undermined or even the agency can be abolished. A good example is what happened to the Capital Development Authority (CDA) Kigamboni Development Authority (KDA) which failed to meet the interest of stakeholders, especially politicians and were subsequently abolished by the President of the United Republic of Tanzania” (Interview, name withheld, GPSA Headquarters, 17<sup>th</sup> July 2017).

The results suggest that stakeholders in the executive agencies are often there for their own interest and if their interests are not met they are likely not to stay. The results correlate with other scholars who affirms that, public agencies are formed and stay by pleasing interests that are there to influence and maintain their legality and the resources that come with it, and if key stakeholders are not satisfied, in most cases organisations suffers in term of support which even threatens their continuation (Rajasekar, 2014; Weyama, 2018). Moreover, the findings disagree with Abok (2013) who established the positive influence of stakeholders in Kenya’s Non-Governmental Organizations.

**Table 4.38: Coefficients of Combined Variables**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	7.411	2.737		2.707	.000
Top management support	.418	.036	.556	11.597	.000
Organizations’ resources	.204	.026	.368	7.758	.000
Organizational culture	.140	.027	.235	5.205	.000
Role of stakeholders	.135	.023	.258	5.742	.000

a. Dependent Variable: Implementation of SP

Furthermore, the study used **t**-test and **F**-test to measure if individually and collectively independent variable(s) influence implementation of strategic plans. The results in Table 4.38 are discussed in detail as follows;

Firstly, in respect to top management support the study sought to measure its influence on implementations of strategic plans was guided by the following null hypothesis:  $H_0$ : organizational resources do not influence the implementation of strategic plans; at alpha = 0.05. The findings in Table 4.38 of combined variables indicated that  $t = 11.597$  and the  $p\text{-value} = 0.000 < 0.05$ . This implies that we reject the null hypothesis and conclude that individually top management support influences the implementation of strategic plans in Tanzania's executive agencies at a significance level of 0.05.

Secondly, for the case of organizational resources the study sought to measure their influence on implementations of strategic plans was guided by the following null hypothesis:  $H_0$ : organizational resources do not enhance implementation of strategic plans; at alpha = 0.05. The results in Table 4.38 of combined coefficients indicate that,  $t = 7.758$  and the  $p\text{-value} = 0.000 < 0.05$ . This implies that we reject the null hypothesis and conclude that individually organizational resources enhance implementation of strategic plans in Tanzania's executive agencies.

Thirdly, in regard to the organizational culture the study wanted to determine how culture of an organization influences implementations of strategic plans, this was guided by the

following null hypothesis:  $H_0$  : Organizational culture does not influence the implementation of strategic plans; at  $\alpha = 0.05$ . The findings in Table 4.38 of combined variables revealed that,  $t = 5.205$  and  $p\text{-value} = 0.000 < 0.05$ . This implies that we reject the null hypothesis and conclude that individually organizational culture influence implementation of strategic plans in Tanzania's executive agencies.

Fourthly, regarding the role of stakeholders the study sought to establish the effects of stakeholders towards implementations of strategic plans in respect to the following null hypothesis:  $H_0$ : Stakeholders do not influence the implementation of strategic plans; at  $\alpha = 0.05$ . The findings in Table 4.38 of combined variables revealed that,  $t = 5.742$  and  $p\text{-value} = 0.000 < 0.05$ . This implies that, the study rejected the null hypothesis and concluded that role of stakeholders individually influences implementation of strategic plans in Tanzania's executive agencies.

Fifthly, in regard to the joint effect the study sought to establish if the variables (top management support, organizational resources, organizational culture and role of stakeholders) collectively influences implementations of strategic plans, this was guided by the following null hypothesis:  $H_0$ : There is no goodness of fit of the dependent variable against the various independent variables; at  $\alpha = 0.05$ . The findings in Table 4.37 of combined ANOVA revealed that  $F = 90.584$ ;  $df = 141$  and  $p\text{-value} = 0.000 < 0.05$ , and hence the null hypothesis was rejected and concluded that there is a goodness of fit of the dependent variable against the various independent variables. This implies that,

collectively independent variables influence the implementation of strategic plans at  $\alpha = 0.05$ . Therefore, the study rejected the null hypothesis and conclude that collectively independent variables influences implementation of strategic plans in Tanzania's executive agencies.

Moreover, in the Pearson correlation matrix of all variables in Table 4.39 indicates that top management support is leading followed by organisational resources with significant strong positive correlation with a correlation coefficient (R) of 0.690 and 0.562, while organizational culture and role of stakeholders with weak positive correlation coefficient of 0.292 and 0.236 respectively. Therefore, the study indicates all independent variables have a positive correlation with dependent variable and are statistically significant at  $P\text{-value} = 0.000 < \alpha = 0.05$ , and hence are positively related with implementation of strategic plans in Tanzania's executive agencies.

