



**FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIC PLANS IN PUBLIC
UNIVERSITIES IN KENYA: A CASE STUDY OF JOMO KENYATTA UNIVERSITY
OF AGRICULTURE AND TECHNOLOGY**

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Abstract

The Government of Kenya has adopted strategic planning in various institutions and Ministries to address distinct and prioritized strategic issues in order to upgrade service delivery and bolster employee and institutional efficiency. Institutions of higher learning and more so the public universities, have in the past years been adhering to this law by setting strategic plans and implementing them in the institutions. For instance, the JKUAT 2013-2017 strategic plans and UON 2013-2017 strategic plans to mention just but a few. The objectives of the study were to assess whether managerial support, resource allocation, performance appraisal system and organizational culture constitute factors affecting the implementation of strategic management plans in public universities in Kenya. The study focused on the Public universities in Kenya with a case study of JKUAT. Data was gathered through a structured questionnaire which was pre-tested on a 10% sample randomly selected from the study population to ensure reliability and validity of the tools. The data collected in the descriptive research design was analyzed by use of statistical package software for social sciences, SPSS. The stratified sampling technique was conducted to select the sample. These strata were; administration, teaching and non-teaching. The sample was composed of 100 respondents. The results were presented using tables. Multiple Linear Regression analysis was used for inferential analysis. The results revealed that all the variables had a positive and statistical significance effect on the implementation of strategic plans in public universities in Kenya. The study concluded that all the variables significantly affected strategy implementation in public universities in Kenya. Therefore, it was recommended that the universities should implement a management support system, increase resources for strategy implementation including hiring competent staffs and offering regular training the existing employees to ensure that they are updated on the new principles of management.

Keywords: Management support, Resource allocation, Performance Appraisal system, Organizational culture and Implementation of Strategic plans

1.1. Introduction

Strategic management act is an important tool for integration of strategic planning and implementation in an organization in an ongoing manner to enhance achievement of its mission (Bryson, 2011). The strategic plan is a tool for organizing and determining what is to be done in order to achieve the vision and mission of the organization as the bottom line. The changing macro- environment has created a need for institutions to re-align their objectives and set mandate for their nations to achieve faster development (Kitonga, 2012).

New technology has changed the way of doing things, and the macro-environment in totally. The dynamism has forced the management to review their management styles so as to achieve competitive advantage both locally and globally. In order to provide a solution for a better performance the management has nowadays engaged in strategic plan formulation and implementation such that when the strategies are successively implemented, then the objectives of the organizations are achieved. Steiner (1979) was first to note that the framework for formulating and implementing strategies requires a strong backbone in the formulation process. However, Steiner observed that due to the misunderstanding of the factors that influence the implementation process, adoption of strategic management often leads to incomplete implementations, and thus organizations end up not achieving their main objectives fully.

A strategic plan has been defined differently by various scholars. It is a document developed to guide or lead an organization in the right direction as it prepares for the future by continuously adjusting its academic direction. In response to a changing academic landscape, successful planning effort produce many benefits some of which Bryson (2000) identifies as: (i) the promotion of strategic thought and action is based upon data gathered about the institution; (ii) systematic information gathering will result as a benefit of strategic planning; (iii) improved decision-making (iv) vital issues and challenges must be identified and planned (v) improved organizational responsiveness and improved performance. Members of the institution will respond positively to an administration that works towards resolution of the issues facing it. Strategic planning helps organization (i) clarify future direction, (ii) establish priorities, (iii) diversify its products or services (iv) deal effectively with rapidly with changing circumstances (Wasike, 2010).

In this era of globalization when the world is continuously undergoing many rapid changes in all fields, the environment in which organizations now operate is no longer stable and predictable. Strategic planning then can provide an operational framework allowing organizations to cope with changes and gain a competitive edge (Schroeder, 2002). This research study attempts to investigate how Institutions of Higher learning and specifically the public universities, have adopted strategic planning to cope with changes, what factors that have helped them make any achievement well as what challenges that they encountered in the effective implementation of strategic plans.

