ORGANIZATIONAL FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN THE ANGLICAN CHURCH OF KENYA: THE CASE OF KIRINYAGA DIOCESE, KENYA

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ABSTRACT

There is a vast knowledge on strategic planning practices and strategy implementation that have been put forward by many researchers. Most of researches have been done in strategic planning practices for profit or business organizations; there are very few researches that have been done on planning practices and strategy implementation on not-for-profit organizations. Out of the few that have been done on not for profit making organizations only a few dealt on churches. This study therefore sought to fill that existing research gap by carrying out a study on organizational factors influencing implementation of strategies in the Anglican Church of Kenya, Kirinyaga Diocese. It explored alternative approaches that could be adopted to facilitate effective implementation of the strategic plans. The study investigated the influence of resources, leadership, church culture, and church structure on the implementation of strategic plans. Both primary and secondary data were used for this study. To obtain the primary data semi-structured questionnaires were distributed to 73 respondents out of a population of 367. These were drawn using stratified random sampling from the senior clergy, departmental heads, Vicars, and vice-chairpersons of local church councils. A simple random sampling procedure was used to identify the respondents. The return rate was quite high as 70 questionnaires were collected out of the 73 distributed, which was a 98% response rate. The secondary data included the already documented materials such as the strategic plans and annual reports of the diocese and various departments among other published materials. The qualitative data collected was analyzed through content analysis while the quantitative data was analyzed using SPSS in order to establish the relationship between the variables. The analyzed information was presented in form of reports, frequency tables, graphs, and percentages. The study showed that the structure correlate well with the strategy implementation. The leadership, resources, organizational structure, and organizational culture also relate well with the strategies implementation. This was well proved through the correlation analysis done in chapter four. From the study it is clear that the members’ satisfaction is a major factor in the church. The respondents who were in agreement were 25.1%. These submitted that members satisfaction makes them embrace the implementation of the strategies that also finally leads to loyalty among the church members. The study also revealed that resources availability and their allocation is the main factor influencing implementation of strategies in the Anglican Church of Kenya Kirinyaga Diocese at 75% compared to the other factors such as leadership, structure, and culture.

Key Words: Organizational, Strategy Implementation, Strategic Planning
INTRODUCTION

Background of the study

According to Bryson (2004) strategic planning involves a process of planning which results in the organization’s strategic plan. Strategy helps the organization to meet its uncertain situations with due diligence. Without a strategy, the organization is like a ship without a rudder. It is like a tramp, which has no particular destination to go to. Without an appropriate strategy effectively implemented, the future is always dark and hence, more are chances of organizational failure (Ambia, 2012).

The strategic plan and its implementation are the focal point of any organization, be it for-profit or not-for-profit organization. Sanderlands (1999) argues that people under estimate the commitment, time, and energy needed to overcome inertia in their organization and translate plans into action. Strategy can only impact on the bottom line if it is successfully implemented. To enable an organization to survive, remain relevant, competitive and grow. Implementation forms a core part of overall organization growth and success. Whereas most organizations have good plans and strategies, successful strategy implementation remains a major challenge.

According to Mintzberg, (2008), 90% of well formulated strategies fail at implementation stage. Strategy implementation comes after the formulation process but implementation requires both planning, how choices of strategies are put into effect, and managing the changes that are required in the process. The implementation process is full of complexity and challenges if the desired changes are to be implemented. These are some of the issues that this study will seek to investigate.

Strategy formulation and implementation involves both tangible and intangible variables such as cultures, values, motivation, commitment, power relationships, and attitudes, perceptions, managing human and physical resources. Organizations that want to be successful must develop strategies and implement them successfully. If the strategies are developed without taking into consideration the organizational objectives, it’s implementation will lead to problems arising hence failing (Abuya, 2011). This and more is what this research will seek to investigate in reference to the ACK Diocese of Kirinyaga, in Kirinyaga County.

Strategic planning process for churches

Strategic planning has always been viewed with Skepticism, by many church leaders who find formal planning a formidable exercise, for which most of them are not trained, Myer (1983). According to Myer, there is also a view that planning is not biblical as some pastors have felt that because churches are not business, they must not be managed as such. To them spiritual management is required for spiritual organizations. According to this view church leaders are supposed to manage through God’s perfect guidance and direction, waiting patiently for God to make things happen rather than “forcing things to happen”. Furthermore churches are admonished to strive for truly spiritual goals, not the numerical or quantifiable goals stressed in business, Myer, (1983).

Although planning has received more and more recognition for its applicability to churches, there are still some who doubt its worth to a religious organization, George (1992). However; the Bible does teach planning both implicitly and explicitly. George further submits that a careful study of the bible demonstrates the appropriateness and necessity for churches to plan their daily affairs. The bible enables us to know God’s will and actions that are anointed. We
do our best and then ask God for His best. For example, while studying creation it is obvious that God worked with a master plan. However this has been long forgotten with time leading to severe repercussions in the recent years, like the inability of the church in meeting their congregation needs and the decline in the number of church goers. This has led to the need for the introduction of strategic planning to mobilize and motivate the church in the achievement of their goals George (1992).

The concept of strategic planning is a business-based discipline, which serves as a roadmap for the organizations to visualize their goals and know how to get there. Although this definition can be applied in this case, a suitable church-specific definition of strategic planning was provided by Van Auken (1991), where he described planning as the process of turning vision into reality, others like Gangel (1989), pronounced the fact that church leaders should actively engage in planning. He stated that “The development of goals in a church or any Christian organization must be accompanied by development of a plan whereby those goals can be achieved”. Effective planning is thus a prerequisite for the success of any organization and that includes a church as well.

The strategic planning process for churches involves matching the resources of the Ministry and the available opportunities. The church should pen down the steps for their strategic planning process. The first step is to define the purpose or the mission or the reason for its being. This includes bringing together the right people who would be responsible for visualizing and incorporating what the organization is to become. A good statement purpose sets the boundaries, in the realization of the goals and brings clarity as to what the church is to do. The second step is analyzing the environment. This is an important part of any planning process, which would give the church an overview of the external environmental opportunities and threats as well as the internal strengths and weakness. A very useful method in this case would be a SWOT analysis, which is an acronym for strength, weakness, opportunities, and threats. A detailed SWOT analysis can help the church to realize that factors on which it has control and act on them.

The third step is to set the objectives. The objectives are the desired results which also serve as the yardstick for performance measure. It involves listing down the objectives that the church needs to achieve in clear, concise statements. These objectives should be in tune with the church’s overall goals and should also enable it to mobilize the energy and resources for the same.

The objectives are then turned into action plans by defining the overall strategy and turning it into operational plans. This is the fourth step in which every plan provides a definite view of what is needed. The fifth step follows once the plan has been implemented and this involves evaluation and control. The results could be on church attendance, baptisms, or even a change in behavior but these needs to be appraised and controlled. It also involves altering the objectives, to adjust activities, people, or finances.