**Table 4.39: Correlation Matrix of All Variables**

		Implementation of SP	Top Management	Organiza tional resources	Organiza tional culture	Role of Stakeholders
<b>Implementati on of SP</b>	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	146				
<b>Top Management</b>	Pearson	.690**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	146	146			
<b>Organization al resources</b>	Pearson	.562**	.327**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	146	146	146		
<b>Organization al culture</b>	Pearson	.292**	.135	-.024	1	
	Correlation					
	Sig. (2-tailed)	.000	.105	.778		
	N	146	146	146	146	
<b>Role of Stakeholders</b>	Pearson	.236**	-.067	.066	-.036	1
	Correlation					
	Sig. (2-tailed)	.004	.419	.430	.664	
	N	146	146	146	146	146

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

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter presents a summary of findings with respect to the key research hypotheses of this study, followed by a conclusion and recommendations for enhancing the effective implementation of strategic plans in Tanzania's executive agencies. The chapter further suggests the contribution of the study to existing knowledge, theory and practice as well as areas that need further research as far as strategy implementation is concerned.

#### **5.2 Summary of Findings**

The overall objective of this study was to determine factors influencing the implementation of strategic plans in the Tanzania's Executive Agencies. The specific objectives which guided this study were: firstly, to determine how top management support influence implementation of strategic plans; secondly, to establish whether organizational resources influence implementation of strategic plans; thirdly, to explore the influence of organizational culture on implementation of strategic plans and fourthly, to determine the influence of stakeholders on implementation of strategic plans in Tanzania's executive agencies.

##### **5.2.1 Top Management Support on Implementation of Strategic Plans**

The study in this variable sought to investigate the influence of top management support on implementation of strategic plans in the Tanzania's executive agencies. The result shown that, the majority of respondents agreed on the vital influence of top management

on implementation of strategic plans. Furthermore, the study established that, there is a statistically significant strong positive relationship between top management support and implementation of strategic plans. Also, the study revealed that, the variations in implementation of strategic plans is influenced by top management support. Therefore, the result confirms that top management support is very fundamental for effective implementation of strategic plans in the Tanzania's executive agencies.

### **5.2.2 Organizational Resources on Implementation of Strategic Plans**

The study sought to investigate the influence of organizational resources on implementation of strategic plans. The findings revealed that, the majority agreed on the influence of organizational resources towards fostering implementation of strategic plans. Further, the findings established that, there is a statistically significant strong positive relationship between organisational resources and implementation of strategic plans. Furthermore, the study found that variations in implementation of strategic plans are influenced by organizational resources. Therefore, the study confirms that organizational resources are very important for effective implementation of strategic plans in Tanzania's executive agencies.

### **5.2.3 Organizational Culture on Implementation of Strategic Plans**

The study sought to investigate the influence of organizational culture on implementation of strategic plans in Tanzania's executive agencies. The result implied that the majority of respondents generally agreed on the influence of organizational culture on implementing of strategic plans. Moreover, the study established that, there is a

statistically significant weak positive relationship between organisational culture and implementation of strategic plans. Furthermore, the study determined that, some variations in the implementation of strategic plans are influenced by organizational culture. Therefore, the study established that organizational culture had little and weak relationship with implementation of strategic plans in Tanzania's executive agencies.

#### **5.2.4 Role of Stakeholders on Implementation of Strategic Plans**

This objective sought to investigate the influence of stakeholders on implementation of strategic plans in Tanzania's executive agencies. The results revealed that, the majority were neutral on the contributions of stakeholders towards implementation of strategic plans; and there was weak positive relationship between role of stakeholders and implementation of strategic plans. Furthermore, the study found that the variations in implementation of strategic plans are influenced by role of stakeholders. The result of this study confirms that Tanzania's executive agencies are influenced in one way or another by actions of stakeholders such as government, donors, development partners, politicians and public.

#### **5.2.5 Collective influence of predictors on Implementation of Strategic Plans**

The study revealed that, the variations in implementation of strategic plans are influenced by the independent variables (top management support, organizational resources, organizational culture and role of stakeholders). Therefore, individually and collectively, the studied variables influence implementations of strategic plans in Tanzania's executive agencies.



### **5.3 Conclusion**

From the study findings, it could be concluded that individually top management support influence implementation of strategic plans and is contributed by timely decision making, involving, empowering, and rewarding employees in the process of implementing strategic plans. This variable has strong positive relationship with implementation of strategic plans in Tanzania's executive agencies. Secondly, the result determined that, individually organisational resources influence implementation of strategic plans and is contributed by aspects such as sufficient and appropriate allocation of human, financial, technological and material resources. This variable has strong positive relationship with implementation of strategic plans in Tanzania's executive agencies.