According to Ministry of Education report (2007), Education is widely recognized as key to national development. An increase in access and quality of education, relative to the national

population is critical to social-economic growth and productivity (Kitonga, 2012). Since the country gained its independence the government has focused on the role of education and as a result it has expanded the access by increasing the number of colleges and universities all over the country. A good example of this expansion is evidenced in 2013 when many colleges were chartered to university. This expansion has been accompanied by challenges, one of them being giving quality services. The EFA 2000 Assessment Report for Kenya as cited by Kitonga (2012) indicates that although education has been a concern for the government and other development actors, Kenya is yet to achieve EFA goals because of the increasing levels of poverty, continued implementation of SAPs and servicing of both domestic and international debts. The poor, who constitute 60 percent of the population, continue to miss out on education, notwithstanding the quality (OOA Achieved News, 2008). Measures have been taken as a means of improving the quality of training in the universities. Thus strategic planning has been embraced by these institutions as a means improving the quality of training and other services offered by them.

Strategy implementation on the other hand focuses on the translation of the formulated strategies so that each strategy can deliver results that enhance organizational performance. Kotter (1997) is of the view that strategy implementation is relatively more important compared to the strategy formulation due to its connection with organizational performance. Collins and Nicols (2007), looking at the school strategic planning say that, the worst thing is spending all the time to develop the strategic plan and then ignoring it or finding it is unworkable. Lawrence (2001) adds that very few countries have committed themselves to the discipline necessary for implementing an integrated school development program.

1.2. Statement of the Problem

Mwangi (2014), noted that public universities in Kenya have emerged as key drivers in developing the human resource which is required to drive the country's economic social and economic growth as well being the one of the key pillar in the attainment of vision 2030. In the same study, it is also noted further that the courses that the public universities offer play an important role in producing graduates who can be absorbed in the labour markets and steer the wheel of national development. The author concluded by stating that there has been complains by some employers that graduates coming out of universities and colleges do not measure to the expectations of the performances of the job markets and therefore there is need to develop and implement effective strategies that will address this challenge.

Nyakeriga (2015), asserts that in Kenya as a formality, all public universities have strategic plans on paper. Most of them have not implemented their strategic plans as evidenced by the poor performance in structural development, poor internal organization and incompetent personnel, poor administrative systems and policies, and weak human resources practices. In that study it is further noted that, poor performance of university activities by its management has led to stagnation of planned development project.

Wasike, (2010), note that though Several strategic plans have been developed the public universities, they were ineffectively and inefficiently executed, in some cases not implemented at all. According to Kitonga (2012), Several factors have been cited to have contributed to this scenario one of the reasons cited is failure to effectively monitor and evaluate implementation of the strategic plan at the public universities leading to massive misuse of limited government allocations as well as time wasting and poor services delivery. This has resulted to poor service delivery to the country because of poor trained personnel coming from these institutions.

Due to the scarcity of the papers on the strategy implementation among universities in Kenya as revealed by few papers reviewed, this study will investigate the factors that influence strategy implementation in Public Universities. In particular, this paper will attempt to answer the question whether there are linkages between management support, resource allocation, performance appraisal system, organizational culture as the hypothesized explanatory variables and strategy implementation as the dependent variable.

1.3. General objective

The general objective of the study is to investigate the factors affecting effective implementation of strategic plans in public Universities in Kenya: A case study of Jomo Kenyatta University of Agriculture and Technology will be used in this project.

1.3.1 Specific Objectives

- i. To establish how management support influences implementation of strategic plans at JKUAT
- ii. To determine how resource allocation influences implementation of strategic plans at JKUAT.
- iii. To establish how the performance appraisal system influences the implementation of strategic plan at JKUAT.
- iv. To examine how organizational culture influences the implementation of strategic plan at JKUAT.

1.4 Research Questions

The study answered the following research questions:

- i. What is the influence of Management support on implementation of strategic management plans at JKUAT?
- ii. What is the influence of resource allocation on implementation of strategic plans at JKUAT?
- iii. What is the influence of Performance Appraisal System in the implementation of strategic plans at JKUAT?

- iv. What is the influence of organizational culture in the implementation of strategic plans at JKUAT?