The strategic plan therefore acts as a blueprint that would guide the church or the Ministry in the implementation of their plans. As churches increasingly face declining numbers and finances, a strategic plan can go a long way in addressing issues of the constantly changing world. It is vital that church leaders from around the world be provided with skills and the training for incorporating the strategic planning in their ministries Brown (1984).

Organizational Factors and Strategy Implementation
According to Li Yang, Guohui, and Eppler (2008) the organizational factors on strategy implementation in any organization whether for profit or not-for-profit can be classified or divided into three; soft, hard and mixed factors, (Li Yang, et al. 2008). Soft factors (or people-oriented factors) include the people or executors of the strategy, the communication activities (including content and style issues) as well as the closely related implementation tactics, the consensus about and commitment to the strategy. The hard (or institutional) factors include the organizational structure and the administrative systems. The way in which the strategy was developed and articulated (strategy formulation) contains hard and soft factors alike and is thus considered a mixed factor. Relationships among different units/departments and different strategy levels is also treated as a mixed factor. Whether the factors are soft, hard or mixed there are about nine factors that influence organizations in their efforts to implement strategies. The nine challenges are; resources, leadership, communication, resistance to change, organizational culture, disconnect in planning and implementation, employee motivation, and information communication technology, Li Yang, et al (2008).

Organizational structure provides the overall framework for strategy formulation. Pearce and Robison (2004) indicated that successful strategy implementation depends on the organizational structure. The structure of the organization should therefore be compatible with the chosen strategy and if there is incongruence adjustment will be necessary either for the structure interact, strategy does influence structure but structure also constraints strategy alternatives, technological. Resource allocation is central management activity that allows for strategy executions. Leadership plays a central role in strategy implementation and if not properly managed poses challenges. Pearce and Robinson (2008) notes that the CEO together with key managers must have skills necessary, personalities, education and experience to execute the strategy. However, a lack of leadership commitment and specifically strategic leadership by top management of the organization has been identified as one of the major barriers to effective strategy implementation. Organizational culture refers to the leadership of managers on how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions as well as the dominant values and beliefs, the norms, the conscious, and unconscious symbolic acts taken by leaders, Hendry and Kiel (2002).

The Anglican Church of Kenya

The Anglican Church of Kenya is the second largest Christian denomination in Kenya in terms of population after the Roman Catholic Church; Kagema (2004). It is also the largest Protestant denomination with about 10.6% of Kenya’s population. According to Kagema (2004) this is expected to go higher and by about 2030 about eighteen percent of Kenya’s population will be professing Anglicans. The history of the Anglican church of Kenya dates back to 1844, when the first missionaries of C.M.S (Church Missionary Society) arrived in Mombasa, Kagema, (2004). Earlier efforts by the Portuguese to plant Christianity in Kenya in the sixteenth century ended in total failure. The fact that the Portuguese Catholic merchants, explorers and some missionaries who had come to market Christianity in East Africa preached the gospel which they never lived to, coupled with their perpetual chauvinism made Christianity along the coast very unpopular. The Portuguese failed to evangelize East Africa due to their bad morals and interest in commerce which led to their expulsion from the East African Coast by the Omani Arabs in 1729. Coupled with this was the fact that Islam was already established at the coast and it was very accommodative to African customs like...
polygamy and female circumcision among others. This made the Africans to prefer Islam to Christianity. From then on, East Africa remained for a long time without any Christian presence until CMS which was an Anglican Mission sent Krapf in 1844, Kagema (2008).

Today the church has grown tremendously from a few members scattered around the Coastal region to over 5 million across the country. In a period spanning about one hundred and sixty years, several institutions, theological colleges and even a proposed Anglican University been set up. It is also a member of the 70 million strong Anglican Communion worldwide. The head of the Anglican Church of Kenya is the Archbishop and each of the 31 dioceses is headed by a bishop. Each diocese is divided into archdeaconries, deaneries, parishes, and local churches, Kagema (2008)

The Anglican Church of Kenya, Kirinyaga Diocese
The ACK diocese of Kirinyaga was created in July 1990 on the sub-division of the former Diocese of Mt. Kenya East. The first bishop of the new Diocese was the Right Rev. Dr. David Gitari who had been the bishop of the larger Mt. Kenya East diocese. The new Kirinyaga Diocese comprised of Meru, Isiolo, Marsabit, and Moyale administrative districts in Northern Kenya. The Rt. Reverend Dr. David Gitari remained as the bishop of the Diocese up to 1996 when he was elected the Archbishop of the Church of the Province of Kenya (as it was known by then). The elevation of Dr. David Gitari to the post of Archbishop and his relocation to Nairobi from where he would head the entire Anglican Church in Kenya created a vacancy for the post of bishop in Kirinyaga Diocese. This was filled through the election and enthronement of Right Rev. Daniel Munene Ngoru as the bishop of Kirinyaga Diocese in 1997. In the same year 1997, the diocese of Meru was carved off from the present Diocese of Kirinyaga.

The Diocese today comprises only of Kirinyaga County after the administrative districts of Northern Kenya; i.e. Isiolo, Marsabit, and Moyale were taken over by the All Saints Diocese as a part of missionary work. In 2012 the Rt. Rev. Daniel Munene Ngoru retired at the age of 65 years and his place was taken by Right Rev. Joseph Karimi Kibuchwa who was elected and enthroned to succeed him as the third bishop of the Diocese. The Rt. Rev. Joseph Karimi Kibuchwa started his bishopric duties in January 2013. The Diocese is currently divided into seven (7) archdeaconries, 107 parishes, 226 congregations, 127 clergy, and 140,691 members according to the 2010 census. The population of Anglicans in the county is 28.4% of the county population of 494,698 (Preparatory document for the 7th Ordinary Session of Synod Meeting at St. Andrews Church, Kabare: August 2011).

Statement of the problem
There are few studies done on churches, Kakui (2010) carried out a study on strategic planning practices at Christ is the Answer Ministries which is based in Nairobi. In the conclusion, Kakui recommended that further studies be carried out on relevance of strategic planning on churches as well as on challenges of strategy implementation. A study carried out by Ngumo (2006) has looked at challenges of strategy implementation in the Scripture Union of Kenya, which is a Christian not–for–profit organization. Ngumo (2006) found out that some of the common challenges encountered while implementing strategy include leadership, resources, organization policies, and procedures, and reward systems. The
researcher recommended further study in challenges facing not-for-profit organizations. It is this gap that this study would like to fill-in with reference to the Anglican church of Kenya, Kirinyaga Diocese. Strategic planning practices and challenges of strategy implementation in churches has not received the attention it deserves as other components of strategic management and therefore gaps exist in our knowledge, which this study aims to bridge. However, not any known study by the researcher has been carried out on the ACK Kirinyaga Diocese in respect to organizational factors influencing strategy implementation. This study therefore seeks to bridge this gap of knowledge.