Thirdly, the result confirmed that individually, organisation culture influence implementation of strategic plans and is contributed sub-variables such as overcoming internal resistance to change, informing employees on new strategies, and training employees in new expertise in order to discourage resistance to change. This variable has weak positive relationship with implementation of strategic plans in Tanzania's executive agencies. Fourthly, the result determined that, individually stakeholders do influences implementation of strategic plans and is contributed by stakeholders' contributions, varying interests, conflicting opinions, government policy and responsibilities of stakeholders. This variable has weak positive relationship with implementation of strategic plans.

Moreover, the result revealed that, collectively independent variables (top management support, organisational resources, organisational culture and role of stakeholders) influence implementation of strategic plans with strong positive relationship in Tanzania's executive agencies. It is concluded that, individually and collectively top management support, organisational resources, organisation culture and role of stakeholders' influence implementation of strategic plans in Tanzania's executive agencies.

#### **5.4 Recommendations of this Study**

The findings of this study derived the following recommendations as far as implementation of strategic plans in Tanzania's executive agencies is concerned:

Firstly, the study established some lack of awareness among employees in the presence of strategic plans and hence the top management should create awareness on the importance of strategic plans in Tanzania's executive agencies. The best option is to involve all employees in formulation process of strategic plans which will make even easier during implementation of the same.

Secondly, the executive agencies management should take care of the interest of stakeholders during formulations for successful implementation of strategies. Involving all key stakeholders during formulation and implementation of strategic plans will avoid unforeseen conflicts from stakeholders which can jeopardize the entire process of executions.

Thirdly, organizational development should emphasize on improving organizational culture which drives the behaviour of employees in executive agencies towards implementation of strategic plans. Emphasizing on strong performance culture is a boost towards successful implementation of strategic plans, and hence core values of organizations should be instilled in employees' behaviours which will bind them together and support implementation process.

Further, given the ad-hoc nature of public policies and directives in Tanzania's executive agencies, the top management should prepare themselves for emergent plans in order to accommodate ad-hoc programs from central government and parent ministry without affecting their planned strategies. Liaison with government during formulation is the best option in order to know if there are new future initiatives which may affect their plans if not included. Furthermore, the top management should make sure resources required for implementation of strategic plans such as human, finance, facilities available as planned in order to avoid failure of the implementation process. Continuous training and review also need to be emphasized in order to meet the changing need and demand availed by internal and external environment.

Finally, executive agencies need effective monitoring and evaluations framework which will be able to track progress of planned activities against implemented activities and hence identify any discrepancies which need immediate actions. This will help to respond to hurdles and new demands in a timely manner for successful execution of the entire process.

## **5.5 Contribution of the Study to the Body of Knowledge, Theory and Practice**

This study has contributed both in body of knowledge, theory and practice.

### **5.5.1 Body of Knowledge**

Firstly, the study being a mixed-methods study used questionnaires and interview guide to collect data, as opposed to other studies where respondents who filled questionnaires were not interviewed and those who were interviewed did not fill questionnaires; in this study senior executives who filled questionnaires had to attend follow-up interview in order to supplement information which were not exhaustively provided in the questionnaire. In this regard, the study established another data collection technique which can be easily termed as *sequential questionnaire – interview data collection technique*.

Secondly, the study established that, organizational culture and the role of stakeholders' have a weak positive correlation with implementation of strategic plans, in comparison with other predictors such as organizational resources and top management support which have a strong positive correlation. The results bring more attention to the management of Tanzania's executive agencies on how to deal with these two weak variables so that they cannot negatively influence implementation of strategic plans.

Thirdly, the study determined that ad-hoc policies negatively influence implementation of strategic plans in Tanzania's executive agencies; and culture in agencies is influenced by

bureaucracy and red-tapism which hinder efficiency and effectiveness towards implementation of strategic plans.

### **5.5.2 Theoretical Implications**

This study has contributed in various areas regarding factors influencing implementation of strategic plans in Tanzania's executive agencies. Firstly, the study disputes and determined that the strength of the relationship of stakeholders in Tanzania's executive agencies is weak positive correlated, unlike what was found by Abok (2013) where the strength of relationship between stakeholders and implementation of strategic plans was strongly positive correlated in Kenya's NGOs. It is clear that stakeholders in NGOs are there to provide positive support but in agencies are driven by interest and benefits which mostly serve them.