1.5 Scope of the study

The study seeks to investigate factors influencing strategic implementation in public universities in Kenya. The Jomo Kenyatta University of Agriculture and Technology (JKUAT) will be a case study. The focus will be on three categories of university employees. These are; Management, Teaching and Non-teaching teams of the University.

2.2. Theoretical framework

2.2.1. Resource Based Theory

The resource based theory was first advanced by Penrose in 1959. According to Penrose (1959) organization with managers who are familiar with the resource capability of the firm will outperform others firms. The explanation was that the manager's decisions are highly supported by the available resources. The early writing of Wernerfelt (1984) provide that resource based view (RBV) essentially argues that any form of sustainable competitive advantage that a firm may develop results from the unique resource endowments of the firm. This view of the importance of a firm's resources is reflected in the value resources- inimitability organization (VRIO) framework popularized by Barney, (1991) as cited in Sanchez, (2004) which proposes that an analysis of a firm's internal strengths and weaknesses should address the four questions on the value and rareness of a resource, ease of imitability of a capability and resource, and organizations capability to exploit its resources. The organization determines the value, rareness, imitability to ensure sustainability of resources that are required during the period of strategy implementation process (Gitau, 2012).

2.2.2 Open Systems Theory

This theory was first coined by Bertalanffy in (1968). Chiuri (2015), Concur that organizations are strongly influenced by their surrounding environment. Bastedo (2004), asset that open systems theory was developed during the time of World War II in reaction to earlier theories of organizations, such as the human relations perspective of Elton Mayo and the administrative theories of Henri Fayol. As a result, open systems theories come in many flavors. For example, contingency theorists argue that organizations are organized in ways that best fit the environment in which they are embedded. Institutional theorists see organizations as a means by which the societal values and beliefs are embedded in organizational structure and expressed in organizational change. Resource dependency theorists see the organization as adapting to the environment as dictated by its resource providers. Although there is a great variety in the perspectives provided by open systems theories, they share the perspective that an organization's survival is dependent upon its relationship with the environment.

2.2.3 Path – Goal Leadership Theory

The path goal leadership theory was first advanced by Evans in (1970). This theory states that the main function of the leader is to illuminate and set goals at the strategy implementation stage with subordinates, help them to find the best path for achieving the goals and remove obstacles. The theory proposes that situational factors contributing to effective leadership including characteristics of the subordinates such as their needs, self-confidence, and abilities and the work environment, including tasks, reward systems relationship with coworkers that drive strategy implementation.

The theory categorizes leader’s behavior as supportive, participative, and instrumental, achievement oriented, and transformational leadership. The theory suggests that the behavior of the leader is acceptable and satisfies subordinates to the extent that they can see it as a source of their satisfaction. The behavior of the leader increases the effort of the subordinates (motivating) to implement a specific strategy. The leader influences the path taken to accomplish a strategy between behavior and goals by defining the positions and task roles, removing obstacles to performance, by enlisting the assistance of group members in setting goals, promoting group cohesiveness and team effort, by increasing the opportunities for personal satisfaction in work performance, by reducing stress and external controls, by making expectations clear, and meeting members expectations.