**General Objective.**

To determine the organizational factors that influence implementation of strategies in the ACK Kirinyaga Diocese.

**Specific Objectives**
The specific objectives of the research will be

1. To investigate how organizational culture influences the implementation of strategies in the ACK Kirinyaga Diocese.
2. To determine the extent to which leadership affects implementation of strategies in the ACK Kirinyaga Diocese.
3. To investigate how resources and their allocation affect implementation of strategies in the ACK Kirinyaga Diocese.
4. To determine how organizational structure affects implementation of strategies in the ACK Kirinyaga Diocese.

**LITERATURE REVIEW**

**Theoretical Framework**
The theoretical framework of this study is based on the Resource Based View of the firm theory (RBV) and the Higgins model of strategy implementation.

**The Resource Based View of the Firm**
The RBV theory has been used by many researchers in the field of strategic management, for example, Ambrosini (2007), Barney (2001), and Armstrong and Shimizu (2001) among others. The RBV view of the firm is meant to give a firm a competitive advantage over its competitors, Pfeffer (2003). According to Pfeffer (2003), resources are inputs into the production process and they can be tangible or intangible. Tangible resources are concrete, tractable, and easy to identify and evaluate. They include the financial and physical assets that are identified and valued in a firm’s financial statement, such as capital, factories, machines raw materials, and land. Intangible resources are more difficult to measure, evaluate, and transfer. They include skills, knowledge, relationships, motivation, culture, technology, and competencies.

Lev (2001) stated that “intangibles are imbedded in physical assets (e.g. knowledge in physical assets) and in labor (e.g. tacit knowledge) leading to considerable interaction between tangible and intangible assets in the creation of value.” Lev (2001) further explains
that not all are of equal importance or possess potential to be a source of sustainable competitive advantage.

Sustainable competitive advantage is based on ownership of a firm’s specific resources. It has four attributes which are represented by the acronym VRIN, Barney (2001). The resources have to be valuable (V), be rare (R), must be inimitable (I), and must be non-substitutable (N). Valuable resources can be used to exploit opportunities and or neutralize threats in a firm’s environment. Rare resources are those that are limited in supply and not equally represented across the firm’s current potential competition. Inimitability refers to the extent to which resources are difficult to replicate by other firms, which may be due to other factors such as social complexity. Non-substitutability of resources implies that one resource cannot be simply replaced (or substituted) by another one, Peteraf and Barney (2003).

It is not the resource type as such that matters but how the resource is employed, Peteraf and Bergen (2003). Resources may have a number of different functions, which may enable them to be employed across a number of different conditions. It is upon the managers to determine the most profitable usage for the resources at their disposal.

**Higgins Model of Strategy Implementation**

Even though many different models have been formulated on strategy implementation, this study has focused on and used Higgins model. This model is explained in the Journal of Change Management volume 5, Higgins (2005), and by Bhatti (2011) in the Annals of Management Research, Volume 1, and Number 2. This model of strategy implementation forms the framework of this study and the researcher has used it in reference to ACK Kirinyaga Diocese. This is because the model addresses strategy implementation and in particular the organizational factors that influence strategy implementation as put forward by Higgins (2005). The model is based on eight factors and hence it has been referred to as the “Eight S’s model. The Eight S’s model enables management to more effectively and efficiently manage the implementation of strategies in their organizations (Bhatti, 2011).

Higgins (2005) submitted that strategy implementation involves aligning key organizational functions or factors with the chosen strategy. He however noted that these strategies may not be fully implemented due to changes in the organizational environment. These strategies have to therefore be reshaped and this marks the genesis of strategy implementation challenges. This model has factors such as; structure, system and processes, style of leadership, staff, resources and shared values. These according to Higgins must be met for proper strategy implementation. This makes up the Higgins model of strategy implementation which the researcher will test in this study in reference to the ACK Kirinyaga Diocese. Figure 2.1 demonstrates Higgins Strategy Implementation model.

From figure 2.1 it is to be noted that the figure is divided into two parts; the Seven Contextual S’s and strategic performance. Higgins (2005) says that the key here is that all the factors falling in the Contextual Seven S’s must be aligned to achieve best possible strategic performance. Executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted can succeed Higgins (2005). All these factors listed above in the Eight S’s model are vital for successful strategy execution.

Importantly organization’s arrows should be pointing in the same direction that is they should be aligned with one another. The other six contextual S’s should point in the similar
direction as of the strategy Higgins (2005). If the first seven S’s are all aligned then the final “S” will result. Strategy begins with vision and mission, but for practical purposes, it is the sought after strategic performance objectives that drive strategy formulation. The other S’s must be aligned with strategy if these objectives are to be achieved. To oversimplify but not too much, CEO’s and other strategists are usually confronted with organizational structures, systems and processes, dominant leadership styles used by the managers in the organization, staff, resource allocations, and shared values that were put into place to achieve other strategies. Some of these S’s may have been in place for decades. Under these circumstances, the contents of these other S’s were designed to reinforce old strategies, not the current one. And in so doing, they significantly detract from the chances for success of a new strategy. For better understanding of the model it is essential to know and understand as what the Eight S’s offer Bhati (2011). The first “S” refers to strategy and purpose. According to Higgins, strategies are formulated to achieve an organization’s purpose. Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals, and strategic objectives. There are four types of strategies famed by Higgins; corporate-, business-, functional- and process strategies. Corporate strategy defines the business the company is or will be involved in and how business will be conducted in a fundamental way. Business strategy depicts as how a firm in a particular business can gain competitive advantage over its competitors. Functional strategy should be aligned with business strategy, hence functional strategies in areas such as marketing, human resources, research and development, finance and more should be aligned to Strategy Implementation. Process strategies are cross functional in nature and aims at integrating an organization’s processes in order to improve their effectiveness and efficiency, Bhati (2011).
The Eight S’s Model

Source: Higgins Journal of Change Management Vol 5

The second “S” stands for Structure which according to Higgins consists of five parts; jobs, the authority to do those jobs, the grouping of jobs in a logical fashion, the managers span of control and mechanism of coordination. Hence when executing a business strategy, decisions are to be made regarding how an organization is structured. This should take into consideration jobs to be completed, authority to do the jobs, grouping of jobs into departments and divisions, the span of manager’s control and the mechanisms of control of such a structure.

The third “S” of Higgins model on strategy implementation refers to systems and processes. Higgins has described systems and processes by stating that systems and process enable an organization to execute daily activities. Hence, this element is about the formal and informal procedures used in an organization to manage information systems, planning systems, budgeting and resource allocation systems, quality control systems and reward systems.

Style which is the fourth “S” refers to leadership or the management style exhibited by the leaders or managers especially when relating to subordinate staff or those working under them. Additionally style or leadership or management is about the manner in which management treats their colleagues and other employees and what and how they focus their attention on. Style therefore has great impact on line and staff relationships which in turn affects strategy implementation.

