

INVESTIGATING FACTORS AFFECTING STRATEGIC PLAN

IMPLEMENTATION AT THE NAMIBIAN CORRECTIONAL SERVICES

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ABSTRACT

Most corporations face challenges in strategic plan implementation. Despite the existence of excellent strategic plans at Namibian Correctional Services, the successful implementation of these set plan remains a challenge due to various factors, some of which are not known to the organization. This study investigated the factors affecting strategic plan implementation at Namibian Correctional Services. It was felt necessary to carry out this study since the findings has the potential of benefiting the Namibian Correctional Services on how to successfully implement the strategic plans so as to improve the organizations' performance and mandate.

The study adopted a descriptive design, with a deductive approach. Quantitative data was collected through the use of questionnaires. The population of the study included employees of Namibian Correctional Services. The sample of the study was 176 chosen using purposive sampling technique. The pilot study was used to identify and rectify the shortcomings of the questionnaire before it was administered for the research. Data was analyzed using SPSS software.

The major findings of the study indicated that the main factors hindering strategic plan implementation include commitment of both management and employees to the achievement of strategic plans, organizational culture, effective communication, the structure of the organization and the available resources to mention but a few. It was recommended that there should be open and effective communication to facilitate implementation of strategic plans. Also, commitment and involvement of both management and staff was to be improved. It was also recommended that management were to measure performance, supervise and control employees as well as giving feedback. In the researcher's view, the aim of the study was achieved and this justified the study, therefore concluded that the aim of study was met.

DECLARATION OF OWN WORK

I, Laina. T. E. Mwanyekange, do hereby declare that this dissertation is the result of my investigation and research and that this has not been submitted in part or full for any other degree to any other University.

Laina T. E. Mwanyekange

Date: November, 2020

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LIST OF ABBREVIATIONS AND /OR ACRONYMS

GDP- GROSS DOMESTIC PRODUCT

KMO - KAISER-MEYER-OLKIN

MTSF- MEDIUM-TERM STRATEGY FRAMEWORK

MTEF - MEDIUM-TERM EXPENDITURE FRAMEWORK

OPM - OFFICE OF THE PRIME MINISTER

SMES – SMALL TO MEDIUM ENTERPRISES

SPSS - STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES

UNAM – UNIVERSITY OF NAMIBIA

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CHAPTER 1: INTRODUCTION

1.1 Introduction

According to Misankova & Kocisova (2014) strategic management has become an important part of companies in today's dynamic and competitive environment. Palladian and Adamu (2018) stated that strategic management consists of three separate processes which are interconnected and influence each other. These processes are – strategic planning, strategy implementation and strategic control (Palladan & Adamu, 2018). Research in companies has shown that the most important and the most underestimated part is strategy implementation (Misankova & Kocisova, 2014; Palladian & Adamu, 2018; Alharthi, Rashid, Pagliaro & Khan, 2017; Andrews, Beynon & Genc, 2017). Andrews *et al.* (2017) emphasise that implementation of the strategy is a part of strategic management whose success is conditioned by many factors such as managers, employees, their organisation, as well as by the transformation of company's culture. Therefore, from the various researches done, it can be noted that strategy implementation is of importance, yet regarded as less important in many organisations.

Despite the popularity of the idea that planning matters for implementation, there have been few empirical studies on the connection between planning and implementation in public service organisations using primary and secondary data on those organisations (Bryson, Berry & Yang, 2010; Poister, Pitts, & Edwards, 2010). Strategy implementation is key to bettering organisational performance and effectiveness, it is more important than strategy formulation (Jooste & Fourie, 2009). Alharthy, Rashi, Pagliari & Khan (2017) pointed out that successful execution of strategy is the key survival asset of the

organisation as it affects the competitive advantage of an organisation. Although strategic plan implementation is important to an organisation, it has received less research attention so far than strategy formulation (Momanyi & Senaji, 2018). In addition, Alharthi *et al.* (2017) explained that not only is strategic plan implementation important, but it is a major problem and challenge for many organisations. A growing number of studies have now shed light on the nature of strategic planning in public organisations, however, strategy implementation in the public sector is still in its infancy (Andrews *et al.*, 2017). Based on this observation, this study investigates the factors affecting strategic plan implementation in the Namibian public sector.

1.2 Background of the study

Globally, strategy implementation in the public sector has been failing. According to the White Paper on Strategy Implementation of Chinese Corporations, in 2006; strategy implementation has become the most significant management challenge which all kinds of corporations face at the moment. The survey reported that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. According to Sial *et al.* (2013) Pakistan public sector organisations have best strategy policies, but all policies do not have appropriate and fruitful results. The most important reason for the failure of the strategic plan implementation in public sector organisations in Pakistan is operational plan dimensions such as limited resources, incompetent staff, poor planning and lack of integration amongst departments (Sial *et al.*, 2013). On the other hand, Alharthi *et al.* (2017) highlighted factors affecting strategy implementation, among others, as follows: poor or vague strategy, unclear objectives, communication, engagement, insufficient resources, accountability, involvement, leadership and monitoring.

In Africa, many countries are faced with problems of strategy implementation. According to Sial *et al.* (2013), in Kenya, strategy implementation in the public sector is so poor that there is no economic development in various areas of development and service. As a result, the government in 2003 initiated reforms aimed at improving the performance of the public service by the introduction of strategic management which was based on government's development plan in Vision 2030 (Korir, Rotich and Bengat, 2015). In Malawi, the public service has however, been experiencing a number of challenges that have undermined its ability to effectively implement policies and programmes that are crucial for the transformation of the country. The Public Sector Reforms Policy Framework in Malawi has been developed through a consultative process to guide the formulation and implementation of reforms from 2017-2022 in order to improve strategic plan implementation in all state enterprises (Republic of Malawi, 2018).

In the Sub-Saharan region, some countries are progressing in addressing strategy implementation in the public sector. In South African organisations, strategy implementation is more important than strategy formulation and the ability to implement a strategy is more important than the ability to formulate a strategy (Jooste & Fourie, 2009). South African Government departments, through the relevant executing authority, are required to develop strategic plans in terms of the Public Service Amendment Act (2008, Act No.30 of 2007) and Public Finance Management Amendment Act (2003 Act No. 29 of 1999) through Public Service Regulations. Public service departments are also required to table a strategic plan with a five-year planning horizon, Annual Performance Plan including two-year forward projections in line with the Medium-Term Strategy Framework (MTSF) and Medium-Term Expenditure Framework (MTEF) period, with

annual and quarterly performance targets. The South African government adopted an outcomes-oriented approach to planning, which is designed to ensure that government is focused on achieving the expected real improvements in the lives of South Africans (National Treasury, 2010).

In Namibia, The Office of the Prime Minister (OPM), introduced a strategic planning system within all Government Offices, Ministries, Agencies which trickled down to Regional and Local Councils. The main intention was making the public service not only effective, efficient and professional, but also responsive, facilitative, accountable and highly motivated (Office of the Prime Minister, 2013).

As a result, the Namibian Correctional Services within the Ministry of safety and security had to comply with the above directive by introducing its strategic plan 2017-2022 and implementing it immediately. Shopati, Mitonga, & Aipinge (2018) argued that strategic plan failure in the public sector is due to lack of leadership and an appropriate implementation model. According to Sial, Muhammad, Sehar, Arshad, & Iftekhar (2013), strategic plan failure in public service organisations is not because of strategy plan formulation but because of its implementation. Shopati, Mitonga, & Aipinge (2018) argued that strategic planning in the Public health sector in Namibia has failed because of structural reasons and content of the strategy during strategy plan formulation. This subsequently influences context and operational failure factors during strategy implementation outcomes. This study intends to establish the same by exploring factors affecting strategic plan implementation.

1.3 Statement of the problem

In Namibia, it is a requirement that all ministries should develop a strategic plan as a means of enhancing results-based management and efficiency in their operations. Hence the Namibian Correctional Services is not an exception. The primary purpose of the Strategic Plan 2017-2022 of the Namibian Correctional Service is to guide officers, managers, and correctional staff in monitoring the performance of the department for the period of 2017-2022. Strategic planning has long been used as a tool for transforming and revitalising corporations, government agencies and non-profit organisations Marr (2006).

The Ministry of Safety and Security is composed of two departments namely: The Namibian Correctional Service and the Namibian Police Force. As a government department within the Ministry of Safety and Security, the Namibian Correctional Service Department has contributed to the overall achievement of objectives of its ministry. The Namibian Correctional Service has in the past years developed its own strategy that feeds into the ministry's strategy. Despite the prompt development of departmental strategy that contributes to overall ministry strategy, the implementation of the strategy has been fraught with challenges and poor performance. The main factors contributing to these outcomes are not known; therefore, it is imperative to assess and research on these implementation challenges.

Based on the preliminary review of these departmental strategies, more challenges were identified with the Namibia Correctional Service department. These challenges raised a red flag in terms of options. The strategy intends to address many issues within the 5 year period which signifies lack of prioritisation. Under the situation analysis, the strategy

identified “inadequate monitoring and evaluation tools” as a weakness (NCS, 2017), however, it is not indicated within the strategy how such a weakness will be addressed. Despite the indication from quarterly meetings and annual review reports; it is not clear if mid-term reviews of the strategy itself is planned and will be conducted. The above two aspects indicate the potential weakness in monitoring and evaluation of the project which is key to the implementation of the strategy. Despite the above pointers which might contribute to poor implementation of the strategy, it is not yet known what the actual factors contributing to poor implementation of the strategy are.

1.4 Objectives of the study

The main objective of this study is to explore factors affecting the strategic plan implementation of the 2017-2022 strategic plan at the Namibian Correctional Service.

The study sets its specific objectives as follows:

- To examine the effects of internal and external factors on strategic plan implementation
- To determine strategies which can aid in effective strategic plan implementation
- To determine the effect that communication has on improving strategic plan implementation

1.5 Hypotheses of the Study

The following hypothesis will be tested in line with the above stated objectives:

H₁: Internal and external factors have a direct effect on strategic plan implementation.

H₂: Effective implementation strategies aid in strategic plan implementation.

H₃. Effective communication directly improves strategic plan implementation.

1.6 Significance of the study

The findings of the study, if accepted, will benefit the Namibian Correctional Service department, Ministry of Safety and Security, The Public sector of Namibia, the organisations in the private sector, the University of Namibia and the students as follows:

Namibian Correctional Service and Ministry of Safety and Security: They will benefit from the study as it will expose those factors which are influencing the successful implementation of its strategic plans. This will further help to improve service delivery by the department and the ministry at large.

The Public Sector and The Economy: The public sector will be able to improve service delivery to various stakeholders as well as improving the performance of the overall economy of Namibia. The improvement in the economy will have a ripple effect on other fundamental economic issues such as reduction in unemployment, improved inflation rate, improved investment prospects and a better Gross Domestic Product (GDP). Taxpayers will also enjoy value for their money.

Private sector: The study will expose areas where efficiencies can be optimised and effectiveness improved through effective strategy implementation in the Private Sector. Although the study focuses on the Public sector, the results will also have an impact on the private sector.

The University: This study will immensely contribute to the reduction of the gap in the current literature pertaining to the factors affecting strategy implementation in the public sector. New and improved ideas will be added to the knowledge database of the university for future research.

The Student: The study will contribute to the professional development of the researcher who will gain a broad understanding of factors affecting the implementation of strategic plans. Thus, the researcher will be able to use knowledge to advise their current and future employers on how strategic plans can be effectively and successfully implemented.

1.7 Limitations of the Study

Below are the anticipated limitations of the study:

- Bias is an expected limitation to the study, as participants might not be honest in answering the questions. In order to encourage the participants to answer honestly and to reduce bias, names are not to be used.
- Face to face surveys were a challenge due to COVID-19 pandemic which requires social distancing and other safety precautions which makes it difficult for face to face surveys. In order to mitigate the face to face survey constraint, the researcher managed to send some of the questionnaires online and some were sent to participants who were not available for face to face via emails.

1.8 Delimitations

The study was mainly carried out at the Namibia Correctional Service Head office, Windhoek, Khomas Region where executive management and technical experts in strategic planning are based.

Geographical Delimitation

The research was carried out at the Namibia Correctional Service Head Office, Windhoek, Khomas Region where executive management and technical experts in strategic planning are based. Although the public sector has other ministries, these ministries did not

participate in the research due to inadequate resources at the disposal of the researcher. However, this did not negatively affect the research findings.

Data Period Delimitation

The collection of data was confined to the period from 2017-2020, because that is the period of the strategic plan.