2.3. Conceptual framework

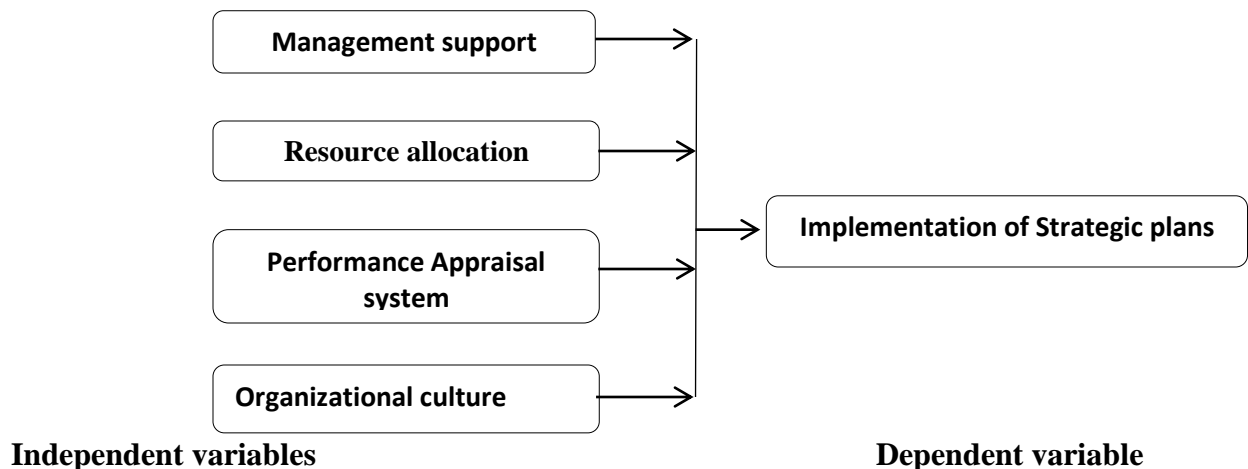


Figure 2.1 Conceptual framework

2.4. Research Gaps

The problem of ineffective strategic implementation in organization has been trending for a couple of years. This has created an area of interest with many studies being conducted to investigate the cause and provide remedy. Gitau (2012) conducted his study on strategic implementation in the veterinary department. He observed that poor management and lack of

skill in the top management level has led to poor implementation of strategic plans in the department. Mwajuma (2013) conducted a study to investigate factor influencing strategy implementation in government organizations. She concluded that organization resource, communication, and culture affect strategy implementation. Wasike (2010) conducted his study on public universities with a case study of JKUAT. He failed to consider that the public universities are located in different Macro environment and have different management. He failed to generalize his findings and link them to all universities in Kenya. Despite of the ideas developed from all past studies still strategic plans implementation in the universities have not been implemented fully, thus leaning leakages which have hindered effectiveness and efficiency of service delivery. Therefore, it is imperative that pragmatic strategic planning coupled to timely intervention, monitoring and prioritized problem solving be the major steps the Universities can take to address the challenges they face in enhancing the quality of their programmes in provision of training services. This study sought to find out the factors that influence implementation of the strategic plan in Public Universities in Kenya with a Case study of JKUAT.

3.0 RESEARCH METHODOLOGY

The target population for this was 100 employees at JKUAT that were classified into administration, teaching and non-teaching categories. Stratified random sampling was employed in the selection of the research sample. The respondents were stratified as those in Administration, Teaching and Non-teaching positions. In total therefore the sample was composed of 100 respondents which was also equal to the target population of the study.

The study applied the correlation analysis and multivariate regression analysis to establish the relationship between the dependent and the independent variables. The regression model is as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = strategic plans implementation

β_0 = Constant Term

β_1 = Beta coefficients

X1 = Management support

X2 = Resource allocation

X3 = Performance appraisal

X4 = organizational culture

ε = Error Term

4.0 RESULTS AND DISCUSSION

4.1. Correlation Analysis

The correlation analysis was conducted to assess the multicollinearity problem. From table 4.1 it can be observed that the correlation between the independent variables and the dependent variable was high and positive at 0.77, 0.677, 0.640 and 0.593 for management support, resource allocation, organizational culture and performance appraisal respectively. The implication was that the high correlation between implementation of strategic plans and its determinants was good for regression analysis. The interpretation was that the level of multicollinearity between the independent variables was not very high which meant that the influence of each variable in the regression model could be isolated individually.

According to Brook (2002) multicollinearity is the problem that occurs when the explanatory variables are very highly correlated with each other. Brook noted further that if there is no relationship between the explanatory variables, they could be said to be orthogonal to one another. If the explanatory variables were orthogonal to one another, adding or removing a variable from a regression equation would not cause the values of the coefficients on the other variables to change. Burns and Burns (2008), asserted that multi-collinearity is the presence of very high correlations between the independent variables and should be avoided.

On the other hand however a very high correlation between the independent and the dependent variable is termed as good since it shows the explanatory power of the individual independent variable. From table 4.1 it was noted that the correlation between hotel performance and the various independent variables was above 30%, which was a good indicator of the explanatory power of the independent variables on the variance of the dependent variable.