Staff is the fifth “S” and refers to the number of employees needed, their knowledge background, and skills essential to achieve strategy implementation. In addition it encompasses staff aspects such as; staff training, career management, and promotion of employees. After defining company’s strategic purpose, management must settle as to how many employees are needed and what are the required backgrounds and skills essential to achieve the strategic purpose. This is because staff development and motivation are critical factors that affect performance in organizations and by extension strategy implementation.

On re-Sources which is the next “S”, Higgins submits that management must ensure that an organization has access to sufficient resources toward successfully strategy execution. These resources are valid and include but are not limited to; people, money and technology and other management systems. Shared values which form the 7th “S” in the Higgins Eight S’s model relate to organizational culture and refer to the values shared by the members of the organization. These are those things that make the organization unique and different from other organizations. They enable the members of the organization and the workers to have a shared direction and unity of purpose which are critical for strategy implementation Muriithi, (2012). Finally Higgins talked of Strategic performance in his model as the 8th “S” in his model. According to Higgins strategic performance is a derivative of the other seven ‘S’s. Strategic performance is possessed by an organization as a total, or for profit-based parts of the whole. Performance can be measured at any level. Financial performance measurements are critical barometers of strategic performance.

However an expanded balanced scorecard approach is best measure as it is applicable in all organizations and measures any parameter of performance of all organizations whether for-profit or not-for-profit organizations like churches. It is due to the foregoing discussion that
the researcher chose the Eight S’s model as his point of reference in assessing the challenges of strategy implementation in the ACK Kirinyaga Diocese. The researcher has condensed the 8S’s into five lenses through which he will assess the challenges of implementing strategic plans in the ACK Kirinyaga Diocese. All the five are encompassed within the 8S’s as; organizational culture (shared values and staff), leadership (style), resources, organizational structure (systems and processes), and modern information technology. Additionally this model encompasses nearly all aspects of strategy implementation and likely challenges Lippit, (2007, and Bhati, 2011).

Empirical Review
Studies have been done on organizational factors influencing implementation of strategies by different authors and scholars and many challenges uncovered. Kim and Mauborgne (2005) identified some of the challenges to strategy implementation to be: failure to follow the plan, poor communication, inability to predict environmental reaction. Andreas (2004), Kaplan and Norton (2004), Wheelan and Hunger (2008), Thompson and Strickland (2003) state that organization structure, organization culture, leadership lack of staff motivation are also among some of the challenges faced. Previous research done by Ombati (2007); Simba 2010 also uncovered some more challenges such as: lack of a buy-in, finances, lack of use of modern technology, resistance to change, and failure to involve top management in the implementation process.

Turning closer home some local studies have been done on organizational factors influencing implementation of strategy on local firms. Mogaka (2008) carried out a study on analysis of challenges of implementation of the strategic management plan in the Nairobi City Water and Sewerage Company. She came up with challenges such as political influence, employee training, availability of resources and organizational change. Narua (2011) carried out some study on factors influencing implementation of strategic plans in Savings and Credit cooperative societies in Imenti North, Kenya. In this study, the researcher identified factors such as; availability of funds, manpower planning, and management style, legislation, and organizational structure. Another study on challenges of strategy implementation was done by Chege (2011) on factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company. Chege identified factors such as; leadership, organizational resources, organizational structure, organizational culture, organizational politics and technology. Last but not least Machuki (2011) carried out a study on investigation of the challenges facing implementation of strategies in local Authorities in Kenya: the case of Kisii Municipal Council and identified these challenges to be; inadequate rewarding system, organizational culture, staff training, administration challenges, leadership, resources, policies and procedures. These challenges are discussed in more detail below:

Organizational culture
Organizational culture is a complex set of basic underlying assumptions and deeply held beliefs shared by all members of the group, which operate at preconscious level and drive their behavior in important ways, Hendry and Kiel (2002). Organizational culture refers to the leadership of managers on how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions as well as the dominant values and beliefs, the norms, the conscious, and unconscious symbolic acts taken by leaders.
Hendry and Kiel (2002). Systems cannot be developed irrespective of the people that will be managing and operating some systems. One of the biggest reasons why some process strategy implementation projects do not achieve the level of success the organization expects is because the organization or functional managers did not deal with the issue of organization culture change. An organizations’ cultural setting can either facilitate or hinder successful strategy implementation. Each organization possesses its own culture that is a system of shared beliefs and values. The corporate culture creates and is in turn created by the quality of internal environment.

According to Andreas (2004) top management principal challenge in the cultural context is set to the cultural tone, pace and character to see if it is conducive to strategic changes that the executives are charged with implementing. Thompson and Strickland (2008) submit that the act of changing organizational culture is very difficult because of the heavy anchor of deeply held values and habits. This is because people like clinging to the old and familiar and fear change. In order to facilitate implementation of strategy, the old unhealthy organizational culture has to be replaced with the appropriate culture.

**Leadership**

Leadership plays a central role in strategy implementation and if not properly managed poses challenges. Pearce and Robinson (2008) notes that the CEO together with key managers must have skills necessary, personalities, education and experience to execute the strategy. However, a lack of leadership commitment and specifically strategic leadership by top management of the organization has been identified as one of the major barriers to effective strategy implementation. Strategic leadership commitment is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today’s globalized business environment.

The role of appropriate leadership in strategic success is highly significant. It takes adept leadership to convincingly communicate the new strategy, overcome pockets of doubt and disagreement, and build concerns and enthusiasm on how to proceed. The leadership challenge is to galvanize commitment among people within the organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization. According to Pearce and Robinson (2008) two leadership issues are of fundamental importance: the assignment of key managers and the role of CEO as he or she is closely identified with and ultimately accountable for a strategy’s success and represents an important source for clarification, guidance, and adjustment during implementation.

**Resources**

David (2009) asserts that organizations have at least four types of resources that can be used to achieve desired objectives namely; financial, physical, human, and technological. Lack of resources can be a real challenge to strategy implementation. The human resource elements play a big role in design and administration of strategic plans (Thompson, et al. 2010). Their use as a “strategic weapon” to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. A resource fit test should be applied to determine whether firm’s resources strengths match the resource requirements of its present line up. The various activities necessary to implement any necessary strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan.
It’s not possible to implement a strategy without resources that can be made available by the organization.

**Organizational structure**

Organizational structure provides the overall framework for strategy formulation. Pearce and Robison (2004) indicated that successful strategy implementation depends on the organizational structure. The organization has to make sure that all necessary organizational functions are being created in order to be able to fulfill the operational needs of the new strategy. The structure of the organization should be consistent with the strategy to be implemented. The structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustment will be necessary. Symptoms of an ineffective organizational structure include: too many levels of management, too many meetings attended by too many people, too much attention being directed toward solving interdepartmental conflicts, too large span of control and too many unachieved objectives Galpan (1998). Schaap (2006) suggests that adjusting organizational structure according to perfect strategy can ensure successful strategy implementation.