Theoretical/ Literature Delimitation

The researcher only reviewed literature to do with strategic plan implementation, concepts related to strategy implementation and the factors affecting the implementation of strategic plans.

Study participants Delimitation

The employees of the Namibia Correctional Services, Head Office were the only participants in this research since the study is based on the case of the Namibia Correctional Service Head Office, in Windhoek.

1.9 Definition of terms and Abbreviations

1.9.1 Terms

Initiatives - Are current and future activities, projects and programmes the Organisation is embarking upon in order to surpass performance targets.

Planning – Is a process that includes defining goals, establishing strategy, and developing plans to coordinate activities.

Strategy - A general direction set for the organisation and its various components to achieve a desired state in the future.

Strategic planning - a process of setting objectives, of analysing solutions, developing concepts and strategies on how to implement the set plans.

Strategic Management – is the process whereby all the organisational functions and resources are integrated and coordinated to implement formulated strategies.

Strategy Implementation - is a link between planning and the process of setting objectives and performance controls, allocating resources, and motivating employees.

Implementation strategies - are methods or techniques used to enhance the adoption, implementation, and sustainability of a plan, program or practice.

Strategic objectives – are a description of what should be done to achieve the strategy.

1.10 Thesis Outline

The study incorporates five chapters addressing both foundational grounds of theories and practices. Chapter one which is the introduction, provides the background of the strategy implementation worldwide, at a continental level, regional level and the Namibian context. This section also gives background of the research problem at the Namibia Correctional Service. It further outlines the objectives of the study and the hypothesis before explaining the significance of the study, its limitation and scope. Chapter two follows after chapter one. It covers the literature review that constitutes the theoretical body of knowledge on the subject of strategic plan implementation that guides the research, thereby highlighting what other scholars and researchers have documented about the same topic from various sources.

Research methodology follows in chapter three. This chapter outlines how the research will be designed, the population and sampling procedures, research instruments to be used in data gathering, how the data will be analysed and ethical considerations that will be taken into account. Presentation and discussion of findings follows after the research

methodology. In this chapter the study presented and discussed the results from the analysis of the data collected from information gathered through questionnaires.

The final chapter is the conclusions and recommendations. This chapter summarises the major findings in the form of conclusions and draws recommendations and ends with making suggestions for further research.

1.11 Chapter Summary

This chapter gave a brief overview of the study starting with the introductory background of the study, statement of the problem, the objectives of the research, hypothesis of the study, significance of the study, limitations, delimitations, definition of the main terms and ending with the thesis outline. The next chapter looks at the theoretical aspects of the study by means of a literature review.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter looks at the existing empirical literature and theoretical foundation that presents a broad literature review of different factors affecting strategic plan implementation. It also focuses on theories that support the study such as open systems theory, agency theory, the resource-based value theory and literature covering the effective strategies which can be used in organisations to aid strategy implementation.

2.1 Theoretical Literature Review

2.1.1 Meaning of strategy and strategy implementation

According to Atapattu (2016), the word strategy has so many meanings itself and all these meanings are useful, important and relevant to the people who are setting strategy for their organisations and corporations. Rhodes (2015) revealed that the word strategy is derived from the Greek word “strategos”, from the roots of the army referring to the planning of destroying enemies by effectively using the resources. Freedman (2015) defined strategy as a way to achieve the ends (goals) using resources.

There are various definitions of the term strategy according to various researchers and authors. Analysing the present situation and changing if it is necessary is known as strategy (Drucker, 1954). A strategy is a guideline for decision-making, based on the determinants: market scope, growth rate, competitive advantage, and synergy (Ansoff, 1969). According to Chandler (1962), strategy is the formulating of basic long-term goals and objectives of an organisation and the implementation of a course of action. Also, the allocation of necessary resources for carrying out these goals. Porter (1996)

defined a strategy-wide formula which helps an organisation to compete, set goals and decide what policies will be needed to carry out those goals.

Mintzberg *et al.* (2003) observes that strategy is described in various forms such as a plan, a pattern in action over time, a position that reflects decisions or a vision and direction. As explained by McKeown (2011), strategy is about making sure that your organisation arrives where you want it to at a given time. It is a human attempt to get desirable results with available resources. On the other hand, Johnson and Scholes (2002) defines strategy as the direction and scope of an organisation over the long-term to achieve an advantage through its configuration of resources within a challenging environment. However, Kvint (2009) defines strategy as a system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully. Furthermore, Kvint (2009) added that when there is uncertainty in the organisation, strategy serves as an organisational compass, pointing the direction to where the organisation needs to go.

Williams (2009) came up with different definitions of strategy according to the sector of the economy by explaining that in the private sector, strategy are actions by the organisation to meet its goals in relation to profit, customer needs and creating a competitive advantage. While in relation to the public sector, Williams (2009) pointed out that the public sector is not concerned with profit-making and their strategy is centred on improving service delivery to stakeholders and to ensure value for money for taxpayers. The definition by Williams (2009) is most suitable for this study as this research is concentrating on the public sector.

Strategy implementation is part of the strategic-management process which consists of three stages, namely: strategic planning, strategy implementation and strategy evaluation (Kabeyi, 2019). Furthermore, Kabeyi (2019) explained that the processes of strategy formulation and implementation should be linked by an evaluation strategy to realise strategy success. Bryson (2011) defined strategic planning as a systematic, long-range planning activity, used to fix priorities, strengthen operations, ascertain objectives and focus on the resources required to attain the set objectives. Nickols (2008) argued that strategic planning ascertains what an organisation is, whom it serves, where it goes and what are the paths which are to be followed to stick to its vision. It includes strategic decision-making, strategic intent, and strategic management model and strategy formulation.

According to Harrington (2016) strategy implementation refers to the execution of the plans and strategies, so as to accomplish the long-term goals of the organisation. Harrington (2016) viewed strategy implementation as an interactive process of implementing strategies, policies, programs and action plans that allows a firm to utilise its resources to take advantage of opportunities in the competitive environment.

Alternatively, Hrebniak (2015) defined strategy implementation as the technique through which the firm develops, utilises and integrates its structure, culture, resources, people and control systems to follow the strategies so as to have an edge over other competitors in the market. In addition, Hrebniak (2015) defined strategy implementation as a series of interventions concerning organisational structures, key personnel actions and control systems designed to control performance to desired ends, specifically the achievement of organisational objectives. Kotler (2012) defines implementation as the process of putting

plans into action for the accomplishment of set objectives. It is through implementation of strategy that an organisation can figure out its future and benefit from the opportunities the future provides.

For the achievement of effective strategy implementation, Douglas (2011) accentuates the importance of allocating resources and operational issues that combine several of the perspectives with more of a focus on the process involved. Kabeyi (2019) noted that the environments in which organisations operate have become uncertain due to political interference and global economic situations that are beyond the organisations' control. Bryson (2015) observes that organisations need to think strategically as never before and respond promptly by translating their insight into effective strategies in order to cope with their changed circumstances.

One can conclude that for an organisation to evaluate that there is effective strategy implementation, they need to look at performance and achievement of objectives as indicators. Furthermore, one can point out that the achievement of objectives can be aided by proper allocation of resources, taking into consideration the organisation's operational issues and the external environment.

2.1.2 Strategic Management and its link to strategy implementation

According to Dess, Lumpkin and Taylor (2005) as quoted in Maleka (2014) strategic management is a branch of management that is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations to reach the organisation's strategic intent. Maleka (2014) emphasised that the main objectives of strategic management are to gain a competitive advantage, to help the organisation survive in times of change and to

ensure that organisations adapt to trends and external changes such as globalisation. On the other hand, Wicks (2014) defined strategic management as the process in which an organisation develops and implements plans that espouse the goals and objectives of that organisation. Wicks (2014) in addition stated that it is a continuous process and evolves as the organisational goals and objectives change. Rothaermel (2012) defined strategic management as a field of management that combines the analysis, formulation and implementation of strategy for the organisation to create a competitive advantage.

Bluestein (2012) pointed out that strategic management is about preparing for the future by determining the steps the organisation needs to take to implement its strategic plan and achieve a competitive advantage. According to Maleka (2014), there is a link between strategic management and strategy implementation, of which strategy implementation is the fourth stage in the strategic management process. Maleka (2014) further stated that the strategic management process starts with goal setting, followed by analysis of strategy formulation, then strategy formulation, strategy implementation and strategy monitoring. Based on the above reviewed literature, it is evident that strategy implementation is a stage in strategic management which follows after strategy formulation. The main objective of strategic management is to formulate and implement strategic plans so that the organisation gains a competitive advantage.

2.2 Theorising strategy implementation

Research on strategy implementation has been dominated by various theories such as the resource-based view theory, open theory and agency theory to mention but a few. This study reviews literature on the above-mentioned theories.

2.2.1 Factors affecting strategy implementation as per the Open System Theory

The open systems theory postulates that an organisation is composed of parts and sub-parts brought together with the purpose of accomplishing set goals and objectives and function as systems which are in constant interaction with their external and internal environment (Pfeffer, 1997). Sherman (2019) explained that an organisation, which is a sub-system of a larger macro system, should develop and implement appropriate strategies in order continuously align to changes within and outside them. Cummings and Worley (2009) stated that changes in the external environment will affect organisations, which then makes it fundamental for all organisations, irrespective of size and origin, to adopt the strategic management philosophy, to enable them to adopt to change and remain competitive.

This open system theory is relevant to this study because the public sector operates in an environment where it has parts and sub-parts, and these influence the public sector. It is affected by both internal and external factors and is continuously interacting with the external environment, hence operating as an open system. As an open system, there is need for the public sector of Namibia to continuously align itself to changes. Therefore, the public sector should look into the internal and external factors for strategy plan implementation so as to be successful.

2.2.2 Factors affecting strategy implementation as per the Agency theory

Agency theory is a management theory which states that the agent (one who acts on behalf of the owners of the business, for example, the manager) plays an important part in the success of the business (Otungu and Nyongesa, 2011). Furthermore, Otungu and

Nyongesa (2011) contends that the agency theory is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals). Hence, the agents' role in strategy formulation and the overall strategy implementation process cannot be underestimated. Otungu and Nyongesa (2011) stated that starting from the corporate strategy to the operational strategy, the objectives designed at all these levels must be supervised by the agents or managers for the organisation to achieve its objectives.

Furthermore, Otungu and Nyongesa (2011) emphasised that at each level of the strategy formulation and implementation hierarchy, there has to be an agent charged with the responsibility of representing other stakeholders at other levels. According to Namazi (2013), the agency theory is vital in the implementation of effective controls which affect the final strategy implementation process. Namazi (2013) went on to say that one of the significant functions and responsibilities of the managers as agents including exerting control over the firms' operations and resources has a direct effect on whether the strategic plans are effectively implemented or not. Therefore, agency theory is relevant to this study as the leaders and managers in various departments in the public sector are the agents who have a direct influence and responsibility in the strategic plan implementation. Their decisions and actions can affect how strategic plans are implemented.

2.2.3 Factors affecting strategy implementation as per the Resource-Based View Theory

The resource-based theory grew largely out of Penrose's (1959) study, in which she cites unused managerial resources as the primary driver of growth. Penrose (1959) recognised that internal managerial resources are both drivers and limits to the expansion any, one

firm can undertake. According to Kunc and Moorcroft (2010) the resource-based view theory sees resources as key to superior organisational performance and therefore it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each different opportunity. Kunc and Moorcroft (2010) suggested that management can take advantage of the internal resources of the firm to create a competitive advantage and to aid in strategy designing and implementation. The Resource Based View theory is relevant in this study since for strategy implementation to be successful, there is need for different types of internal resources and as such, it is of value to understand how financial, infrastructural, human and other resources aid in strategy implementation within the study setting.

2.3 Empirical literature review

Echoing previous studies with similar results, Zaribaf and Bayrami (2010) found that most executives in organisations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly. Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well.

In a study involving 172 Slovenian companies, Cater and Pucko (2010) demonstrated that managers mostly rely on planning and organising activities when implementing strategies, while the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organisational structure to serve the execution of strategy has a positive influence on performance. A study by Rojas-Arce, Gelman and Suárez-Rocha (2012) on the methodology for strategy implementation revealed that there is a great number and variety of harmful situations and serious consequences that may

appear during the implementation of strategic plans. The findings of the mentioned study identified two types of problems which affect plan implementation namely: organisational problems which results from improper organisational structure and functional problems which are mainly linked to human resources, communication and communication relationships in the organisation. To provide the measures that ensure the efficient implementation of the strategic plan, Rojas-Arce *et al.* (2012) suggested that changes be made to the organisational structure to make it adequate, also that there should be regular monitoring and updating of the strategic plan implementation process.