Secondly, the study uncovered that top management support has large contribution towards implementation of strategic plans followed by organizational resources. The study established that top management support, organizational resources, organizational culture and the role of stakeholders contribute large percent of the total implementation effort. Thirdly, the study established that changes in government policy and government priorities influence negatively the implementation process of strategic plans in Tanzania's executive agencies. This informs the literature that, in executive agencies emergent strategy is a key to be merged with deliberate strategy. In the formulation of strategies in executive agencies there should be a sort of pragmatism between emergent and deliberate

strategies. This will help to bring the unforeseen development initiatives by the government without influencing executive agencies plans.

### **5.5.3 Implications of the Study in Practice**

Firstly, even though the variables of organizational culture and stakeholders are weakly correlated with implementation of strategic plans, they still make a significant contribution and therefore, top management should ensure organizational culture and their stakeholders are managed well in order to strengthen their relationships with implementation of strategic plans. Secondly, ad-hoc policies from government and parent ministries bring confusion and negative influence towards implementation of strategic plans in public sector, and hence the management of executive agencies should know how to deal with the government and parent ministry so that plans are not negatively impacted.

Also, the adoption of an emergent strategy will help executive agencies in the public sector to accommodate unplanned projects and development initiatives directed to them by government or any influential stakeholders such as politicians, donors, development partners and the public in general. Moreover, the management should identify their strategic resources which effectively drive the implementation of strategic plans in their agency, this will help to set realistic objectives which can be easily realized within realm of available resources. The study established that agencies are having more resources which are not strategic, and hence do not positively contribute to the achievement of organization strategic objectives.

## **5.6 Areas for Further Research**

The study aimed to establish factors influencing implementation of strategic plans in Tanzania's executive agencies, revealing some areas which need the attention of future researchers. Firstly, the study concentrated on Tanzania's executive agencies, and not the entire public sector, hence other autonomous government entities such as regulatory authorities, commissions and councils should also be studied to establish factors influence implementation of their strategic plans.

Secondly, the study focused only on the implementation aspect of strategic planning, and hence another study can concentrate how strategic plans are formulated and challenges associated within public sector. Thirdly, subsequent studies should consider comparative studies on how strategies are implemented in both public and private sectors and establish the similarities and differences. Moreover, due to the complex nature of public sector environment in Tanzania a similar study should be conducted to pure civil service and local authorities. Finally, the study findings established that key factors (top management, organizational resources, organizational culture and the role of stakeholders) contribute large variations on implementation of strategic plans. This implies that other variables not tested such as organization structure, management styles, monitoring and evaluations, and other related factors should be considered for further study.

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## APPENDICIES

### Appendix i: Summary of Theories

Variables	Theory & Authors	Theory content	Explanation	Critique
Top Management Support	<b>The upper echelon theory</b> (Hambrick & Mason, 1984; Hambrick, 2007)	The upper echelon theory proposes that decisions made by executives are coherent with managerial background characteristics which comprises of the elements of psychological characteristics and observable experiences.	Executive cognitive base, demographic characteristics, resource utilization, quality of decisions and capabilities influence the strategy choice and corporate performance.	The theory considered positively the role of management in executing strategies, however, the theory does not show how the role of employees at operation level towards executing strategies.
Organizations' Resources	<b>Resource Based Theory</b> (Singh & Mahmood, 2014; Lynch, 2012; Griffin, 2013)	Organization's unique resources and capabilities give the basis for strategy; and power of organization over other firms depends on its resources.	The resources to be unique need to be rare, inimitable, valuable and non-substitutable. These types of resources are good in creating sustainable competitive advantages of the firm.	The theory does not consider other resources outside the firm. For instance, outsourcing. Also, it is not clear what types of resources are good in creating competitive advantage in public sector.
Organizational Culture	<b>Organizational culture Theory</b> (Schein, 2005; Hill & Jones, 2013)	Organizational culture is the pattern of shared basic assumptions learned by a group as it solves its problem of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as correct way to perceive, feel and think in relation to the problem.	Supportive culture positively influences successful implementation of firm's strategies. Culture of commitment and loyalty cannot be easily copied by other rival firms.	The theory does not consider resistance to change from employees and role of team work (synergy). Also, role of core values in shaping behaviour of employees is not considered by this theory.
Roles of Stakeholders	<b>Stakeholder's Theory</b> Donaldson and Preston (1995)	Every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interests of all legitimate stakeholders is not self-evident.	Stakeholders are very important for successful implementation of organization strategies.	The theory does not state how non-legitimate group are dealt with by the firm. Also, the balance between the need of the firm and stakeholders is not clearly stated.