**Research Gaps**

One of the major limitations of the existing literature on strategy management is the scarcity of empirical studies, which examines the organizational factors influencing strategy implementation in churches and in particular in the Anglican church of Kenya (ACK). Most of the studies have been carried out in the for-profit organizations or public organizations. Very few studies have been done for churches in regard to strategic management although churches are also faced with critical challenges in strategic planning and implementation of strategies.

**Conceptual Frame work**
Independent Variables

Conceptual framework of the research study

The conceptualization of the study was based on the assumption that the implementation of the strategies at the Anglican church of Kenya, Kirinyaga diocese is influenced by certain organizational factors. If these challenges can be eliminated there would be improved performance and growth in the diocese. The independent variables are: resources, leadership, organizational culture, and organizational structure. These will be considered as independent variables and analyzed in relation to how they affect the implementation of strategies on; project management, numerical growth, church planting, members’ satisfaction, and donations which will be dependent variable.

RESEARCH METHODOLOGY

Research design
This study adopted a descriptive research design. The research was conducted through a case study as the unit of analysis was one organization; the ACK diocese of Kirinyaga.

Target population

<table>
<thead>
<tr>
<th>Level in the church</th>
<th>Population</th>
</tr>
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<tbody>
<tr>
<td>Diocesan Office</td>
<td>10</td>
</tr>
<tr>
<td>Archdeacons</td>
<td>7</td>
</tr>
<tr>
<td>Rural Deans</td>
<td>27</td>
</tr>
<tr>
<td>Vicars</td>
<td>97</td>
</tr>
<tr>
<td>Vice Chairpersons</td>
<td>226</td>
</tr>
<tr>
<td>Total</td>
<td>367</td>
</tr>
</tbody>
</table>

The population of the study comprised of all religious workers of the ACK church based in Kirinyaga Diocese of Kenya. The workers are in different categories and include the priests in the diocese offices, the clergy in the parishes, and vice chairpersons of congregations. In total there were 367 people involved. This total population is distributed as shown in Table 3.1. Therefore the target population of this study was 367.
Sample Design
The study used stratified random sampling method. The strata were the administrative levels of the church from the diocese level to the congregation level. This stratification helped the researcher to obtain sufficient sample points to support a separate analysis of the sub groups involved. There were five strata of stratification comprising of clergy working in the diocesan office as Heads of Department; Archdeacons, Rural Deans, Vicars and congregation vice chairpersons. These were used because they occupy important positions in the church and are best placed to give detailed account of how the organizational factors influence strategy implementation at the Anglican Church of Kenya, Kirinyaga Diocese. This technique was selected because it produces estimates of overall population parameters with greater precision and ensures a more representative sample derived from a relatively homogenous population. The researcher therefore used a total of 73 potential respondents representing 20% of the total population as the sample size.

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Sample Percent</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diocesan office</td>
<td>10</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Archdeacons</td>
<td>7</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Rural deans</td>
<td>27</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Vicars</td>
<td>97</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Vice chairpersons</td>
<td>226</td>
<td>20</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>367</td>
<td>100</td>
<td>73</td>
</tr>
</tbody>
</table>

Data collection procedure
The study used both primary and secondary data. Primary data was collected through a questionnaire, while secondary data was obtained from church documents such as strategic plans, past diocesan synod documents, financial statements, other relevant documents, and as the church website.

The main tool for data collection for this research was a questionnaire. The questionnaire was designed to collect both qualitative and quantitative data. It contained both open-ended and closed-ended questions. This design technique ensured ease of administration and still gave the respondent the freedom to express themselves. A common questionnaire was developed for the entire respondents. Each questionnaire was accompanied by an introductory letter explaining the purpose and importance of the study. The questionnaires were dropped and picked later as this method eliminates non-coverage error associated with the mailing method. The questionnaire was self-administered. This method was economical in terms of time and costs besides providing a high response rate.
**Data Analysis Procedure**
The researcher used content analysis to analyze the open ended questions. For closed questions the researcher used the statistical package for social sciences (SPSS) to code, enter, and compute the measurements of the multiple regressions for the study. Descriptive statistics such as frequency distribution, and percentages were used to analyze the data and correlation analysis was conducted to determine the relationship between dependent and independent variables.

**Data presentation**
After analyzing the data, the researcher presented the analyzed data in form of percentages, frequency tables, charts and graphs for ease of understanding and from which inferences and conclusions were drawn.

**RESEARCH FINDINGS AND DISCUSSION**

**Introduction**
This chapter presents the analysis of the data that was collected on the study of organizational factors influencing implementation of strategies in the Anglican church of Kenya: The case of Kirinyaga Diocese. The study targeted a total sample of 73 respondents out of whom 70 filled the questionnaires which the researcher dropped and collected. This is equivalent to 98% of the target group.

**Demographic Information**
The 70 respondents from whom the researcher collected questionnaires from comprised of; 2 Diocesan office workers, 2 Archdeacons, 5 Rural Deans, 18 Vicars and 43 Vice-Chairpersons. This composition of respondents is important since it represents the main categories of people who deal with formulation and implementation of strategies in the Anglican Church of Kenya, Kirinyaga Diocese.

**STRATEGIC PLANNING PROCESS**
Strategic plans availability
The study shows that most of the respondents stated that they don’t have written strategic plans for their churches. This is represented by 65.7% of the respondents while 34.3% of the respondents stated that they have strategic plans which are not written, implying that majority of the churches don’t have strategic plans but rely on informal planning.

### Period of Strategic Plans formulated

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>7</td>
</tr>
<tr>
<td>2-3 years</td>
<td>12</td>
</tr>
<tr>
<td>4-5 years</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
</tr>
</tbody>
</table>

The study shows that most of the respondents stated that the strategic plans they are using are for 5 years, this is as per 72.9% of the respondents while 17.1% of the respondents stated that their strategic plans are for 2-3 years. A smaller percentage of the respondents which is 10% stated that their strategic plan is for 1 year. This can be attributed to the standard strategic plan period of five years.
What is involved in the process of Strategic Planning?

Most of the respondents stated that they use meetings to prepare strategic plans and this represented 28.6% of the respondents while 11.4% also believe that they use seminars. This shows that the meetings and planning sessions are important in strategic planning in the ACK.