In a study carried out by Magiri, Ngui and Mathenge (2019) the aim was to establish the factors affecting strategy implementation at the Kenya Police Service Headquarters. The study specifically focused on four main variables of strategy implementation which were resource availability, organisational culture, organisational structure and organisational leadership. The study adopted a descriptive research design. The target population consisted of employees at the Kenya Police Service Headquarters with a total number of 345 employees. The study used both stratified and simple random sampling to select a sample of 69 employees. Questionnaires with structured questions were used as the research instrument to collect primary data. The findings revealed that key factors that affect strategy implementation were supportive goal achievement, integrity, taking initiative, developing and practicing leadership, delays in decision making, heavy hierarchical structure, business coaching and individual initiative.

Mutuku (2011) in his study identified the human resource as a key factor in strategy implementation. The study addressed in detail the responsibilities of managers in strategy implementation. He found out that, the main aspects of management practices that affected

strategy implementation include: providing support for employees, encouraging creativity, allowing people participate in making job-related decisions, and creating and sharing organisational goals. The results of the study showed that all top managers have significant relationships with the strategy implementation and lack of their support and commitment in performing their roles leads to the lower cadre of employees missing guidance and support.

Ngugi (2014) carried out a descriptive survey study with the aim of addressing the importance of employee training and development as a way of motivation for effective strategy implementation. The study addressed in detail the concept of training and development to ensure contribution of individuals and groups in achieving organisational objectives through the development of the required knowledge, skills and attitudes. This, in order to manage change in organisations. The implication of the study was that, training and development is important in influencing employee performance leading to achieving organisational strategic goals. The results of the study showed that organisations that embrace staff training and development increase employee performance, knowledge and skills leading to effective strategy implementation.

In a study conducted by Elbana *et al.*, (2016), a total of 150 public service organisations participated in the study to determine the role that formal strategic planning plays in determining the success of strategy implementation. The other factors examined included the mediating effects of managerial involvement in strategic planning and the moderating effects of stakeholder uncertainty on the planning-implementation relationship. A structured online questionnaire was used to collect data. The findings confirmed the

hypothesis that formal strategic planning and management involvement are factors affecting strategy implementation.

A study by Nabwire (2014) on the three major hindrances of strategy implementation revealed that resource allocation and information system was the major barrier affecting strategy implementation. This study was conducted in Kenya at Barclays Bank of Kenya. A descriptive research design was used for the study and a case study of Nairobi branches was used to represent the views of staff of Barclays Bank of Kenya. A field research was undertaken using a sample size of 69, selected using stratified random sampling. The major outcome of the study was that up to 49% of the respondents agreed that resource allocation and information systems were major factors affecting implementation of strategy.

Rajasekar (2014) conducted a study to find out why many organisations could not sustain their competitive advantages, despite having a robust strategy formulation process. This study investigated the strategy implementation processes followed in a service industry in the Sultanate of Oman. The survey method was used to collect data. Around 150 questionnaires were distributed to executives in Oman. The study proposed seven factors that affect implementation strategy. The findings demonstrate that leadership is by far the most important factor influencing successful implementation of strategy in the service sector.

Ahmadi, Salamzadeh, Daraei, and Akbari (2012) studied the impact of organisational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organisational culture and strategy implementation. Results

of their study showed that all types of organisational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

A study by Burshardt, Glascoff, and Doty (2011) studied the relationship between organisational culture and organisational reward structure and found that they are positively correlated. A study by Zaribaf and Bayrami (2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy, unless a wide range of changes is required before implementation (structure alignment with strategy). In contrast, Lorange (1998) presented a concern with business restructuring and proposed that it has to be outweighed by the anticipated gains of the new strategy. He said that too often the restructuring / right-sizing efforts lead to the unintentional discarding of know-how that could have been used for future growth in another context.

Nkosi (2013) investigated factors affecting strategy implementation: a case study of a local municipality in Mpumalanga province, South Africa. The fundamental results from the study revealed that inadequate financial resources remain the most noteworthy impediment to successful strategy implementation. This was followed by weak organisational structure, fragile continuous professional development policies and resistance to change. Against the backdrop of the results of this analysis, the propositions of this study may be considered.

Mbaka and Mugambi (2014) investigated factors affecting successful strategy implementation in the water sector in Kenya. The results show that the most important

reason for the failure of the strategy implementation in the water sector in Kenya is inadequate finance and operational plan of the implementation. Operational dimensions include resources limitation, incompetent management and staff, poor planning for execution and lack of integration among the department are the main reasons for failure, followed by structural and contextual dimensions.

Cyrus (2015) investigated the influence of organisational culture on strategy implementation in selected universities in Kenya. The results of this study indicate that organisational culture has an influence on the strategy implementation of an institution. However, the difference lay in the influence that each component of culture has. Dominant characteristics do influence the values upheld by the institution and the financial strategy. The formal norms present in these institutions do drive the pursuance of goals and objectives clearly and directly. On the other hand, the informal norms present in the institution do determine the behaviour of both employees and leaders of the institution.

The study by Shopati, Mitonga, and Aipinge, (2018) identified 13 effective factors contributing to failure of strategic plan implementation in three intermediate public health care organisations in Namibia. These factors were categorised into four dimensions. In order of effect, the first factor is Contextual Factors with 0.34% which includes: Poor communication; Disharmony, Environmental uncertainty, Lack of clear leadership and guidance; the second factor is Content Factors with 0.31% which includes: Not accepting the organisational culture, Divergent organisational culture, An unclear and ambiguous strategy, Strategy not patient centred, Resource limitations.

The third factor is Operational Factors with 0.23% and includes: Ineffective operational arrangements, Lack of commitment of decision makers, and the lowest is Structural Factors with 0.04% which includes: Lack of inspirational leadership, Poor financial control and planning optimization, Poor project management skills are the main reasons for failure of strategy plain implementation in public health care in Namibia. The data achieved is reliable as it is in line with previous research in public hospitals. The results are in variation with that of Kalali, Anvari & Dastjerdi (2011). Additionally, the results confirmed that there are variations of factors contributing to strategic plan failure in public healthcare organisations despite their geographical location. Latif, Gohar, Hussain & Kashif (2013) argued that public servant managers must confront numerous impediments and curb issues that significantly contribute to the aspects of quantifying, testing, and meritoriously use execution strategies that work in their environment where such public sector department setting exists.

2.4 The conceptual framework

Theoretical frameworks are the cornerstones of research and must be used as much as possible. The importance of utilising a theoretical framework in a dissertation cannot be stressed enough. The framework is used to support the study's rationale through exposing the relationship among the constructs. Theoretical frameworks are firmly grounded in theory and serve as a framework around which the foundation of the study is built. It provides a base upon which the current research is built. According to Merriam (2001), the theoretical framework acts as a guide for the researcher and is developed a priori. The study used the following theoretical framework.

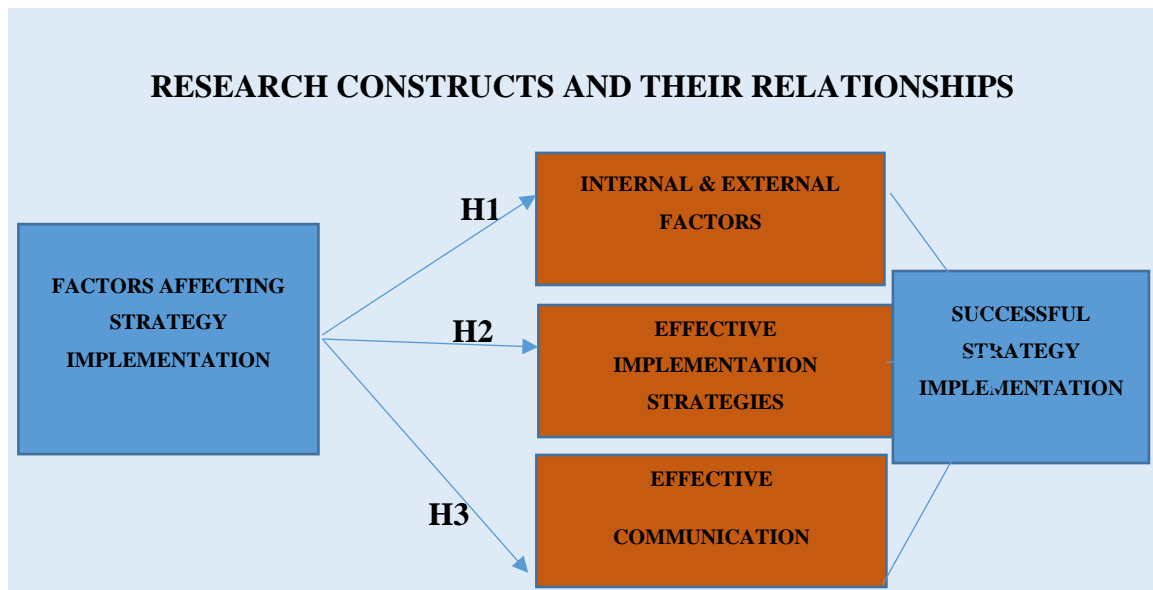


Figure 2.1: Research constructs and their relationships

The conceptualisation above shows the interaction between the factors affecting strategy implementation and successful strategy implementation. In this case the overall hypothesis is that successful strategy implementation is influenced by the various factors such as internal and external factors, effective implementation strategies and effective communication. The framework above is influenced by three popular theories, namely: the Resource Based View Theory, Open Systems Model and The Agency Theory.

2.4.1 Internal and External Factors affecting Strategy Implementation

The internal factors which are considered for this study include management and leadership commitment, employee participation and commitment, organisational structure and culture, communication, the methodology used to implement the plans and firm resources and capabilities. The external factors affecting strategy implementation include technological factors, economic factors and political factors.

According to Baroto, Arvand and Ahmad (2014) 86% of business owners and managers spend less than one hour per month discussing strategy or acting on implementing the strategy. Rojas-Arce, Gelman, and Suarez-Rocha (2012) found out that the most common reasons why implementation of the strategies is unsuccessful are a lack of adequate management and leadership or erroneous determination of leadership responsibilities during the implementation process. Rajasekar (2014) also supported the view by Rojas-Arce *et al.* (2012) by explaining that lack of strategic leadership in the management structures of organisations is one of the possible barriers to the effective implementation of strategy.

According Elbanna, Thanos and Colak (2014), managerial involvement is also widely regarded as one of the key drivers of strategy implementation as it mediates the connection between strategy formulation and implementation. Leskaj (2017) noted that for effective strategy implementation to be realised, the top leadership of an organisation has to constantly monitor and evaluate performance and take corrective actions where necessary.

Mubarak, Wan and Wan (2019) divulged that leadership has the responsibility to introduce, teach and practice the values and corporate culture to employees within the organisation for the effective implementation of strategy. In support of Mubarak *et al.* (2019) and Raelin (2011) pointed out that there is no possibility of implementation of formulated strategies unless everyone is involved and only leadership has the ability to motivate and aspire to accept the changes and to be involved.

A study by Yıldız, Baştürk and Boz (2014) revealed that in the absence of effective leadership, conflicting priorities will result in reduced coordination and a lack of trust in

leadership's potential, thus hindering implementation of strategy. In addition, Yukl (2013) supported that poor strategy implementation has been responsible for a number of strategy disappointments and one of the most cited problems is lack of top managers' commitment. Zhang and Bartol (2010) emphasised that efficient strategy implementation requires a team effort which cannot be achieved without effective leadership. In addition, Zhang and Bartol (2010) further stated that leaders galvanise commitment to embrace change through three interrelated activities: expounding strategy intent, building an organisation, as well as influencing organisational culture. According to Pearce and Robinson (2013) organisational leadership involves guiding the organisation to deal and cope with constant change, which results in successful implementation of strategy.

Findings from a study by Kyalo, Katuse and Kiriri, (2016) indicated that that leaders play critical roles in strategy implementation such as drawing strategic plans, ensuring that it is followed and well implemented. In addition, Kyalo *et al.* (2016) stated that organisational leadership is a critical component in strategy implementation since it coordinates the entire process right from the development of strategies through implementation up to monitoring and evaluating the success as well as failures of the strategy. Therefore, based on the reviewed literature on management and leadership commitment to strategy implementation, the study concludes that the involvement of management or leaders of the organisation has an effect on strategy implementation and need not to be ignored.