**Appendix ii: Summary of Empirical Literature Review**

<b>Variables Identified in the Study</b>	<b>Title &amp; Author</b>	<b>Findings</b>	<b>Critiques</b>
Organizational Culture Role of Stakeholders Management Commitment Organizational Resources	Factors Affecting Effective Implementation of Strategic Plans in Non-Governmental Organization in Kenya. By Abok (2013) Factors Affecting Strategy Implementation in Private Universities in Kiambu County, Kenya By Gachua and Mbugua (2016)	Organizations which provided a conducive environment were effective in incorporating culture that encouraged togetherness, team work spirit, and willingness to share and execute goals of organization. Implementation of strategies in private universities is highly influenced by management commitment and availability of resources for strategic decision making.	Findings of this study may not be generalizable to the public sector in Tanzania due to different environment and context. Further, the study did not consider other variables which are considered by this study such as top management support and an organization's resources. The study was limited to two variables and focused on the private sector which is rather different to the public-sector context under this study. The context of these two studies is different completely.
Organizational Culture	Key success factors for strategy implementation in Latin America. By Brenes and Mena (2008).	86% of the most successful firms consider aligning culture with strategy is very significant, where only 55% of less successful firms do not consider the importance of culture.	The study is about Latin America which is rather different to Tanzania and is focused on one variable. Other three variables which are considered by this study are not studied.
Organizational Culture	Key Success Factors in Implementing Strategy: Middle-Level Managers' Perspectives By Alamsjah (2011)	The findings of the study revealed that, middle-level managers could execute more successful strategy if they supported with good corporate culture that is they have shared understanding about how they do things within the organization.	The study concentrated on importance of corporate culture to managers at the middle level on strategy execution but does not comment on top level managers or other variables under this study.

Organizational Culture Management Support.	Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County Kenya. By Waititu (2016)	The study revealed that, banks that invested heavily in innovation; effective communication systems, leadership, organization structure and culture recorded high level of strategic implementation and improved organization their general performance.	The study concentrated on the influence of culture in commercial banks in Kenya and considered only two variables. The environment and context are reasonably different from Tanzania's executive agencies; hence the findings cannot be generalized.
Management Support Organizational Culture.	Factors Influencing Strategy Implementation in the Tourism Industry: A Study of Maasai Mara National Park in Kenya By Imbali, Muturi, Abuga (2016).	Values held by top management; strength of organizational culture relating to the degree of consistency of beliefs, values assumptions and practices in the sector was the most influential to strategy implementation.	The study considered only two variables. The study is on tourism sector which may not be generalizable to the public sector. Kenyan context is slightly different from Tanzania.
Organizations' Resources	Factors Affecting Strategy Implementation: A Case Study of a Local Municipality in Mpumalanga Province, South Africa By Nkosi, (2015)	Lack of adequate financial resources was a significant challenge in strategy implementation in Mpumalanga municipality.	The study considered only financial resources, did not consider other resources such as human, material and information resources. The south Africa context is quite different from Tanzania.
Organizational Culture	Factors Influencing Strategy Implementation at the National Treasury-Kenya. By Koech, and Were (2016)	Organizational culture, as reflected through shared beliefs and values, is aligned with strategies is key for effective implementation process.	The study considered only organizational culture, other variables under this study were not considered. Also, findings from the Treasury Office in Kenya may not be applicable in Tanzania's executive agencies.

**Appendix iii: Summary of Measurement Instruments**

<b>Purpose of Questions/Items</b>	<b>Sections</b>	<b>No. of Items</b>	<b>Sources</b>
Preliminary Information	A	6	
Implementation of strategic plan	B	8	Schaap, 2012; Lares-Mankki, 2014; Lynch, 2012; Gebhardt & Eagles, 2014.
Top management support	C	9	George & Desmidt, 2014; Gebhardt & Eagles, 2014
Organizations' resources	D	9	Okioga, 2012; Lynch, 2012; Griffin, 2013
Organizational culture	E	9	Schein, 2005; Hill & Jones, 2013; Flamholtz & Randle, 2011
Role of stakeholders	F	9	Singh & Mahmood, 2014; Rajasekar, 2014; Gebhardt & Eagles, 2014

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**Appendix iv: List of Agencies**