Major factors that influences implementation of Strategies

<table>
<thead>
<tr>
<th>Factors</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>34</td>
<td>48.5</td>
</tr>
<tr>
<td>Leadership</td>
<td>20</td>
<td>28.5</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>13</td>
<td>18.5</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study shows that resources play the greatest role in the implementation of strategies in the ACK Kirinyaga Diocese. This is supported by 48.5% of the respondents. Most of the respondents felt that the resources should be availed to make the work of implementation easier. It also shows that leadership is important in the implementation of strategies as supported by 28.5% of the respondents. The organizational culture does not play a major role in implementation but it’s still important and was supported by 18.5% of the respondents. Meanwhile the organizational structure has a minimal role in the implementation of strategies; this is as per 4.5% of the respondents. Thus the resources need to be availed for proper implementation of strategies.
Main issues involved in the Church Strategic Plans

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project management</td>
<td>31</td>
<td>44.29</td>
</tr>
<tr>
<td>Numerical Growth</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Church planting</td>
<td>9</td>
<td>12.9</td>
</tr>
<tr>
<td>Members satisfaction</td>
<td>18</td>
<td>25.71</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study shows that project management is very critical in the implementation of strategies. This is supported by 44.29% of the respondents. It also shows that numerical growth is also required in the strategic planning implementation this is also supported by 17.1% of the respondents. The church planting though not very much emphasized is also important. This is supported by 12.9% of the respondents. It is still good to ensure that there is members’ satisfaction in the church as 25.71% of the respondents stated that the members’ satisfaction is very important in the implementation of strategies. Thus project management is viewed as very important in the ACK Kirinyaga Diocese.

ORGANIZATIONAL FACTORS INFLUENCING IMPLEMENTATION OF STRATEGIES
ORGANIZATIONAL CULTURE

The organizational culture has an influence in the way the strategies are being implemented. The below parameters demonstrated the extent of the feelings of the respondents on the effects of the organizational culture on the implementation of strategies in the church.

Employees Loyalty

From the study it is clear that most of the respondents’ strongly agreed that employees and church members are not loyal to the church and this is as per 35% of the respondents. Another group believed that employees are not loyal and this is supported by 25.4% of the
respondents. Only 7.9% disagreed that the employees and church members are not loyal, this implies that employees loyalty plays a great role in implementation of strategies.

**Innovations are rewarded**

From the study it is clear that most of the respondents’ strongly agreed that the innovations are rewarded. This is supported by 37.1% of the respondents. Those who agreed to this fact are 31.4% of the respondents. Thus innovation is very important in implementation of strategies.

**Members enjoy their work**

Most of the respondents’ strongly agreed that the members enjoy their work. This is supported by 20% of the respondents, and also 17.9% agreed that the workers enjoy their work giving a total of 37.9%. Thus enjoyment in the work is important in implementation of strategies.
LEADERSHIP
The leadership in strategic planning implementation plays a great role. If there is no good leadership the implementation of strategies cannot be effectively done at all levels of church.

Members’ motivations

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Agreed</td>
<td>18</td>
<td>25.7</td>
</tr>
<tr>
<td>Strongly Disagreed</td>
<td>16</td>
<td>22.9</td>
</tr>
<tr>
<td>Disagreed</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Agreed</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Neutral</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the study it is clear that most of the respondents’ strongly agreed that leaders motivate the members. This is supported by 25.7% of the respondents. Only 17.1% disagreed that the leaders motivate members.

Leaders encourage participation

The study shows that most of the respondents’ strongly agreed that leaders encourage participation. This is supported by 22.9% of the respondents. The 25.7% of the respondents agreed leaders encourage participation. Only 14.3% disagreed that the leaders encourage participation. Thus participation is regarded as important (see figure 4.12).
Leaders are fair to all

The study shows that most of the respondents’ strongly disagree that leaders are fair to all members. This is supported by 35.1% of the respondents. The 26.9% of the respondents agreed leaders are fair to all members. Only 17.3% strongly disagreed that the leaders encourage participation. Thus the fairness of the leaders plays a great role in implementation of strategies.

RESOURCES

For a strategies to be effectively implemented the availability of resources must be considered. This may be in terms of finances or even human capital. Thus implementation of strategies is strongly influenced by resources.
The study shows that most of the respondents’ strongly agreed that funding dictates projects. This is supported by 46.3% of the respondents. The 14.3% of the respondents strongly disagree that funding influence projects. Only 11.4% disagreed that the projects are influenced by funding. Thus funding is regarded as important.

**Funding slows implementation**

The study shows that most of the respondents’ strongly agreed that funding slows down implementation of strategies. This is supported by 17.4% of the respondents. The 21.4% of the respondents agreed funding slow implementation. Only 17.1% disagreed that the funding slow implementation. Thus funding is seen to slow implementation,

**ACCESSIBILITY OF RESOURCES IS AN OBSTACLE**

The study shows that most of the respondents’ strongly agreed that accessibility of the resources is an obstacle. This is supported by 51.4% of the respondents. The 25.7% of the respondents agreed accessibility of the resources is an obstacle. But 17.1% disagreed that the accessibility of the resources is an obstacle. Therefore accessibility of resources is important in the implementation of strategies in the church.

**ORGANIZATION STRUCTURE**

It’s important to consider the general structures in the church this may have an effect on how the strategies are implemented.
the organization implements its strategies.
Organizational Structure allows quality decision making
The study shows that most of the respondents’ strongly agreed that the organization structure allows quality decision making. This is supported by 39.9% of the respondents. The 30% of the respondents strongly disagreed that organizational culture leads to quality decision making. However, 20% of the respondents agreed that the organization culture is important in quality decision making. Thus the quality decision making influences implementation of strategies in the Anglican Church of Kenya, Kirinyaga Diocese.

The Church vision is clear to all
The study shows that most of the respondents’ strongly agreed that the vision of the church is clear to all. This is as per 54.3% of the respondents. The 45.7% of the respondents disagreed that the vision is clear to all.
The Mission Is Clear To All

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagreed</td>
<td>12</td>
<td>17.1</td>
</tr>
<tr>
<td>Disagreed</td>
<td>34</td>
<td>48.6</td>
</tr>
<tr>
<td>Agreed</td>
<td>16</td>
<td>22.9</td>
</tr>
<tr>
<td>Strongly Agreed</td>
<td>8</td>
<td>11.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Some of the respondents’ disagreed that the mission is clear to all. This is supported by 48.6% of the respondents. The 17.1% of the respondents strongly disagreed that the mission is clear to all. Only 22.9% agreed that the mission is clear to all. Thus the mission needs to be taught to all.

The study shows that most of the respondents’ strongly agreed that the church policies are clear to all. This is as per 63.0% of the respondents. The 22.7% of the respondents agreed that the church policies are clear to all members. Only 19.5% disagreed that the church policies are clear to all members. Thus the policies need to be taught to all members.

Church hierarchy is clear to all

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagreed</td>
<td>4</td>
<td>5.7</td>
</tr>
<tr>
<td>Disagreed</td>
<td>5</td>
<td>7.1</td>
</tr>
<tr>
<td>Agreed</td>
<td>26</td>
<td>37.1</td>
</tr>
<tr>
<td>Strongly Agreed</td>
<td>35</td>
<td>50.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study shows that most of the respondents’ agreed that the church hierarchy is clear to all. This is as per 50.0% of the respondents, while 37.1% of the respondents agreed that church hierarchy is clear. This gives a total of 87.1% respondents who agreed that the church
hierarchy is clear to all. Only a very small percentage of the respondents about 12.8% disagreed that the hierarchy of the church is clear. 