Table 4.1 Correlation Analysis

	Implementation of strategic plans	Management Support	Resource Allocation	Organizational Culture	Performance Appraisal
Implementation of strategic plans	1				
Management support	0.770	1			
Resource Allocation	0.677	0.463	1		
Organizational Culture	0.640	0.423	0.427	1	
Performance Appraisal	0.593	0.451	0.464	0.701	1

Appraisal	0.000	0.000	0.000	0.000
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4.2 Regression Results

4.2.1 Management Support

From the regression model and table 4.2, the coefficient of management support was found to be 0.291. This value shows that holding other variables in the model constant, an increase in management support by one unit causes strategy implementation by universities to increase by 0.291 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between the management support and strategy implementation in JKUAT.

The coefficient is not just positive but also statistically significant with a t-statistic value of 3.730. In statistics, a t-statistic of 2 and above is normally accepted to be significant in statistical inference. The standard error was found 0.078 and the p-value was found to be 0.000. The variable was also found to be the second most influential variable on the strategy implementation of JKUAT. The findings support those of (Mwajuma, 2013), (Aaltonen and Ikavalko, 2002), (Mankins and Steele, 2005), (Mankins and Steele, 2005) and (Wasike, 2010) and Al-Mashari *et al.*, (2000) who found that management support has an effect in strategy implementation at the university.

The results thus show that the management support by JKUAT University enhance the strategy implementation. The implication is that all the universities in Kenya should make sure that management support is prioritized when implementing strategic plans.

4.2.2 Resource Allocation

From the regression model and table 4.2, the coefficient of resource allocation was found to be 0.223. This value shows that holding other variables in the model constant, an increase in management support by one unit causes strategy implementation to increase by 0.223 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between the resource allocation and strategy implementation in the JKUAT.

The coefficient is not just positive but also statistically significant with a t-statistic value of 3.279. In statistics, a t-statistic of 2 and above is normally accepted to be significant in statistical inference. The standard error was found 0.068 and the p-value was found to be 0.000. The variable was also found to be the third most influential variable on the performance of JKUAT. The findings support those of (Gitau, 2012), (Mankins and Steele, 2005) and (David, 2002) who found that resource allocation had an effect on strategy implementation.

The results thus show that the resource allocation by JKUAT University enhance the strategy implementation. The implication is that all the universities in Kenya should make sure that resource allocation is prioritized when implementing strategic plans.

4.2.3 Organizational Culture

From the regression model and table 4.2, the coefficient of organizational culture was found to be 0.332. This value shows that holding other variables in the model constant, an increase in organizational culture by one unit causes the strategy implementation to increase by 0.332 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between the organizational culture and strategy implementation at JKUAT and all universities in Kenya in general.

The coefficient is not just positive but also statistically significant with a t-statistic value of 6.148. In statistics, a t-statistic of 2 and above is normally accepted to be significant in statistical inference. The standard error was found 0.054 and the p-value was found to be 0.000. The variable was also found to be the most influential variable on the strategy implementation at JKUAT. The findings support those of Leland (2005), (Pluinkett and Attner ,1996), (Robbins ,1990), (Ahamed and Shafiq ,2014) and Wambugu (2014) who found that organizational culture has effect on strategy implementation.

The results thus show that the organizational culture by JKUAT University enhance the strategy implementation. The implication is that the universities in Kenya should make sure that organizational culture is prioritized when implementing strategic plans.

4.2.4 Performance Appraisal system

From the regression model and table 4.2, the coefficient of performance appraisal system was found to be 0.152. This value shows that holding other variables in the model constant, an increase in management support by one unit causes the performance appraisal system to increase by 0.152 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between the performance appraisal system and strategy implementation at JKUAT all universities in Kenya in general.

The coefficient is not just positive but also statistically significant with a t-statistic value of 3.455. In statistics, a t-statistic of 2 and above is normally accepted to be significant in statistical inference. The standard error was found 0.044 and the p-value was found to be 0.000. The variable was also found to be the least most influential variable on the performance of JKUAT university. The findings support those of (Wasike, 2010), Schultz, *et. al.* (2003), Armstrong (2001) and Spangenberg (1994) who found that performance appraisal system has effect on strategy implementation.