<b>No.</b>	<b>AGENCY</b>	<b>MINISTRY</b>
<b>LIST OF AGENCIES (27)</b>		
1	Agriculture Seed Agency (ASA)	Agriculture, Livestock & Fisheries
2	Business Registrations and Licensing Agency (BRELA)	Industry Trade & Investment
3	Dar es salaam Rapid Transport Agency (DART)	President's Office Regional Administration, Local Government, Civil Service & Good Governance
4	Drilling & Dam Construction Agency (DDCA)	Water and Irrigation
5	E-Government Agency	President's Office Regional Administration, Local Government, Civil Service & Good Governance
6	Fisheries and Education Authority Agency (FETA)	Agriculture, Livestock & Fisheries
7	Geological Survey of Tanzania (GST)	Energy & Minerals
8	Government Chemist Laboratory Agency (GCLA)	Health, Community Development, Gender, Seniors & Children
9	Government Procurement Services Agency (GPSA)	Finance and Planning
10	Livestock Training Agency (LITA)	Agriculture, Livestock & Fisheries
11	National Food Reserve Agency (NFRA)	Agriculture, Livestock & Fisheries
12	Occupational Safety Health Authority (OSHA)	Prime Minister's Office, Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled
13	Registration Insolvency Trusteeship Agency (RITA)	Justice & Constitutional Affairs
14	Rural Energy Agency (REA)	Energy & Minerals
15	Tanzania Building Agency (TBA)	Works, Transport & Communication
16	Tanzania Electrical, Mechanical & Electronics Services Agency (TEMESA)	Works, Transport & Communication
17	Tanzania Employment Service Agency (TaESA)	Prime Minister's Office, Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled
18	Tanzania Food and Drugs Agency (TFDA)	Health & Social Affairs
19	Tanzania Forest Service	Natural Resources & Tourism
20	Tanzania Global Learning	Education, Science, Technology & Vocational Training
21	Tanzania Government Flights Agency (TGFA)	Works, Transport & Communication
22	Tanzania Meteorological Agency (TMA)	Works, Transport & Communication
23	Tanzania Mineral Audit Agency (TMAA)	Energy & Minerals
24	Tanzania National Road Agency (TANROADS)	Works, Transport & Communication
25	Tanzania Tree Seed Agency (TTSA)	Natural Resources & Tourism
26	Tanzania Veterinary Laboratory Agency	Agriculture, Livestock & Fisheries
27	Weights and Measures (WM)	Industry Trade & Investment

**Appendix v: Introduction Letter**

**Venance Shillingi Salum**

Jomo Kenyatta University of Agriculture and Technology (JKUAT),  
Nairobi CBD Campus,  
P.O. BOX 62000-00200  
**Nairobi - Kenya**

Dear Sir/Madam (Respondent),

**RE: DATA FOR ACADEMIC RESEARCH (PhD PROJECT)**

I am a Ph.D. student at **Jomo Kenyatta University of Agriculture and Technology**, conducting a research project as one of the requirements for the award of the PhD degree in Business Administration (Strategic Management). The title of my research is *“Factors influencing implementation of strategic plans in Tanzania’s executive agencies”*. A questionnaire has been designed and attached. It will be used to gather relevant information (data) to address the research objectives of the study. The study will be conducted as an academic research and the information provided will be treated in strict confidentiality. The study will adhere to ethical principles to ensure confidentiality and report outcomes will not include reference to any specific individuals who will be respondents of this study.

Yours Sincerely,

**Venance Shillingi Salum**

PhD Candidate  
PhD in Business Administration (Strategic Management)  
Jomo Kenyatta University of Agriculture and Technology (JKUAT)  
Nairobi CBD Campus  
**Nairobi, Kenya.**

**Appendix vi: PhD Study Questionnaire**

**QUESTIONNAIRE FOR PhD STUDY**

This study is for a PhD in Business Administration (Strategic Management) at Jomo Kenyatta University Agriculture and Technology (JKUAT), Nairobi – Kenya.

The aim of this questionnaire is to determine the “**Factors influencing implementation of strategic plans in Tanzania’s executive agencies**”. The information obtained will be treated as strictly confidential to be used in academic research purpose only and not otherwise. The result of this study will be shared with your organization if you so require after the completion of this study.

**RESEARCHER DETAILS:**

**Researcher:** Venance Shillingi Salum  
**Position:** PhD Candidate at JKUAT, Nairobi - Kenya  
**Mobile:** +255 767 88 56 76/+255 787 88 56 76/+255 71588 56 76  
**E-mail:** [sshtzone@gmail.com](mailto:sshtzone@gmail.com) & [vshillingi@mzumbe.ac.tz](mailto:vshillingi@mzumbe.ac.tz)

**Date:**..... **Questionnaire No:**.....

**SECTION A: PRELIMINARY INFORMATION**

Please read each question carefully and follow the instruction given. Please answer all questions by filling or putting a tick in the box that best describes your answer. *All individual answers will be kept confidential and be used for academic purpose only*

- 1) Organization’s name (Executive Agency):  
.....
- 2) Year of establishment.....
- 3) Your name (optional).....
- 4) Respondent’s designation (position): .....
- 5) Gender: (*Tick one*) Female ( ) Male ( )
- 6) Your highest level of education  
Certificate ( ) Diploma ( ) Graduate ( ) Postgraduate ( )  
Other:.....
- 7) For how long have you worked in this organization?  
Below 5 years ( ) 6-10 years ( ) 11-15 years ( ) 16-20 years ( ) Over 20 years ( )

**SECTION B: TOP MANAGEMENT SUPPORT**

1) Do you think top management influence operations in your organization? Yes ( ) No ( )

If yes, please explain in which way

.....  
 .....