All employees of the organisation should understand the organisational strategic plans and contribute towards realisation of such plans for implementation to be successful (Kabeyi, 2019). As stated by Kohtamaki, Kraus, Maleka and Ronkko (2012), clarifying and

explaining strategies and involving personnel in the strategic planning process have been shown to increase personnel commitment to strategy implementation. Mbaka and Mugambi (2014) suggested that the organisation should train its employees to equip them with the right skills so that they are to cope with the new roles of strategy implementation.

According to Rojas-Arce *et al.* (2012), a lack of sufficient participation of the personnel in the information and assessment meetings of the implementation process is likely to result in poor strategy implementation. In addition, Rojas-Arce *et. al.* (2012), pointed out that a lack of operational capacity of the responsible staff is likely to impact on the implementation activities, especially if the corresponding training of the personnel has not been considered in the strategic plan. The issue of staff's operational capacity is supported by Kohtamaki *et al.* (2012) who said that increasing the understanding of strategies by employees through effective training is important since it enables strategy implementation.

According to Khayota (2014), when operational rules are formulated elsewhere without direct involvement of individual employees, this can affect strategy implementation. Khayota (2014) further mention that strategy implementation is hindered by lack of operational manuals, skewed human capacity development, and limited upward flow of information. Abdul-Wahid, Muhamad, Sehar, Arshad and Iftekhar (2013) stated strategy implementation fails when the employees who are involved in the strategy implementation are not competent and the instructions from the leaders are not clear.

Irawanto (2015), on the other hand emphasised on employee participation and commitment for strategy implementation to be successful. Irawanto (2015) commented

that employee commitment is necessary to increase effectiveness and to enhance strategy implementation. In addition, Elbanna (2008) emphasised that employee involvement and commitment are key to successful strategy implementation. Kohtamäki, Kraus, Mäkela, Rönkko (2012) commented that when employees understand their firm's strategy, it gives them a feeling of being part of the team, and thus increase their willingness to work towards the implementation and achievement of goals.

Empirically, Dooley, Fryxell and Judge (2000) observed that employees' commitment to strategy implementation have a positive impact on the success and rapidity of strategy implementation. Hence, the researcher can emphasise that commitment increases employee motivation, shortens the lead time required for strategy implementation and allows fast responses to changes in the business environment.

According to Kabeyi (2019), implementation of strategy often requires an organisational structure corresponding to identify needs and challenges and where such is not put in place, strategy failure often occurs. Failure of strategy implementation can be caused by beliefs and values of the employees of the organisation which are conflicting with implementation of the strategy (Abdul-Wahid *et al.*, 2013). Furthermore, Abdul-Wahid *et al.* (2013) stated that strategies cannot be implemented successfully if the organisational structure is not aligned to the strategies and if the responsibilities of people are not assigned and defined in proper manner.

Mbaka and Mugambi (2014) suggested that for strategy to be implemented successfully, management should align its own organisational structure to what the strategy is calling for in order to enhance effectiveness of communication and coordination during the

implementation process. Johnson and Scholes (2002) explained that organisation structure consists of activities such as task allocation, coordination and supervision, and control structures that facilitate or constrain how the process and relationships work, hence affecting strategy implementation process.

Findings from a study by Khayota (2014) revealed that organisational structures affect the implementation of strategic plans in the forms of task allocation, decentralization of authority, span of control, hierarchical length, employee co-ordination and integration, and structural flexibility. Further, Khayota (2014) revealed that in a situation where management do not give employees required independence in performing their implementation duties and if authority is more centralized than decentralized, making employees wait for instructions from the top, strategy implementation is always poor. Therefore, based on the above literature, the researcher can conclude that organisational structure and organisational culture can aid in effective strategy implementation if aligned well to the strategies.

According to Maleka (2014), strategic plans are often large documents with detailed plans created arduously over months at great effort, only to gather dust and languish after they have been duly acknowledged and then filed away. Maleka (2014) further explained that one of the most common reason why strategic plans are not implemented properly include lack of proper methodology on how the implementation process will be carried out. Senior management does not follow a defined process to accomplish this task. In addition, Maleka (2014) pointed out that senior management does to follow a defined process or methodology that will result in a strategic plan in a timely and efficient yet comprehensive

manner and there is no process to communicate it throughout the organisation and build organisation-wide alignment to its implementation.

Kabeyi (2019) revealed that lack of financial resources due to either poor budgeting or financial constraints hinders the implementation of strategic plans. Organisations, may fail to recruit, develop and motivate the right manpower for strategy formulation and implementation. (Kabeyi, 2019). Mbaka and Mugambi (2014) explained that the capabilities or the people working in an organisation are the key to achieve effective implementation of the strategy and if the workforce is absent or lack the capabilities, it is nearly impossible to implement a strategy. Mbaka and Mugambi (2014) further on stated that knowledgeable, dependable and versatile employees have the ability to overcome the obstacles to change and can meet performance goals even when other resources are scarce in strategy implementation.

Firms' ability to achieve their objectives is closely related to the resources they possess and how they are managed (Bloom and Van Reenen, 2007). Firm resources facilitate successful implementation of strategies as long as they are valuable, rare, imperfectly imitable and imperfectly substitutable (Mugera, 2012). With reference to resource-based theory as explained earlier, our study looks at helpful resources such as tangible and intangible possessions that are controlled and invested by the firm to implement strategies and attain and sustain competitiveness (Barney, 1991). The technological Infrastructure can be utilized to enhance and maintain communication and accountability for all relevant managers and operational employees throughout the strategy implementation process (Mbaka and Mugambi, 2014).

A number of environmental factors, which the firm does not have control over, have an effect on the implementation of strategy (Mbaka and Mugambi, 2014). According to Abdul-Wahid *et al.* (2013), environmental uncertainty caused by external factors hinder strategy implementation. In addition, Abdul-Wahid *et al.* (2013), pointed out that strategy implementation is affected by unpredicted problems that happen due to change in government, political, social and leadership.

Economic changes which are unforeseen will at one-point hinder strategy implementation and financial recession will lead to a need to a tight operation budget which will therefore lead to maintenance of status quo (Ileri, 2013). In addition, Ileri (2013) added that poor economic environment may derail a strategy due to the fear of future economic performance as well as other external factors such as inflation, global economic changes, government policy and changes in taxation rates also pose a great challenge to strategy implementation. Based on these arguments concerning firm's investment level, access to market information and managers' level of expertise, we hypothesize the following:

H₁: Internal and External factors have a direct effect on strategy implementation.

2.4.2 The Effect of effective implementation strategies on strategic plan implementation

According to Markiewicz (2011) change management can be used as an effective strategy to implement a new strategy since the new strategy requires changes both in the organisational structure and the internal operational processes. In addition, Markiewicz (2011) stated that system requires not only changes in the static organisational structure, but changes in the methods of human resources management and communication system so as to align it with the strategy implementation process.

Besides change management, according to Misankova and Kocisova (2014) administrative tools can be used as effective strategies to help in implementation of strategic plans such as plans, budgets, policies, procedures and effective controls. Furthermore, Misankova and Kocisova (2014) explained that implementation of effective controls when implementing strategies is important as it is one way which can be used to ensure that the implementation process is going according to plan. Misankova and Kocisova (2014) also pointed that policies and procedures in an organisation can be used as strategies to enforce strategy implementation in several ways such as institutionalizing strategy-supportive practices and reducing uncertainty in repetitive and day-to-day activities in the direction of efficient strategy execution.

According to Nyamwanza and Mavhiki (2014), a study on the implementation frameworks used by SMEs in Zimbabwe revealed that successful strategy implementation can be aided by the use of Okumus' model, (a model which explains that strategy implementation can be enhanced by focusing on four factors namely strategy content, strategy context, process and outcome). Nyamwanza and Mavhiki (2014) explained that the successful implementation was due to the fact that Okumus' model helped to improve the internal processes of the organisations, which in turn, had a positive effect of strategy implementation.

Okumus (2003) grouped the factors affecting strategy implementation into four categories: strategy content, strategy context, process and outcome. The first category is the strategy content and according to Okumus (2003), this includes the development of the strategy. In this category, according to Okumus (2003) the aims of the new initiative should be clearly identified and the expertise and knowledge of strategy developers in

managing change are crucial. Active participation from all levels of management is recommended; The second category is the strategy context, which is further divided into external and internal contexts which includes environmental uncertainty and the internal context includes organisational structure, culture and leadership. The third category is the operational process which includes operational planning, resource allocation, people, communication and control and these factors are vital in the implementation of strategy.

The last category is the outcome. According to Okumus (2003) the outcome determines whether the strategy has been implemented according to plan or not, if not, the management has to determine what corrective action is needed. Thus, in the researcher's opinion, the elements in Okumus Framework can be used in aiding the effective implementation of a strategy. An organisation can use more than one strategy to aid the effectiveness of strategy implementation. Accordingly, the second hypothesis of the research is stated as follows:

H₂: Effective implementation strategies aid the effectiveness of strategic plan implementation.

2.4.3 Effect of effective communication on strategy implementation

According to Ileri and Deya (2019) communication aids strategy implementation directly through its impact on the individuals involved in implementation. Further, encourages participation in strategy formulation, refinement and implementation, as well as enabling direct communication of corporate strategies once formulated (Ileri and Deya, 2019).

According to Ambani and Wanyoike (2012), effective communication is critical for successful strategy implementation of any plan, whether an organisational strategic plan or a marketing or operational plan, as those required to support the plan need to be informed of the plan and its importance to the organisation. In addition, communication is key to strategy implementation since all employees should know why the plan was developed, what it means to the company, who will be involved in its implementation and how they can contribute to it (Ireru and Deya, 2019). In addition, Ambani and Wanyoike (2012) pointed out that effective communication helps in strategy implementation in that employees are given feedback and are also motivated. Motivated employees are aware how their work will lay a vital role in the overall success of the company.

According to Wiggil (2011) successful strategy implementers report that the involvement of teams throughout the strategy formulation and implementation process not only increases motivation, but also a shared vision in achieving the strategy goals. Wiggil (2011) further pointed out that for this to happen, clarity and consistency in communications from the formulation, implementation and evaluation stages are essential to success. Findings from the research done by Ayusa (2016) revealed that communication is vital to strategy implementation success as it helps build relationships while also providing a comfortable environment for staff to express their opinions in regard to strategies to be implemented.

According to Mbaka and Mugambi (2014) management should develop a good communication system to disseminate information to employees, giving all necessary updates on all the strategies that have been developed by the strategy formulators. Mbaka and Mugambi (2014) reasoned that communication is necessary in strategy

implementation as all the employees need to be well informed about these strategies and the various tasks, they are required to perform during the strategy implementation process.

Cater and Pucko (2010) commented that strategy is difficult to implement when the employees and managers do not fully understand the strategy due to lack of understanding traced to a number of reasons, such as lack of effective communication, or lack of communication, in general. According to Schaap (2012), management should communicate the strategy to employee and clarify each member's particular role in strategy implementation to aid successful implementation.

According to Minankova & Kocisova, (2014) if employees do not feel that they have a stake in the plan, they are likely to resist towards the implementation of the plan and this results to poor implementation of the strategy. Roja-Acre et. al (2012) pointed out that if employees are presented with a plan that seems too massive and too ambitious for them, their natural response would involve shutting down and refusing to understand.

Thus, the researcher's view point is that it is important that the strategy be communicated well to all involved in the organisation to avoid resistance, confusion and to aid in successful implementation of strategy. From the literature review, it can be noted that communication can help aid effective strategy implementation. Therefore, the third and final hypothesis of this study is stated as follows:

H₃: Effective communication directly improves strategic plan implementation.

2.5 Summary

This chapter reviewed literature in relation to the factors affecting the implementation of strategy. From the various sources reviewed, it can be seen that there are various factors which affect the implementation of strategy. Management or the strategy implementers should take note of these factors to ensure successful strategy implementation. Literature revealed that factors affecting strategy can be internal or external to the organisation. Also, in this chapter, a conceptual framework was presented based on the hypothesis of the study and the theories supporting the study namely: the resources-based view theory, open systems theory and the agency theory. The next chapter looks into the way the study was conducted by addressing the research methods.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The aim of this chapter, is to outline the research methodology that was used in the study, that is, the research design, data collection, presentation, analysis and interpretation. The chapter starts by explaining the meaning of research methodology and design which helps in the development of a framework for the research design. This research work used the research onion as developed by Saunders, Lewis and Thornhill (2012) in deriving the methodology which was used to carry out the research. The Research Onion model (Figure 3.1) illustrates metaphorically the way different elements involved in the research need to be examined so that a research design can be derived.