Good implementation of strategies leads to increase in membership

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Strongly Disagreed</td>
<td>10</td>
<td>14.3</td>
</tr>
<tr>
<td>Disagreed</td>
<td>8</td>
<td>11.4</td>
</tr>
<tr>
<td>Agreed</td>
<td>16</td>
<td>22.9</td>
</tr>
<tr>
<td>Strongly Agreed</td>
<td>36</td>
<td>51.4</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The study shows that most of the respondents’ strongly agreed that good implementation of church strategies lead to loyalty of members in the church. This is supported by 51.4% of the respondents. The 22.9% of the respondents agreed that good implementation is instrumental to loyalty in the church. However, 14.3% of the respondents strongly disagreed that the good implementation of the strategies is important in increasing loyalty of the members. Thus the good implementation of strategies is important in the church.

CORRELATION ANALYSIS OF THE ORGANIZATIONAL FACTORS INFLUENCE ON IMPLEMENTATION OF STRATEGIES

<table>
<thead>
<tr>
<th>Organizational culture</th>
<th>Good Implementation of Strategies leads to increase in membership</th>
<th>Employees are not Patriotic</th>
<th>Innovations are rewarded</th>
<th>Members enjoy their work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Implementation of Strategies leads to increase in membership</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.908</td>
<td>.746</td>
</tr>
<tr>
<td>P-value</td>
<td>.</td>
<td>.012</td>
<td>.023</td>
<td>.015</td>
</tr>
<tr>
<td>Employees are not Patriotic</td>
<td>Pearson Correlation</td>
<td>.908</td>
<td>1</td>
<td>-.375(*)</td>
</tr>
<tr>
<td>P-value</td>
<td>.012</td>
<td>.</td>
<td>.026</td>
<td>.000</td>
</tr>
<tr>
<td>Innovations are rewarded</td>
<td>Pearson Correlation</td>
<td>.746</td>
<td>-.375(*)</td>
<td>1</td>
</tr>
<tr>
<td>P-value</td>
<td>.023</td>
<td>.026</td>
<td>.</td>
<td>.006</td>
</tr>
<tr>
<td>Members enjoy their Work</td>
<td>Pearson Correlation</td>
<td>.911</td>
<td>.949</td>
<td>-.457</td>
</tr>
<tr>
<td>P-value</td>
<td>.015</td>
<td>.000</td>
<td>.006</td>
<td>.</td>
</tr>
</tbody>
</table>
**Correlation is significant at the 0.05 level (2-tailed).**

The above correlation table shows the effect of the organizational culture on the implementation of strategies. It was established that patriotism determines the good performance of strategies. The patriotism is related to good performance in implementation of strategies in the church, Pearson correlation coefficient =0.908, p=0.012. The table also shows that innovation rewarding is also important whose Pearson correlation coefficient =0.746, p=0.023. It is also established that members enjoyment of work affects implementation of strategies whose correlation coefficient =0.911,p= 0.015 hence we conclude that there is correlation between organization culture and implementation of strategies.

### Organizational Leadership

<table>
<thead>
<tr>
<th>Good Implementation of Strategies lead to increase in membership</th>
<th>Employees are not patriotic</th>
<th>Innovations are rewarded</th>
<th>Members enjoy their work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient leadership mobilization</td>
<td>Pearson Correlation</td>
<td>.908</td>
<td>1</td>
</tr>
<tr>
<td>p-value</td>
<td>.038</td>
<td>.019</td>
<td>.024</td>
</tr>
<tr>
<td>Leaders consulting the lower levels</td>
<td>Pearson Correlation</td>
<td>.776</td>
<td>-.375(*)</td>
</tr>
<tr>
<td>p-value</td>
<td>.019</td>
<td>.026</td>
<td>.000</td>
</tr>
<tr>
<td>Leaders are fair to all</td>
<td>Pearson Correlation</td>
<td>.811</td>
<td>.949</td>
</tr>
<tr>
<td>p-value</td>
<td>.024</td>
<td>.000</td>
<td>.006</td>
</tr>
</tbody>
</table>

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

The above correlation table shows the effect of the leadership on the implementation of strategies in the church. It was established that insufficient leaders’ mobilization has an effect on implementation of strategies in the church whose Pearson correlation coefficient =0.908, p=0.038. The table also shows that the leaders consultation at the lower level has an effect
whose Pearson correlation coefficient =0.776 p=0.019. It is also established that leaders fairness to all also affects strategic planning implementation whose Pearson correlation coefficient =0.811, p= 0.024. Hence we conclude that the there is correlation between the leadership and implementation of strategies in the ACK Kirinyaga Diocese.

**Resources**

<table>
<thead>
<tr>
<th>Good Implementation Of Strategies lead to increase in membership</th>
<th>Pearson Correlation</th>
<th>1</th>
<th>.988(**)</th>
<th>.766(**)</th>
<th>.963(**)</th>
<th>p-value</th>
<th>.014</th>
<th>.044</th>
<th>.019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding dictates Projects</td>
<td>Pearson Correlation</td>
<td>.988(**)</td>
<td>1</td>
<td>-.903(**)</td>
<td>.950(**)</td>
<td>p-value</td>
<td>.011</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Funding Slows Implementation</td>
<td>Pearson Correlation</td>
<td>.766(**)</td>
<td>-.903(**)</td>
<td>1</td>
<td>-.872(**)</td>
<td>p-value</td>
<td>.044</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Accessibility Of Resources In an Obstacle</td>
<td>Pearson Correlation</td>
<td>.963(**)</td>
<td>.950(**)</td>
<td>-.872(**)</td>
<td>1</td>
<td>p-value</td>
<td>.019</td>
<td>.000</td>
<td>.000</td>
</tr>
</tbody>
</table>

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

The above correlation table shows the effect of resources availability on implementation of strategies in the ACK Kirinyaga Diocese. It was established that funding affects the implementation of strategies whose Pearson correlation coefficient =0.988, p=0.011. The table also shows that there is effect of funding on the speed of implementation whose Pearson correlation coefficient =0.766 p=0.044. It is also established that accessibility of resources affects implementation of strategies with a Pearson correlation coefficient of 0.963, and a significance value of 0.019 hence we conclude that there is correlation between the resources and the implementation of strategies in the ACK Kirinyaga Diocese.
Organizational Culture