Are there any incentives offered by top management to influence performance of employees? Yes ( ) No ( )

If yes, please mention those incentives offered in your organization

.....  
 .....

2) Are there strategies used by top management to facilitate employee’s performance in your organization? Yes ( ) No ( )

If Yes, mention those strategies used to encourage employee’s performance

.....  
 .....

3) Based on your perceptions of **Top Management support** during strategy implementation, please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where a **1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree** and **5 = strongly agree**. Tick the appropriate number

S/N	Statement					
	<b>Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.1	Employees roles and responsibilities are continuously communicated by management					
4.2	Organization objectives are well communicated to employees by management					



4.3	Feedback is promptly given to employees by management					
	<b>Empowerment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.4	Management help employees with means to discharge their duties successfully					
4.5	Employees are empowered with relevant skills and expertise to carry out their daily business.					
4.6	Management provides employees freedom to do what they want to accomplish towards achieving organization objectives.					
	<b>Employees involvement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.7	Employees at all levels are involved in SP execution process					
4.8	Departmental plans are linked with organization plans					
4.9	Individual plans are linked with departmental plans					
	<b>Employee rewards</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.10	Management rewards good performers in our organization					
4.11	Poor performers are reprimanded by management in our organization					
4.12	Incentives positively influence performance of employees in our organization					
	<b>Decision making</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.13	Timely decisions are made by top management					
4.14	Employees are involved in in day to day decision making by management					
4.15	Employees are encouraged to make decisions in their daily operations					

**SECTION C: THE ORGANIZATION’S RESOURCES**

1) Do you think an organization’s resources influence implementation of strategic plans in your organization? Yes ( ) No ( )

If Yes, please explain in which way

.....  
 .....

2) How does the organization’s resources support implementation of strategic plan in your organization?

.....  
 .....

3) Are there specific resources which hinder implementation of strategic plans in your organization? Yes ( ) No ( )

If Yes, what are those resources

.....  
 .....  
 .....

4) Based on your perceptions on the **organization’s resources** during strategy implementation, please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where a **1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree** and **5 = strongly agree**. Tick the appropriate number

S/N	Statement					
	<b>Allocations of resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.1	All organization activities have sufficient allocation of resources					
5.2	Our resources are aligned with organization strategies					
5.3	The organization has adequate resources to support day to day operations					
	<b>Financial resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

5.4	The organization has adequate fund to support business operations					
5.5	Both individual and departmental plans are sufficiently funded					
5.6	Salaries and other incentives are paid on time					
	<b>Human Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.7	The organization has the right people doing the right job					
5.8	All posts are filled with competent and qualified employees					
5.9	Our organization trains employees with needed skills and expertise					
	<b>Information Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.10	The organization has reliable and timely information flow					
5.11	There is availability of modern ICT facilities in the organization.					
5.12	The organization has advanced ICT to support attainment of its objectives					
	<b>Material resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.13	The organization has rare and valuable material resources					
5.14	There adequate facilities to support business operations					
5.15	The organization has modern working tools to support its operations					

**SECTION D: ORGANIZATIONAL CULTURE**

1) Do you think your organizational culture support implementation of strategic plans in your organization? Yes ( ) No ( )

If No, why? Please explain

.....

.....

.....

Mention behaviour and values which encourage performance improvement in your organization?

.....

.....

.....

- 2) Based on your perceptions on **organizational culture** during strategy implementation, please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where a **1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree** and **5 = strongly agree**. Tick the appropriate number

S/N	Statement					
	<b>Delegation &amp; coaching</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.1	Our organization enhances delegations of activities to improve performance					
3.2	Coaching juniors by seniors employees is encouraged in our organization					
3.3	Our organization encourages mentorship for improving organization performance					
	<b>Teamwork</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.4	The organization enhances team work to improve performance					
3.5	Teams are vital in execution of organization strategies					
3.6	Our organization encourages cross functional groups in achieving organization objectives					
	<b>Flexibility</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.7	Our organization is flexible while carrying out its operations					
8.8	No money is wasted because of inefficiency or inflexibility					
8.9	No time is wasted because of bureaucracy or inflexibility					
	<b>Supportive culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

3.10	The organization has values that enhance employees performance					
3.11	Our culture encourages employees loyalty and sense of belonging					
3.12	Employees' creativity and innovativeness is enhanced in our organization					
	<b>Resistance to change</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.13	The organization has supportive culture that overcome internal resistance to change					
3.14	Employees are well informed of new strategies to reduce resistance					
3.15	Employees are trained in new expertise to successfully execute new strategy					

**SECTION E: ROLES OF STAKEHOLDERS**

1) Are there roles played by stakeholders in implementation of strategic plans in public sector? Yes ( ) No ( )

If "Yes" Please mention roles played by stakeholders in your organization

.....  
.....  
.....  
.....  
.....