The results thus show that the performance appraisal system by JKUAT University enhance the strategy implementation. The implication is that the managers should make sure that performance appraisal system is prioritized when implementing strategy.

Table 4.2 Regression Results

	Coefficient	Standard Error	t-statistic	p-value
(Constant)	1.034	0.370	2.7946	0.012
Management Support	0.291	0.078	3.730	0.000
Resource Allocation	0.223	0.068	3.279	0.000
Organizational Culture	0.332	0.054	6.148	0.000
Performance Appraisal system	0.152	0.044	3.455	0.000
F=> 57.050	P=> 0.000		Adjusted R-squared	
0.739				

The fitted regression model is

$$Y = 1.034 + 0.291X_1 + 0.223 X_2 + 0.332X_3 + 0.152X_4 + \varepsilon$$

Standard error	0.37	0.078	0.068	0.054	0.044
t- statistics	2.79	3.730	3.279	6.148	3.455
p- value	0.012	0.000	0.000	0.000	0.000

Where; Y = Implementation of strategic plans, X1 = Management support, X2 = Resource allocation, X3 = Organizational culture, X3 = performance appraisal system, β_0 = Intercept, β_1 , β_2 , β_3 , β_4 = Coefficients, ε = Error Term

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the findings

5.1.1 Influence of Management Support on the Implementation of strategic plans

From the findings, the constructs of management support were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. All the measurers of management support were also found to have effect on the strategy implementation as shown by the various responses from the respondents that were presented using table where the response was also in percentage form. This variable was found to have a positive effect on strategy implementation. This meant that improvement in management support facilitate the implementation of strategic plans at JKUAT and all public universities in general.

The findings therefore showed that for the public universities in Kenya to improve on strategy implementation they should improve and encourage good management support. These findings support those of (Mwajuma, 2013), (Aaltonen and Ikavalko ,2002), (Mankins and Steele, 2005), (Mankins and Steele, 2005) and (Wasike, 2010) and Al-Mashari *et al.*, (2000) who found that management support has a significant effect on implementation of strategic plans.

5.1.2 Influence of Resource Allocation on the Implementation of strategic plans

From the findings, all the measurers of resource allocation were found to have effect on the implementation of strategic plans as shown by the various responses from the respondents that were presented using table where the response was also in percentage form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. This variable was found to have a positive effect on strategy implementation. This meant that improvement in resource allocation facilitate the implementation of strategic plans at JKUAT and all public universities in general.

The findings therefore showed that for the public universities in Kenya to improve on implementation of strategic plans they should improve and encourage proper allocation of resources. These findings support those of (Gitau, 2012), (Mankins and Steele, 2005) and (David, 2002) who found that resource allocation has a significant effect on implementation of strategic plans.

5.1.3 Influence of Organizational Culture on the Implementation of strategic plans

From the findings, all the measurers of organizational culture were found to have effect on the implementation of strategic plans as shown by the various responses from the respondents that were presented using table where the response was also in percentage form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. This variable was found to have a positive effect on strategy implementation. This meant that improvement in organizational culture facilitate the implementation of strategic plans at JKUAT and all public universities in general.

The findings therefore showed that for the public universities in Kenya to improve on implementation of strategic plans they should improve and encourage the practice of good organizational culture. These findings support those of Leland (2005), (Pluinkett and Attner, 1996), (Robbins ,1990), (Ahamed and Shafiq ,2014) and Wambugu (2014) who found that organizational culture has a significant effect on implementation of strategic plans.

5.1.4 Influence of Performance Appraisal system on the implementation of strategic plans

From the findings, all the measurers of performance appraisal system were found to have effect on the strategy implementation as shown by the various responses from the respondents that were presented using table where the response was also in percentage form. The constructs were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. This variable was found to have a positive effect on strategy implementation. This meant that improvement in performance appraisal facilitate the implementation of strategic plans at JKUAT and all public universities in general.