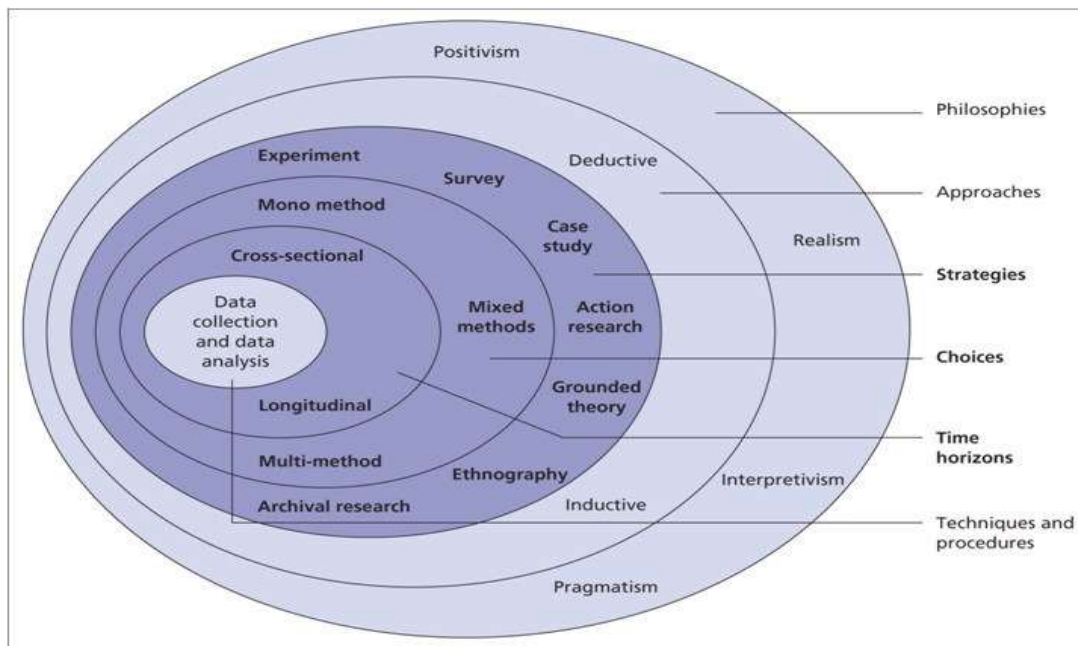


Figure 3.1: The Research Onion

Saunders, Lewis and Thornhill (2012)

3.2 Research Methods

3.2.1 Research Philosophy

The current research study used the positivism paradigm. Positivism adheres to the view that only factual knowledge gained through observation (the senses), including measurement, is trustworthy. In positivism studies, the role of the researcher is limited to data collection and interpretation in an objective way. In these types of studies research findings are usually observable and quantifiable. Positivism depends on quantifiable observations that lead to statistical analyses. It has been noted that as a philosophy, positivism is in accordance with the empiricist view that knowledge stems from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined and regular manner. Moreover, in positivism studies the study is independent from the researcher and there are no provisions for human interests within the study. Positivist studies usually adopt a deductive approach.

The researcher chose this paradigm as it is most suited to quantitative research. Furthermore, this philosophical approach makes use of research questions and hypotheses, which were incorporated in this study and positivism gives importance to get the quantitative results and may lead to statistical analysis. According to Saunders *et al.* (2012) there are four different philosophical approaches to research namely: positivism, realism, interpretivism and pragmatism (as shown above in the outer layers of the research onion). Positivism comes up with the research questions and hypotheses that you can test. With positivism, you can find the explanations measuring the accepted knowledge of the

world. It is the type of body of research that other researchers can also take to find the same outcome.

3.2.2 Research Approach

This research study used a deductive approach. According to Saunders *et al.* (2012), in a deductive approach, the previously existing theories are used for understanding and answering the research questions and presenting the hypothesis related to a specific situation for deriving empirical evidence. The current study used a deductive approach so that the main constructs of the study can be verified (Creswell, 2012). The aim of this research study was to find answers to the research questions at the start of the research and to gather data and ultimately the confirmation or rejection of the hypothesis. Hence, the deductive approach was found to be the most suitable. According to Babbie (2010) a research approach mainly identifies the foundation of the research strategy and provides direction to the research methods. This approach can be considered as an assessment of the various methods used in scientific inquiry applications and helps in the identification of the interaction between observation and logic. Research approach can be differentiated into two parts: the first is inductive and the second is deductive.

3.3.3 Research Strategies

The research strategy used in this study is the survey. This research strategy was found to be suitable for this study since it ensured that the subsection of the total population was selected and used to represent the whole population in the study. The most important advantage of a survey is that it is less costly as it eliminates the need to use the whole group (Creswell, 2012). The researcher used this strategy as it saved time as it only deals

with a small subsection of the population, which can be reached within particular time limits.

While carrying out the survey, the researcher used a small subsection without compromising the quality of the research. According to Creswell (2012), a research strategy is the method used by the researcher to obtain information from the participants. There are several research strategies that could be applied in empirical investigations, and they include experiments, ethnographic studies, observations and surveys. Survey is a strategy where the researcher selects a sub-population or a sub-group or sub-process of the phenomenon under investigation as a representative of the whole phenomenon. A survey is used to obtain data about practices, situation views at one point in time through questionnaire or interviews (Igwenagu, 2016). Furthermore, Ponto (2015) defined a survey as the collection of information from a sample of individuals through their responses to questions. This type of research allows for a variety of methods to recruit participants, collect data, and utilize various methods of instrumentation. Survey research can use quantitative research strategies such as using questionnaires with numerically rated items.

This study adopted a descriptive research design. According to Leedy and Ormrod (2015), a descriptive research examines a situation as it is. It does not involve changing or modifying the situation under investigation nor is it intended to determine cause and effect relationships. Descriptive research describes the state of affairs as it exists at present. It includes surveys and fact-finding enquiries of different kinds. The researcher has only reported what has happened or what is happening but has no control over the variables.

This design was considered suitable for the study as it examines the situation as it is, in this case, the factors affecting strategic plan implementation at the Namibia Correctional Service.

Another important aspect of this study is that it is based on existing research and literature on the current status of strategic plan implementation. Therefore, descriptive research was seen as the appropriate research method to use. This type of research is useful in describing the status quo with respect to conditions or variables that are found in a given situation (Patton, 2015).

3.3.4 Research choices

In this study, a mono method was used, where by the questionnaires were used as data collection tools using a quantitative method. Quantitative research is concerned with the methods and techniques to obtain appropriate data for investigating the research hypothesis (Denscombe, 2007). Quantitative approach is more appropriate to determine the extent of the problem, issues or phenomenon by quantifying their variabilities in relation to strategic plan implementation. There are different ways through which the research method can be selected (Punch, 2013). The first method is the mono method wherein a single data collection technique is utilised followed by a corresponding qualitative or quantitative analysis procedure (Bryson *et al.*, 2014). The second is the multimethod, wherein multiple methods are used for arriving at the analysis.

3.3.5 Time Horizon

The time horizon for this study was cross-sectional because the study offered a snap of a sample population which is confined to a particular point in time. The last layer of the

research onion, just before the core, emphasises the time horizon where the research was undertaken. According to Bryman and Bell (2015) the research design can be of two types, longitudinal or successive independent samples and cross sectional. While cross sectional and longitudinal designs have been distinguished in the literature, the majority of surveys conducted are cross-sectional. The shortcomings of these cross-sectional surveys are their confinement to a particular point in time. With the consistent change in population characteristics, the actual situation is not reflected by the cross-sectional surveys (Punch, 2013). Longitudinal studies refer to the study of change over time. This implies that in longitudinal studies a process of change is studied over a period of time. Similar trends can also be observed in the comparison of the survey results conducted in different ways (Silverman, 2016).

3.3.6 Time focus of current research study

The current study adopted a cross sectional research strategy which identifies the opinions of a cross section of the study population. The study was conducted between April 2019 to November 2020.

3.3.7. Population of the study

Population can be defined as a collection of all the observations of a random variable under study and about which one is trying to draw conclusions in practice. The target population is the total group of individuals from which the sample might be drawn (Creswell, 2012). The Namibia Correctional Service head office has a total of 322 staff members and these formed the population for the study.

3.3.8 Sample and sampling procedures

The sample size of this study was 176, comprised of the management and ordinary staff members. Purposive sampling was used. The sample size was based on the population size of 322 employees and was determined by the Krejcie and Morgan table of 1970. According to Denscombe (2007) a sample comprises elements of a subset of the population considered for actual inclusion in the study.

According to Creswell (2012) by using purposive sampling, the researcher deliberately obtains units of analysis in such a manner that the sample they obtain may be regarded as being representative of the relevant population. The purposeful selection of participants represents a key decision point and helps the researcher to purposely seek typical and divergent data. This is what happened in this research as only management and employees who are involved in planning and strategy implementation were selected to represent the entire population as per the researcher's discretion for the researcher to seek specific data on planning and implementation.

3.3.9 Data collection procedures

This study used a questionnaire as the data collection instrument. According to Creswell (2012), a questionnaire is a written or printed form used in gathering information on some subjects, consisting of a set of questions to be submitted to one or more individuals. The advantages of the questionnaire are that large amounts of information can be collected from many people in a short period of time and in a relatively cost-effective way. Questionnaires can easily and quickly be quantified by the researcher through use of software packages. The disadvantages of questionnaires are that people may read

differently into each question and therefore reply based on their own interpretation of the question. In collecting data, the questionnaires were distributed to the participants in the study by the researcher herself and collected thereafter for analysis.

3.3.9.1 Instrument Design

The general format of the data collection method was that of a questionnaire designed to give clear instructions as well as introductory comments. Short instructions helped the respondents make sense of the questionnaire and make the questionnaire easier to respond to the questions. This helped put the respondents in the proper frame of mind for answering the questions. The format avoided the use of abbreviating words, as that would be confusing to the respondents, as not all abbreviations will be interpreted correctly. This was done to avoid the respondents answering the questions in a desired way and not to skip the process entirely. The format of the questionnaire was constructed in a manner, which did not take up the time of the respondent. The questionnaire was constructed to address the research objectives. The researcher constructed the questionnaire herself. The questionnaire consisted of structured questions. A brief outline of the different sections of the questionnaire is presented below:

- Section A: Demographic Information

- Section B: Examining effects of internal and external factors on strategic plan implementation.

- Section C: Determining the strategies which can aid in effective strategic plan implementation

- Section D: Examining the effects of communication in improving strategic plan implementation.

3.3.9.2 Pilot Testing

According to Malhotra (2010) after the completion of the questionnaire, it should be pretested. This process ensures the validity and reliability of the questionnaire. Further, pilot studies can be used for identifying or refining a research question or set of questions, refining a hypothesis, evaluating a sample population and testing the research instrument. In order to validate the test, ten questionnaires were distributed to management and employees of the Namibia Correctional Services who were part of the population but not part of the sample. Adjustments to the questionnaires were made based on the results of the pilot study.

3.3.9.3 Validity and reliability testing

Validity is the extent to which the instrument measures what it is intended to measure (Leedy and Ormrod, 2015). On the other hand, Persaud and Devenish (2019) defined validity as whether the methods, approaches and techniques used relate to and actually measure the issues being explored in the study. There are four specific types of validity which were used in this study. These are face validity, content validity, criterion validity and concurrent validity.

Face validity is the extent to which on the surface, an instrument looks like it is measuring a particular characteristic (Leedy and Ormrod, 2015). In this study, face validity was optimised by the conduct of a pilot test to verify the relevance and representativeness of the various items to the intended setting. Content validity is the extent to which a

measurement instrument is a representative of the sample of the content area being measured. It is a measure of adequate coverage of a topic under study (Leedy and Ormrod, 2015). Content validity in this study was ensured by covering content in relation to strategy implementation, linking it to factors affecting strategy implementation on the questionnaires. The study ensured that all major topics and themes relating to the study were covered. Criterion validity is the ability to predict the existence of some current conditions. Given the fact that no other standard measure of similar constructs or established criteria was available, criterion validity was not established. Concurrent validity compares the result of a particular research work with other works. In an endeavour to ensure construct validity for the current study, the questionnaire items were developed in alignment with the theoretical and conceptual underpinnings of the study.

Reliability is the extent to which the data collection technique or techniques will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data (Persaud and Devenish, 2019). Garson (2016) stated that if the research findings can be repeated, it is reliable. Kumar (2014) described reliability as the extent to which a measuring instrument is repeatable and consistent. Reliability of the questionnaire was obtained by administering different versions to the same group of individuals in the pilot study. The scores from the two versions were correlated in order to evaluate the consistency of results across alternate versions. If they are highly correlated (in agreement), then they are known as parallel-form reliability (DeVellis, 2016). For example, the factors affecting strategy implementation were assessed with questionnaires and interviews to determine if the

results were highly correlated. The highly correlated results indicated that there was a sure measure of reasonable reliability.