2) What challenges do you face from stakeholders while carrying day to day activities in your organization?

.....  
.....

3) Do you think stakeholders support future direction of your organizations? Yes ( ) No ( )

If Yes, mention projects and areas which have been supported by stakeholders

.....  
.....

3) Based on your perceptions on the **role of stakeholders** during strategy implementation, please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where a **1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree** and **5 = strongly agree**. Tick the appropriate number

S/N	Statement					
	<b>Contributions of stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.1	Parent ministry supports our operations in term of policy, rules and regulations					
4.2	Donors support various projects in our organization					
4.3	Our organization receives contributions and other support from various stakeholders					
	<b>Varying Interests of stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.4	Our parent ministry interferes with our plans which influence our operations					
4.5	Stakeholders support organization interests despite diversified interests					
4.6	Organization interests are prioritized over stakeholder's individual interests					
	<b>Conflicting opinion of stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.7	Parent ministry demands may conflict with organization objectives and hence hinder performance					
4.8	Politicians opinions are not always positive towards achieving organization objectives					
4.9	Public opinion may influence negatively our strategies towards achiveing organization objectives					
	<b>Government policy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.10	Our operations are highly influenced by existing policies from parent ministry.					
4.11	Ad-hoc policies made by government influence our operations.					
4.12	The organization frequeently changes its operations to reflect changes in government policies.					
	<b>Responsiveness of stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.13	The government and public are supportive to the business operations of the organizations					
4.14	There are committed donors and other stakeholders to the operations of our organization					
4.15	Our stakeholders respond positively with moral and material support to achieve organization objectives					

**SECTION F: IMPLEMENTATION OF STRATEGIC PLANS**

- 1) Does your organization have a strategic plan?  
Yes ( ) No ( )  
If yes, is it current Yes ( ) No ( )
- 2) Does your organization implement its strategic plan? Yes ( ) No ( )  
If **Yes**, how long do you take to review your strategic plan? Please explain  
.....  
If **No**, why? Please explain  
.....  
.....
- 3) Does the implementation happen within the estimated time-frame? Yes ( ) No ( )  
If No, what factor (s) contribute to non-implemntation of strategic plan in your organization?  
.....  
.....
- 4) Are there challenges facing successful implementation of strategic plan in your organization? Yes ( ) No ( )  
If yes, what are they? Please mention them below  
.....  
.....  
.....
- 5) Based on your perceptions on **implementation of strategic plans** in your organization, please indicate the extent to which you agree or disagree with the following statements. Use a **5-point scale** where a **1 = strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree** and **5 = strongly agree**. Tick the appropriate number

S/N	Statement					
	<b>Planning Scope</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.1	Our organization has a clear planning scope of strategic plan					
5.2	Our strategic plan is on five years basis					
5.3	The planning scope is linked to the national strategic plan					
	<b>Review Period</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.4	Our strategic plan is reviewed within the planned timeframe					
5.5	Our organization review strategies which are not supporting organization objectives					
5.6	Our organization has feedback systems that easier the review process					
	<b>Timeliness &amp; Processes</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.7	All planned activities are implemented within timeframe					
5.8	There is clear process of executing strategies in our organization					
5.9	Individual plans are carried out to achieve organization objectives					
	<b>Actions Plans &amp; systems</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.10	The annul budget is linked with our strategic plan					
5.11	Our action plans are linked with annual budget					
5.12	Our organization has a system which is supported by effective legal and regulatory framework to facilitate operations					
	<b>Linkage with other performance tools</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.13	Our strategic plan is linked with other performance tools. example. OPRAS or Balance scorecard					
5.14	Our performance tool links our organization objectives with departmental and individual objectives					
5.15	The linkage of strategic plan with other performance tools improve performance in our organization					

*Thank you for your time!*



**Appendix vii: Interview Guide**

*The respondents are allowed to talk anything relating to the topic, the researcher will use tape recorder to capture more information from respondents.*

- 1) Name of the (executive agency) organization
- 2) When the executive agency started
- 3) Position/designation of respondent
- 4) What is your strategic plan timeframe? Do you review your plans?
- 5) What challenges do you face in implementation of your strategic plans?
- 6) Does top management positively or negatively influence your effective strategic plan implementation?
- 7) How does organizational culture influence implementation of strategic plans?
- 8) Do you have resources that are adequate to execute strategies? Are there any challenges do you face in your organization's resources?
- 9) What role do stakeholders play in implementation of strategic plans?

*Thank you for your time!*