<table>
<thead>
<tr>
<th>Good Implementation of Strategic leads to increase in Membership</th>
<th>Timely Organizational Culture allows decision making</th>
<th>Organization Structure allows quality decision making</th>
<th>Church hierarchy is Clear</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.631(**)</td>
<td>.575(**)</td>
</tr>
<tr>
<td>p-value</td>
<td>.</td>
<td>.024</td>
<td>.046</td>
</tr>
<tr>
<td>Timely Organizational Culture allows decision making</td>
<td>Pearson Correlation</td>
<td>.631(**)</td>
<td>1</td>
</tr>
<tr>
<td>p-value</td>
<td>.024</td>
<td>.</td>
<td>.500</td>
</tr>
<tr>
<td>Organizational Structure allows quality decision making</td>
<td>Pearson Correlation</td>
<td>.575(**)</td>
<td>.118</td>
</tr>
<tr>
<td>p-value</td>
<td>.046</td>
<td>.500</td>
<td>.</td>
</tr>
<tr>
<td>Church hierarchy is Clear</td>
<td>Pearson Correlation</td>
<td>.567(**)</td>
<td>.221</td>
</tr>
<tr>
<td>p-value</td>
<td>.032</td>
<td>.202</td>
<td>.000</td>
</tr>
</tbody>
</table>

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

The above correlation table shows the effect of the organization culture and its influence on implementation of strategies in the ACK Kirinyaga Diocese. It was established that organizational culture has an influence on implementation of strategies hence a Pearson correlation coefficient of 0.631, and a significance level of 0.024. The table also shows that the quality of decisions made affects implementation of strategies supported by a Pearson correlation coefficient of 0.575 and a significance level of 0.046. It is also established knowledge of the church hierarchy also affects the strategic planning with a Pearson correlation coefficient of 0.567, and a p-value of 0.032. Hence we conclude that there is correlation between organizational culture and implementation of strategies in the ACK Kirinyaga Diocese.
SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Summary of the Major Findings
The study was an investigation on the organizational factors influencing implementation of strategies in the Anglican church of Kenya Kirinyaga Diocese. A data collection instrument that is questionnaires were distributed to Heads of departments, Archdeacons, Rural Deans, Vicars and Vice-chairpersons with a response rate of 98%. The study showed that the structure correlate well with the strategy implementation. The leadership, resources, organizational structure, and organizational culture also relate well with the strategies implementation. This was well proved through the correlation analysis done in chapter four. From the study it is clear that the members’ satisfaction is a major factor in the church. The respondents who were in agreement were 25.1%. These submitted that members satisfaction makes them embrace the implementation of the strategies that also finally leads to the loyalty among the church members.

The most important independent variable that explains the dependent variable which is the implementation of strategies is the resources. The data shows that the resources can be explained by the funding at 46.3%. Then 51% of the respondents stated that having accessibility of funds enable the churches to undertake projects that are favorable to them. Also 75% of the respondents felt that if the resources are availed it will be easy to implement all the strategies. The respondents stated that there has been an increase in membership after the strategies are well implemented. From the tables the study revealed that the strategies implementation and organization structure correlate. The information got related well with the expected outcome whereby the data quantity the organization structure may not be favorable. It is a major task of the church management to educate the members that the strategy implementation is unique in such a way that instead of working without strategic plans it’s good to carry out the church activities guided by the strategic plans.

There was a moderate correlation between various independent variables, and a strong correlation between the resources and strategies implementation. This corresponds with the expected results. It shows that all the independent variables, organization culture, leadership, Resources and organization culture correlate well with the dependent variable which is the strategies implementation. From the study it is clear that all the four variables in the study which were showing the factors influencing the strategies implementation are significant.

Conclusions
The results from this study have shown that organization culture, leadership, resources and organization culture have a bearing on strategy implementation. The Pearson correlation has established that there exists a correlation between the various aspects of strategy implementation being organization culture, leadership; resources and organization culture have the strongest relationship as per their coefficients. Churches face a lot of challenges with the membership. They were considered to have lagged behind in strategic planning. But leadership plays a greater part in strategies implementation by the church and leads to increase in membership. However though the Anglican Church has a large membership it would have an increased membership if it had written and formulated strategic plans. The church hierarchy if well utilized and well explained to the members would enable the church to gain competitive advantage by increasing the membership. The resources availability is
important if the church is to gain competitive advantage over the other churches. This is supported by the respondents in the study. Competition is inevitable but its effect can be reduced by adoption of various strategies by the church so as to get more members. However, this can be improved by churches undertaking SWOT analysis to determine organization culture, leadership, resources and organization structure the church would be able to implement strategies and increase membership.

**Recommendations**

Based on the findings of the study the researcher recommends various ways that the church can use to implement strategies more successfully in the aspects of project management, numeric growth, church planting, members satisfaction and donations.

- **Prudent Financial Management:** The church needs to evaluate all the avenues that it can use to generate revenue. This could be establishment of a training/ consultancy department whereby these services can be extended to other churches and the community. The church should also engage in income generating projects in such areas as health, education, and real estate among others. This will provide a solid financial base that would provide the financial resources required to implement strategies in the diocese. This would in turn increase the loyalty of the members to prevent their shift to other churches if their demands are not fulfilled.

- **Engagement of Consultants (Outsourcing):** The consultants will assist the church on strategizing, thus becoming more competitive. The outsourcing enables the church management to think out of the box. This means that they change their way of thinking after they are made aware of other external factors they had not encountered including the adoption of the recent information communication technology which merges in the market.

- **Strategic Plans:** Churches should have strategic plans which are well written with expert input. The plans should be written with consultation with all stakeholders right from formulation stage to implementation this would bring ownership, acceptance and success. This is because only 34.3% of the churches had written strategic plans. At the same time most of the churches did not have visions and missions and mission statements for their churches. These should be there because these are the beacons of strategic planning. For those churches with missions about 65.7% submitted that the visions and missions were not clear to the members. Therefore these should be made clear to all members in order to bring ownership.

- **Church Structure:** The church should improve on its mode of appointing or electing office bearers to be through capability and merit but not through popularity. Decisions made at the diocese should be cascaded to the church level by the leaders. A bottom up approach of making major policies and decisions should be adopted. The duties and roles of departments and various strata within the church to be made clear to all.

- **Resources:** There should be economic empowerment of the congregations. This can be through educating individual members, departments, and churches on investment opportunities and financial management. The departments and churches should operate within the budgetary provisions and improve on transparency and accountability among the church leadership.
Church Leadership: On leadership emphasis should be on servant leadership and at the same time encouraging bottom-up decision making. There should also be more devolution of authority.

Suggestions for further Research

This research has just scratched the surface of the broad area of strategic management leaving a lot of room for more research. The researcher suggests that research on other organizational factors influencing implementation of strategy be done as this study dealt with only four factors. There is also need to conduct more research on the factors that would reduce the chances of churches having wrangles. A research should also be done on the reasons why the mainstream churches are losing their members to the new and upcoming churches. More research should be done on how churches are coping with the emerging social-cultural vices in the Kenyan society such as pornography, illicit sex, erosion of societal value and also corruption. This study therefore opens up more space for further research.

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