The other way the questionnaire was tested for reliability was through the Internal Consistency Reliability, which is described as a measure of reliability used to evaluate the degree to which different test items that probe the same construct produce similar results. It examines whether or not the items within a scale or measure are homogeneous (DeVellis, 2016). In this study, internal consistency reliability was determined by the correlation of the scores from two or more independent raters, or the coefficient of agreement of the judgments of the raters. This measure is useful because human observers will not necessarily interpret answers the same way; raters may disagree as to how well certain responses or material demonstrate knowledge of the construct or skill being assessed. The internal consistency measure used in this study is the Cronbach's alpha (α), which is usually interpreted as the mean of all possible split half coefficients. It is a function of the average inter-correlations of items, and the number of items in the scale. It is typically varying between 0 and 1, where 0 indicates no relationship among the items on a given scale, and 1 indicates absolute internal consistency (DeVellis, 2016).

3.4 Limitations of the study

The study had a central limitation based on the validation of the questionnaires, which may be reduced as a result of bringing together different scale items from the literature. As the expected results of this study were based on the selected sample, the study may not necessarily reflect the representation of all public sector ministries.

3.5 Elimination of Bias

In quantitative studies having a well-designed research protocol explicitly outlining data collection and analysis can assist in reducing bias. In quantitative studies, measurement bias can occur if a tool or instrument: has not been assessed for its validity or reliability. In this study, bias was eliminated through pilot study, testing and pre-testing and considering all forms of validity. Bias is not a dichotomous variable. Interpretation of bias cannot be limited to a simple inquisition. Instead, reviewers of the literature must consider the degree to which bias was prevented by proper study design and implementation. As some degree of bias is nearly always present in a published study, readers must also consider how bias might influence a study's conclusions

3.6 Data Analysis

Quantitative analysis was done for the numerical data obtained from the field. This was done using descriptive statistics with the help of SPSS. The responses in the questionnaire were coded into common themes to facilitate analysis. Hence the researcher goes through the responses tallying them with regard to outcomes from different respondents to each variable. Graphs, tables and pie charts were used to represent the outcomes. Descriptive statistics was used to present the results of the study and was done using statistical tools such as measures of frequency. Inferential statistics were also used to test the hypotheses of the study. These included Anova and Chi-Square.

3.7 Ethical considerations

According to Myers (2013) ethical issues should be carefully handled throughout the research, especially during the collection and analysis of the data. In order to handle

ethical issues, permission and approval was first sought from the Namibia Correctional Service in order to conduct the study. A written letter was sent, communicating the topic, clarifying the objectives of the study. The permission letter was obtained before carrying out the study. Secondly, consent was sought from the participants in the study and the purpose and objectives were clearly explained to the respondents of the study. The researcher ensured that the participants in the study agreed to be part of the study. Forms were distributed to the participants that described the nature of the research, as well as the nature of one's participation in it. The form also indicated that participation was voluntary and could be terminated anytime without penalty to the participants. This is according to Leedy and Ormrod (2015) who pointed out that when conducting a research, participants should be told the nature of the research and given the choice of whether to participate or not. Further, Leedy and Ormrod (2015) indicated that under no circumstances should people feel pressured to participate from employers or powerful individuals. Respondents participated in the study voluntarily and were given the option of withdrawing from the study whenever they wanted.

According to Leedy and Ormrod (2015) any research study involving human beings must respect participants' right to privacy. Under no circumstances should other people be aware of how a particular participant has responded or behaved, unless that participant has specifically granted permission in writing for this to happen. It was also ensured that confidentiality was maintained for the personally identifiable information of the participants. Also, the questionnaire was coded by the researcher in such a way that the participant's real identity would be concealed.

Additionally, aggregation of responses in this research ensured data anonymity and confidentiality. According to Chang (2014), one of the ethical requirements for a researcher is to ensure that human subjects are protected and no harm comes to them. He further added that when conducting research, the researcher should minimise harm and risk and maximise benefits; respect human dignity and take special precautions with vulnerable populations. Leedy and Ormrod (2015) stated that when a study involves human beings, the risks involved in the study should not be greater than the normal risks of day-to-day living. Participants should not risk losing life or limb, nor should they be subjected to unusual stress, embarrassment, or loss of self-esteem. In this study, participants were not subject to embarrassment, loss of self-esteem or unusual stress.

3.8 Summary

This chapter has provided the research strategy, methods, population and sampling procedures and techniques used for this study. This study used an onion methodology and applied a quantitative method. A sample of 176 participants was used in this study, using purposive sampling. Data was analysed using descriptive statistics. The following chapter presents and discusses the results from the data that was collected through questionnaires.

CHAPTER 4: RESULTS AND DISCUSSIONS

4.0: Introduction

This chapter analyses, interprets and discusses data from the field. The findings obtained were based on the factors affecting the implementation of strategic plans at the Namibian Correctional Service. More specifically, this study investigated the internal and external factors affecting strategy implementation. Also, the strategies that can be used to improve the implementation of the strategic plans and the effect communication has on the implementation of strategic plans.

4.1: Response rate

The sample size of the study was a total of one hundred and seventy-six participants (176). However, the response rate amounted to 75% (132 out of the expected 176 participants responded). Some of the respondents were not available to participate in the study and some were not willing to take part in the study, leading to an overall response rate of 75%.

4.2: Instrument reliability testing - Cronbach's alpha

In order to determine if data collected was reliable and valid, the researcher conducted validity and reliability tests. Cronbach's alpha was used as a scale to measure reliability of the research instrument and the data it collected. After analysing data collected on SPSS, the Cronbach's alpha statistic was 0.782 as it is shown in table 4.1 below. This implies that the items used, measured what they were supposed to measure and that there was good internal consistency of the measures. According to literature, if the Cronbach

alpha value reported is in the region of 0.7 or greater than 0.7 it is acceptable. In this study, the Cronbach's Alpha is 0.782.

Table 4.1: Reliability Statistics –Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.795	132

Source: Survey Results (2020)

4.3: Sample adequacy (KMO measure)

Table 4.2: KMO measure of sampling adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	6346.172
	Df	132
	Sig.	.000

Source: Survey Results (2020)

The test of sample adequacy used for this study was the Kaiser-Meyer-Olkin (KMO) measure. The results indicated a KMO measure of 0.719. This measure indicated that the sample was sufficient to contribute well to the findings.

4.4: Test for Normality

Test for normality was done using Shapiro-Wilk Test. This test runs two statistical tests of normality – Kolmogorov-Smirnov and Shapiro-Wilk simultaneously, but according to researchers, the Shapiro-Wilk test gives more accurate results. As per the Shapiro-Wilk test interpretation, the null-hypothesis of this test is that the population is normally distributed. Thus, if the p value is less than the chosen alpha level, then the null hypothesis is rejected and there is evidence that the data tested is not normally distributed. In this

study, successful strategy implementation is the dependent variable, and the Shapiro-Wilk test of normality helps to determine whether the data is normally distributed. The alpha value taken for this study is: $\alpha = 0.05$, So if the p value $<$ alpha (less than alpha value), one will reject the null hypothesis.

The results of the study indicated that the p -value is 0.122, which is greater than the alpha value, therefore, the null hypothesis cannot be rejected. Hence the population is normal.

Table 4.3: Tests for Normality

Tests for Normality						
Successful strategy implementation	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
	.085	132	.198*	.963	132	.122

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction.

Source: Survey Results (2020)

4.5: Demographic data analysis

A total of 132 participants took part in the study. The majority of the participants were male, as represented by 88 out of 132, which accounts to 66.7% of the participants. The female participants constituted 32.6% (43 out of 132).

Table 4.4: Gender of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	88	66.7	66.7	66.7
	Female	43	32.6	32.6	99.2
	21.00	1	.8	.8	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

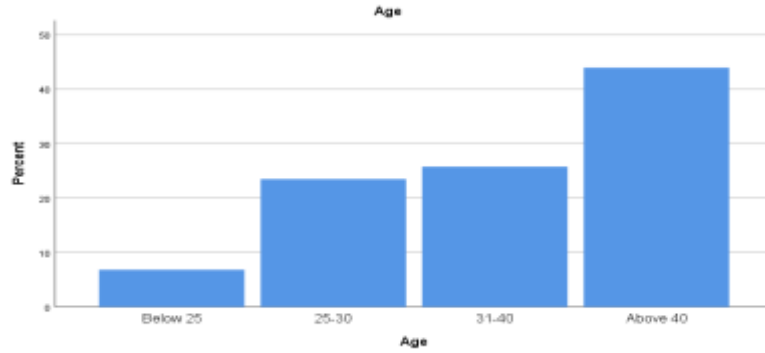


Figure 4.1: Age of participants

Source: Survey Results (2020)

The majority of the participants were in the age group of above forty years old (40), this indicates that most of the people who took part in the study were mature and experienced and were likely to give reliable responses.

Table 4.5: Work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8-10 Years	45	34.1	34.1	34.1
	5-7 Years	69	52.3	52.3	86.4
	2-4 years	10	7.6	7.6	93.9
	Less than 2 years	8	6.1	6.1	100.0
Total		132	100.0	100.0	

Source: Survey Results (2020)

52.3% of the participants have between five to seven years' experience in the organisation. Only 8% have less than two years' experience in the company. On educational level, the staff at Namibian Correctional Service are well knowledgeable as shown by the findings below:

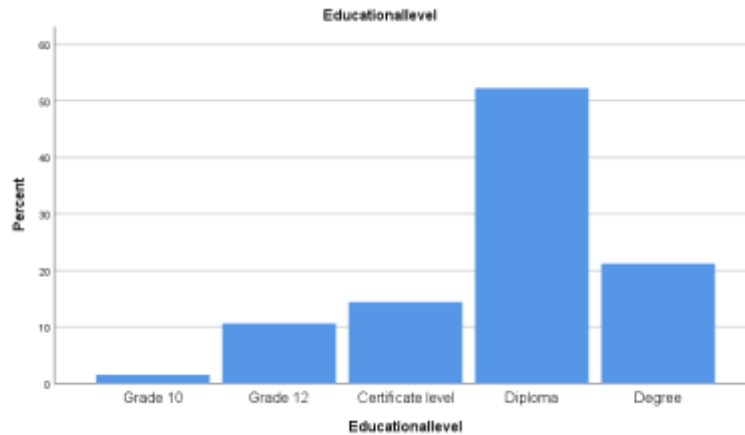


Figure 4.2: Educational level of participants

Source: Survey Results (2020)

4.6: Descriptive data analysis by objective

This study had three specific objectives and the aim of the findings is to show if the objectives were met. The objectives of the study are as follows:

- To examine the effect of internal and external factors on strategic plan implementation.
- To determine strategies which can aid in effective strategic plan implementation
- To determine the effect that effective communication have in improving strategic plan implementation.

This section analyses the descriptive findings as per each objective.

4.6.1: Internal and external factors (IEF) affecting strategic plan implementation

4.6.1.1 Management and employees' commitment

The findings from the study indicated that most participants disagreed with the view that there is management and employee commitment to the implementation and achievement of the strategy. This was indicated by only 28.8% of the participants (38 out of 132) who

agreed that there is management and employee commitment. The majority, as indicated by 40.2% (53 out of 132 participants) were of the opinion that management and employees were not committed to the implementation of strategy. The participants who disagreed with the view comprised of 32.6% who disagreed and 7.6% who strongly disagreed. However, 31.1% (41 out of 132), were neutral as they neither agreed nor disagreed with the view.