The findings therefore showed that for the public universities in Kenya to improve on implementation of strategic plans they should improve and encourage good performance appraisal system. These findings support those of (Wasike, 2010), Schultz, *et. al.* (2003),

Armstrong (2001) and Spangenberg (1994) who found that performance appraisal has a significance effect on implementation of strategic plans.

5.2 Conclusions

The study concludes that management support has significant effect on implementation of strategic plans among public universities in Kenya. The revelation that management support had a positive effect on implementation of strategic plans, was a good indication that increase in management support motivates implementation of strategies in public universities in Kenya. This variable was found to have a statistically significant effect on implementation of strategies in the universities. The influence of this variable was the second highest on implementation of strategic plans.

The study concludes that resource allocation has significant effect on implementation of strategic plans among public universities in Kenya. The revelation that resource allocation had a positive effect on implementation of strategic plans, was a good indication that increase in resource allocation motivates implementation of strategies in public universities in Kenya. This variable was found to have a statistically significant effect on implementation of strategies in the universities. The influence of this variable was the third highest on implementation of strategic plans.

The study concludes that organizational culture has a significant effect on implementation of strategic plans among public universities in Kenya. The revelation that organizational culture had a positive effect on implementation of strategic plans, was a good indication that increase in organizational culture motivates implementation of strategies in public universities in Kenya. This variable was found to have a statistically significant effect on implementation of strategies in the universities. The influence of this variable was the highest on implementation of strategic plans.

The study concludes that performance appraisal has significant effect on implementation of strategic plans among public universities in Kenya. The revelation that performance appraisal had a positive effect on implementation of strategic plans, was a good indication that increase in management support motivates implementation of strategies in public universities in Kenya. This variable was found to have a statistically significant effect on implementation of strategies in the universities. The influence of this variable was however the least on implementation of strategic plans.

5.3 Recommendations

Management Support variable was found to be a key determinant of implementation of strategic plans, the recruiting authority of the universities in Kenya should keep a keen eye on recruiting the management with the necessary qualifications. The existing managers should also make sure that they offer a helping hand to the employees so that the strategic plans in paper can be implemented on the ground.

The managers should come up with more innovative ways of them inspire employees to work harder, the management should also be involved in solving conflicts and disputes among all the employees in order to improve the internal productivity. The leadership should encourage teamwork

Resource Allocation variable was found to be a key determinant of implementation of strategic plans. The universities should make sure that the resources are allocated in a more effective way. The universities should also make sure that the potential partners are identified who have economic power to boost investments in the various strategic plans drawn by the institutions. The government should also allocate adequate resources to the universities to enable them implement their strategies.

The managements of the public universities should come up with more innovative ways of ensuring that adequate resources are set in the university budgetary process, the institution get donations from partners, the organizations get resource allocation from the state and the resources are utilized efficiently and effectively.

Organizational Culture variable was found to be a key determinant of implementation of strategic plans. This finding revealed that culture is an integral part of the universities just as it is in other institutions. The study therefore recommends that all universities should cultivate a supporting culture.

The universities need to have conducive culture, they also need to make sure that organizational attitudes are effectively shared, the organizational values need to be understood by the employees and finally all the university departmental units should maintain a good relationship with each other if they are to succeed.

Performance Appraisal system variable was found to be a key determinant of implementation of strategic plans. This finding revealed that performance appraisal system is an integral part of the universities just as it is in other institutions. The study therefore recommends that all universities should cultivate an effective and fair Performance Appraisal system.

The universities need to ensure that employees receive regular training, they also need to ensure that the staff is promoted on basis of their results and performance, these institutions should also ensure that employees are rewarded for their excellent performance and that the appraisal system motivate employees to be more productive.

5.4 Area for further research

Future research should be directed towards identifying more variables that affect employee performance. Good examples are, relationship in organization, internal factors, legal political, policies and regulation among others. From the regression model it was noted that the variables included were only able to explained 87.3 % of the variation while 13.7% was not explained. This study therefore recommends the improvement of this model by including more variables that are relevant in explaining the variation some of which have been mentioned above. This research paper also recommends further research to include studies in other organizations apart

from learning institutions. This recommendation is based on the premise that all other public universities and private universities were left out in this research though the findings were generalized to all public universities in the country.

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