Table 4.6: Management and employee commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	17	12.9	12.9	12.9
	Agree	21	15.9	15.9	28.8
	Neither agree or disagree	41	31.1	31.1	59.8
	Disagree	43	32.6	32.6	92.4
	Strongly Agree	10	7.6	7.6	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

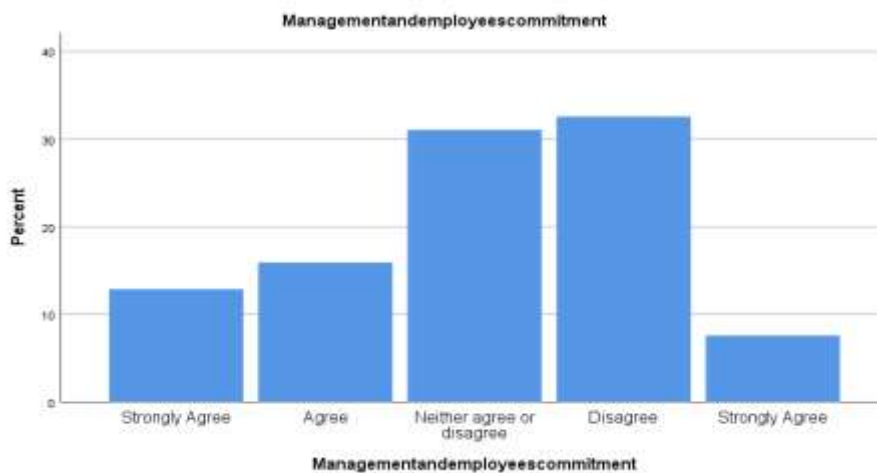


Figure 4.3: Management and employee commitment

Source: Survey Results (2020)

4.6.1.2 Skills and capacity of staff

Most of the staff at the company possessed the rightful skills to perform their duties and have the capacity to implement strategies well. This was shown in the study results as the majority of the participants agreed to this view. 7.6% of the participants strongly agreed to this view, 44.7% agreed that the staff had skills and capacity to implement strategy, resulting in a total of 52.3% of the participants agreeing to the view. 15.9% neither agreed nor disagreed. 31.8% disagreed that there is enough skills and capacity at the firm.

Table 4.7: Skills and capacity of staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	7.6	7.6	7.6
	Agree	59	44.7	44.7	52.3
	Neither agree or disagree	21	15.9	15.9	68.2
	Disagree	42	31.8	31.8	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

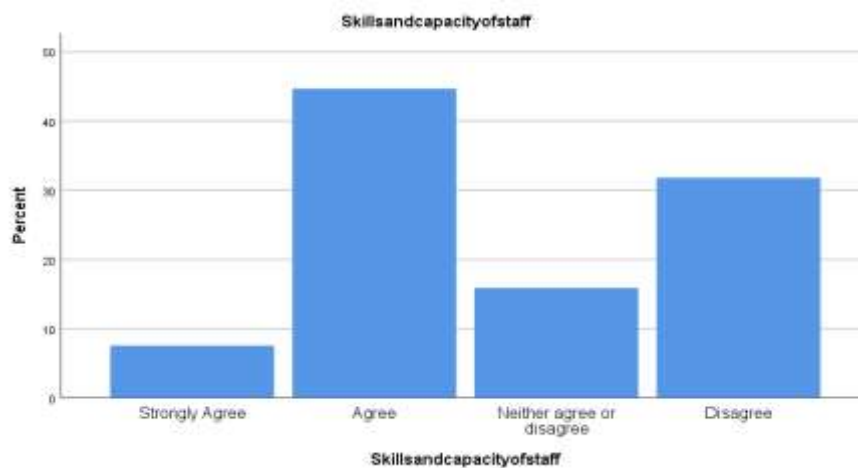


Figure 4.4: Skills and Capacity of Staff

Source: Survey Results (2020)

4.6.1.3 Operational task supervision

The findings indicated that 50.7 % (67 out of 132) of the participants were of the view that there was no supervision at the organisation. 20.5% were neutral as they neither agree nor disagree with this view. 28.8% agreed that there is operational supervision at the organisation.

Table 4.8: Operational task supervision

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	7.6	7.6	7.6
	Agree	28	21.2	21.2	28.8
	Neither agree or disagree	27	20.5	20.5	49.2
	Disagree	61	46.2	46.2	95.5
	Strongly Agree	6	4.5	4.5	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)



Figure 4.5: Operational Task Supervision

Source: Survey Results (2020)

4.6.1.4 Employees' involvement in operational rules formulation

Employees at the organisation are not involved or participate in the formulation of operational rules that concerns them. This was revealed by the results of the study which showed that the majority of the participants, 58.4% (77 out of 132) who pointed out that there were not involved in the operational rules formulation. However, 20.5% (27 out of 132) agreed that there were involved in operational rules formulation.

Table 4.9: Employees involvement in operational rules formulation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	20.5	20.5	20.5
	Neither agree or disagree	28	21.2	21.2	41.7
	Disagree	55	41.7	41.7	83.3
	Strongly Agree	22	16.7	16.7	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

4.6.1.5 Organisational tasks supervised

The findings indicated that the organisational tasks were supervised as shown by 59.8% of the participants (79 out of 132). However, 17.4% disagreed with this view and were of the opinion that tasks were not supervised.

Table 4.10: Organisational task supervised

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	6.1	6.1	6.1
	Agree	79	59.8	59.8	65.9
	Neither agree or disagree	22	16.7	16.7	82.6
	Disagree	23	17.4	17.4	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

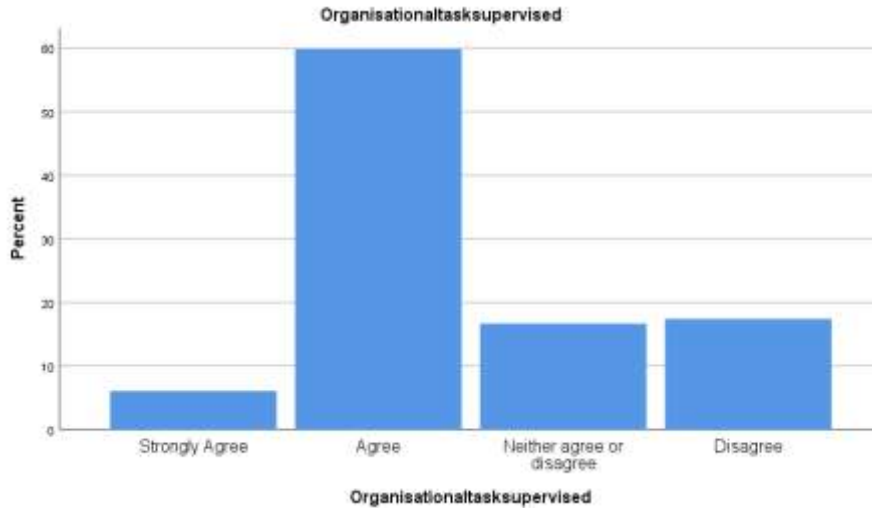


Figure 4.6: Organisational tasks supervised

Source: Survey Results (2020)

4.6.1.6 Values and attitudes of employees

The results from the questionnaires showed that 51.5% (68 out of 132) of the participants disagreed with the view that the employees have values and attitudes that supports the implementation of strategy. 34.8% (46 out of 132) neither agreed nor disagreed. However, only 13.6% (18 out of 132 participants) agreed that the values and attitudes of employees were conducive for strategy implementation.

Table 4.11: Values and attitudes of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	18	13.6	13.6	13.6
	Neither agree or disagree	46	34.8	34.8	48.5
	Disagree	68	51.5	51.5	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

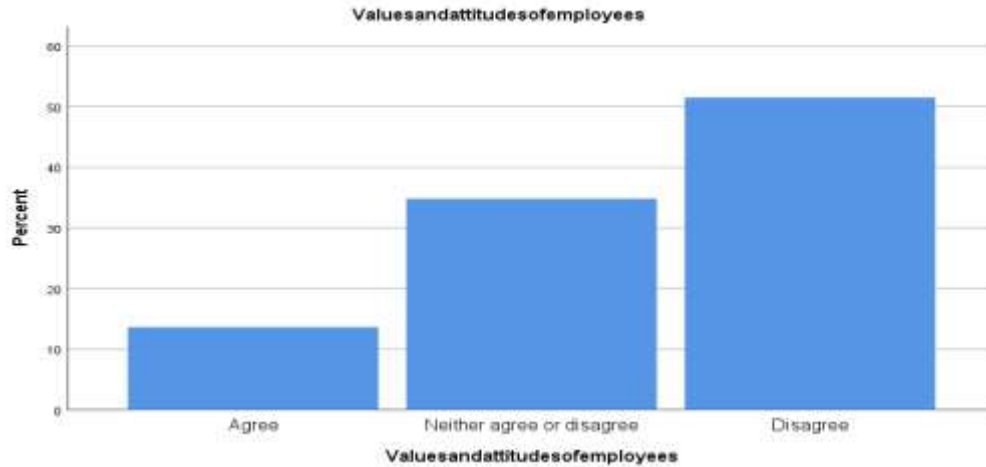


Figure 4.7: Values and Attitudes of Employees

Source: Survey Results (2020)

4.6.1.7 Internal resources' influence on strategy

Table 4.12: Internal resources influence strategy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	14.4	14.4	14.4
	Agree	64	48.5	48.5	62.9
	Neither agree or disagree	14	10.6	10.6	73.5
	Disagree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

Participants were asked if internal resources had an influence of strategy implementation.

Majority of the participants agreed that internal resources had an influence on strategy

implementation. This was indicated by 48.5% (64 out of 132 participants) who agreed with the view. 10.6% were neutral as they neither agree nor disagree with the view. However, 26.5% disagree with the internal resources having any influence of strategy implementation.

4.6.1.8 Government policies on strategy implementation

Most participants agreed that government policies affect strategy implementation. 59.1% (78 out of 132 participants) agreed to the view that government policies have an effect on strategy implementation. 31.8% (42 out of 132) were not sure and they indicated that they neither agree nor disagree with the view. However, only 9.1% disagreed with the view that government policies affect strategy implementation.

Table 4.13: Government policies affect strategy implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	78	59.1	59.1	59.1
	Neither agree or disagree	42	31.8	31.8	90.9
	Disagree	12	9.1	9.1	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

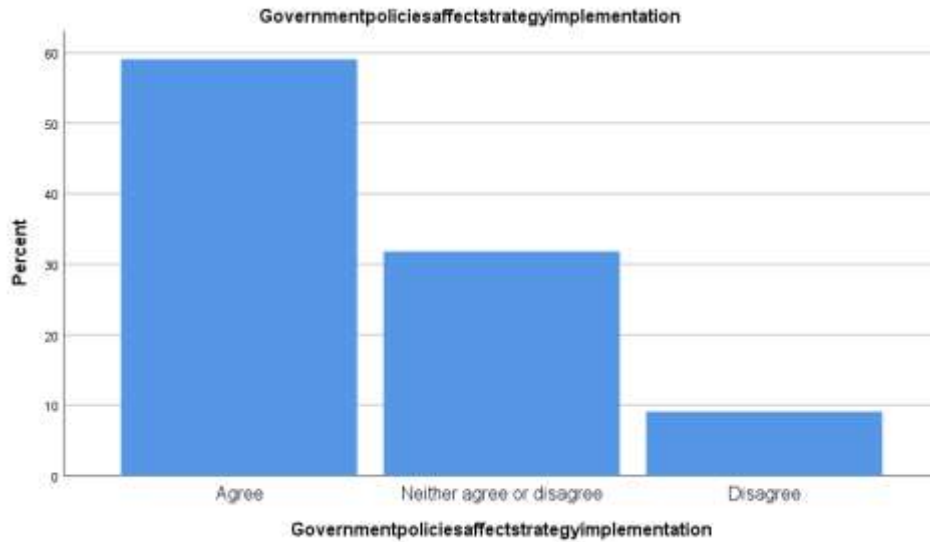


Figure 4.8: Government policies affect Strategy Implementation

Source: Survey Results (2020)

4.6.1.9 Economic conditions' influence on strategy implementation

51.5% (68 out of 132) of the participants in the study agreed that economic conditions have an influence on strategy implementation. 12.9% (17 out of 132) were of the opinion that economic conditions have no effect on strategy implementation. 31.1% were not sure on the effect economic conditions have on strategy implementation.

Table 4.14: Economic conditions affect strategy implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	4.5	4.5	4.5
	Agree	68	51.5	51.5	56.1
	Neither agree or disagree	41	31.1	31.1	87.1
	Disagree	17	12.9	12.9	100.0
	Total	132	100.0	100.0	

Source: Survey Results (2020)

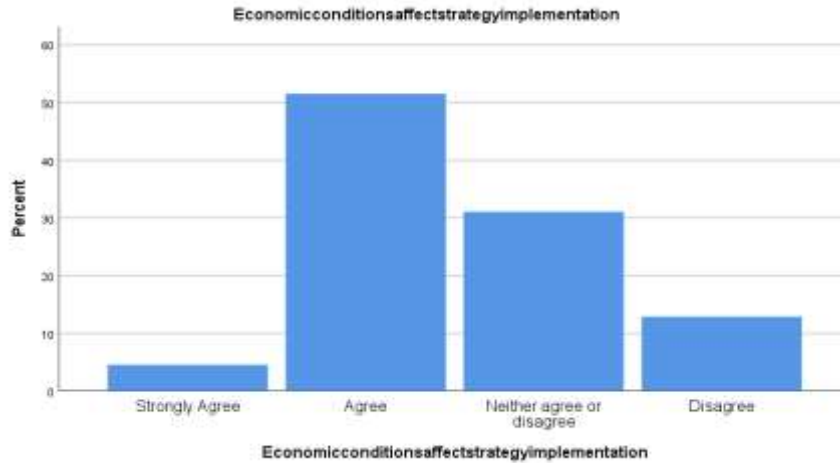


Figure 4.9: Economic conditions affect strategy implementation

Source: Survey Results (2020)

4.7: Inferential data analysis

The hypotheses of the study were as follows:

H₁: Internal and external factors have a direct effect on strategic plan implementation.

H₂: Effective implementation strategies aid in strategic plan implementation.

H₃: Effective communication directly improves strategic plan implementation.

4.7.1: Internal and external factors (IEF) affecting strategic plan implementation

Chi-square test

The p-value in the question is 0.05 and the results showed a P-Value of p=0.000. If the P-value $\leq \alpha$: The variables have a statistically significant association (Reject H₀).

Table 4.15: Chi-square test: internal and external factors

		Value	df	Asymptotic significance (2 sided)	Exact Sig. (2-sided)	Exact Sig. (2-sided)
Valid	Pearson chi-square	6.928 ^a	1	0.010		
	Continuity correlation ^b	4.958	1	.028		
	Likelihood ratio	7.048	1	.008		

Fisher's exact test				.014	.012
Linear by linear association	6.594	1	.011		
N of valid cases	132				
a. 0 cells (0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.0.					

Source: Survey Results (2020)

The results of the value of the chi square statistic is 6.928 as shown in table 4.7.1. The p -value appears in the same row in the “Asymptotic Significance (2-sided)” column (.010). The result is significant if this value is equal to or less than the designated alpha level (normally .05). In this case, the p -value is smaller than the standard alpha value. The findings indicate that the test statistic is statistically significant: $\chi^2(2) = 6.928, p < .0005$. Therefore, we can reject the null hypothesis and accept the alternative hypothesis. Thus, we conclude that internal and external factors affect the implementation of strategy.

Table 4.16: Correlation between internal and external factors and strategy implementation

Correlations			
		Internal & External Factors	Strategy Implementation
Internal and External factors	Pearson correlation	1	.976**
	Sig. (2 tailed)		.000
	N	132	132
Strategy Implementation	Pearson correlation	.976**	1
	Sig. (2 tailed)	.000	
	N	132	132
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Survey Results (2020)

Data in table 4.7.2 suggests that there is significant relationship between strategy implementation and internal and external factors. This is indicated by the coefficient: (r

=.976, N=132). Therefore, it can be said that internal and external factors have an impact of strategy implementation as they have a strong positive relationship. This means the affect each other.

ANOVA test results

Table 4.7.1.3. Shows the results of ANOVA tests on the internal and external factors affecting strategy implementation. The significant (p-value) was at 5% level of significance and 95% of confidence level was 0.000. As is illustrated in the table, thus the model is statistically significant and the assumption which states that at 5% level of significance and 95% confidence level, the significance value (P-value) in the ANOVA should be P, 0.000-0.05 was held. Thus, according to ANOVA tests, internal and external factors affects strategy implementation.

Table 4.17: ANOVA: Internal and external factors

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	546.359	16	79.253	101.15	.000 ^b
	Residual	52.395	47	4.589		
	Total	598.754	63			
a. Dependent variable: Strategy Implementation						
Predictors: Internal and external factors						

Source: Survey Results (2020)

The above findings are well supported by existing literatures. For example, Rojas-Arce et., al. (2012) identified two types of internal factors which affect plan implementation namely organisational problems which results from improper organisational structure and functional problems which are mainly linked to human resources, communication and communication relationships in the organisation. Mbaka and Mugambi (2014) revealed that operational dimensions include resources limitation, incompetent management and

staff, poor planning for execution and lack of integration among the department are the main reasons for failure to implement strategic plans successfully, followed by structural and contextual dimensions. Abdul-Wahid *et al.* (2013), pointed out that strategy implementation is affected by unpredicted problems that happen due to change in government, political, social and leadership. Economic changes which are unforeseen will at one-point hinder strategy implementation and financial recession will lead to a need to a tight operation budget which will therefore lead to maintenance of status quo (Ileri, 2013). In addition, Ileri (2013) added that poor economic environment may derail a strategy due to the fear of future economic performance as well as other external factors such as inflation, global economic changes, government policy and changes in taxation rates also pose a great challenge to strategy implementation.

4.7. The effect of implementation strategies (EIS) of strategic plan implementation

Table 4.18: Chi-square Tests results

		Value	df	Asymptotic significance (2 sided)	Exact Sig. (2-sided)	Exact Sig. (2-sided)
Valid	Pearson chi-square	6.1053 ^a	1	0.047		
	Continuity correlation ^b	4.958	1	.028		
	Likelihood ratio	7.048	1	.008		
	Fisher's exact test				.012	.010
	Linear by linear association	6.549	1	.010		
N of valid cases		132				

a. 0 cells (0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.0.

Source: Survey Results (2020)

The result is significant if this value is equal to or less than the designated alpha level (normally .05). In this case, the *p*-value is smaller than the standard alpha value, at 0.047.

The findings indicate that the test statistic is statistically significant: $\chi^2(2) = 6.1053, p < .0005$. Therefore, we can reject the null hypothesis and accept the alternative hypothesis. Thus, we conclude that effective implementation strategies aid in strategy implementation.

Table 4.19: Correlation between effective implementation strategies and strategy implementation

Correlations			
		Implementing Strategies	Strategy Implementation
Implementing Strategies	Pearson correlation	1	.863**
	Sig. (2 tailed)		.000
	N	132	132
Strategy Implementation	Pearson correlation	.863**	1
	Sig. (2 tailed)	.000	
	N	132	132

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

Source: Survey Results (2020)

Data in table 4.7.3 suggests that there is significant relationship between strategy implementation and effective implementing strategies. This is indicated by the coefficient: ($r = .863, N=132$). Therefore, it can be said that effective implementation strategies have an impact of strategy implementation as they have a positive relationship. Thus, Namibian Correctional Services can incorporate effective implementation strategies to improve on the implementation of strategic plans.

ANOVA results.

Table 4.7.4 shows that the significant (p-value) at 5% level of significance and 95% of confidence level was 0.000. As is illustrated in the table, thus the model is statistically significant. Therefore, it can be concluded that effective implementation strategies aid in strategic plan implementation and the alternative hypothesis is accepted.

Table 4.20: ANOVA: Effective implementation strategies

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	543.269	13	77.186	101.17	.000 ^b
	Residual	52.362	42	4.463		
	Total	595.631	55			
a. Dependent variable: Strategy Implementation						
Predictors: Implementation strategies						

Source: Survey Results (2020)

The above findings are well supported by existing literature, for example, according to Markiewicz (2011) change management can be used as an effective strategy to implement a new strategy since the new strategy requires changes both in the organisational structure and the internal operational processes. In addition, Markiewicz (2011) stated that a system requires not only changes in the static organisational structure, but changes in the methods of human resources management and communication systems so as to align it with the strategy implementation process. Besides change management, according to Misankova and Kocisova (2014) administrative tools can be used as effective strategies to help in implementation of strategic plan items such as budgets, policies, procedures and effective controls. Furthermore, Misankova and Kocisova (2014) explained that implementation of effective controls when implementing strategies is important as it is one way which can be used to ensure that the implementation process is going according to plan. According to Nyamwanza and Mavhiki (2014) a study on the implementation frameworks used by SMEs in Zimbabwe revealed that successful strategy implementation can be aided by the use of the Okumus model (a model which explains that strategy implementation can be enhanced by focusing on four factors namely strategy content, strategy context, process and outcome).

4.7.3: The effect of effective communication (EC) in improving strategic plan implementation

Table 4.21: Chi-square Tests

		Value	df	Asymptotic significance (2 sided)	Exact Sig. (2- sided)	Exact Sig. (2- sided)
Valid	Pearson chi-square	6.976 ^a	1	0.012		
	Continuity correlation ^b	4.963	1	.028		
	Likelihood ratio	7.048	1	.008		
	Fisher's exact test				.016	.014
	Linear by linear association	6.572	1	.012		
	N of valid cases	132				
a. 0 cells (0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.0.						

Source: Survey Results (2020)

The result is significant if this value is equal to or less than the designated alpha level (normally .05). In this case, the p -value is smaller than the standard alpha value at 0.012. The findings indicate that the test statistic is statistically significant: $\chi^2 (2) = 6.976$, $p < .0005$. Therefore, we can reject the null hypothesis and accept the alternative hypothesis. Thus, we conclude that effective communication directly improves strategic plan implementation. Hence, we accept the alternative hypothesis.

Table 4.22 Correlation between effective communication and strategy implementation

Correlations

		Effective Communication	Strategy Implementation
Effective communication	Pearson correlation	1	.992**
	Sig. (2 tailed)		.000
	N	132	132
Strategy Implementation	Pearson correlation	.992**	1
	Sig. (2 tailed)	.000	
	N	132	132
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Survey Results (2020)

The correlation coefficient is very high at $r=.992$. This indicates a very strong positive relationship between effective communication and strategic plan implementation. Thus, Namibian Correctional Services can incorporate effective communication to directly improve on the implementation of strategic plans.

ANOVA tests

Table 4.22 shows the results of an Anova test that indicates that communication directly influence strategic plan implementation. This is supported by the P-value which is .000, indicating that the mean difference is a significant value. Hence, we accept the hypothesis that communication directly aid in strategic plan implementation.

Table 4.23: Anova: Communication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	544.132	17	78.134	101.20	.000 ^b
	Residual	52.366	45	4.476		
	Total	596.498	62			
a. Dependent variable: Strategy Implementation						
Predictors: Communication						

Source: Survey Results (2020)

The above findings are well supported by existing literatures as Ambani and Wanyoike (2012) pointed out that effective communication helps in strategy implementation in that employees are given feedback and are also motivated. Motivated employees are aware how their work will lay a vital role in the overall success of the company. Mbaka and Mugambi (2014) reasoned that communication is necessary in strategy implementation as all the employees need to be well informed about these strategies and the various tasks, they are required to perform during the strategy implementation process.

Cater and Pucko (2010) commented that strategy is difficult to implement when the employees and managers do not fully understand the strategy due to lack of understanding traced to a number of reasons, such as lack of effective communication, or lack of communication, in general. According to Schaap (2012) management should communicate the strategy to employee and clarify each member's particular role in strategy implementation to aid successful implementation.

4.8: Summary of findings

The table below shows the results of the findings pertaining to the hypotheses of this study.

Hypothesis	Accepted	Rejected
H1: Internal and external factors have a direct effect on strategic plan implementation.	H1 hypothesis accepted.	Null hypotheses rejected

H2: Effective implementation strategies aid in strategic plan implementation.	H2 hypothesis accepted.	Null hypotheses rejected
H3. Effective communication directly improves strategic plan implementation	H3 hypothesis accepted	Null hypotheses rejected

This Chapter presented and explained data obtained during the study based on research questions, specific objectives and hypotheses. Tables and figures were used to present findings. The data was analysed using inferential and descriptive analysis. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, an overview of the results and conclusions are discussed including those that were the result of the data analysed and interpreted in chapter four. In addition, recommendations for the investigation of factors affecting strategic plan implementation at the Namibia Correctional Service and what research should be conducted in the future, the limitations and the contribution of this study are also presented. Further, this chapter makes conclusions of how the objectives of the study were achieved and also reveals a number of significant findings in which conclusions have been drawn.

5.2 Conclusions of the Study

This chapter reports on the results of the quantitative analyses based on the research objectives of the study. The results from the primary research were based on the following research objectives:

- To examine the effect of internal and external factors on strategic plan implementation
- To determine strategies which can aid in effective strategic plan implementation
- To determine the effect that effective communication has in improving strategic plan implementation

5.2.1 To examine the effects of internal and external factors on strategic plan implementation

The findings of the research study revealed that internal and external factors affect strategic plan implementation. However, results differed as per different internal and external factors as per the findings. The first factor to be assessed in the study was that of management and employee commitment. From the findings, the results indicated that the management and employees at Namibia Correctional Service were not committed to strategic plan implementation. This was supported by 40.2% of the participants, who were of the opinion that management and employees were not committed to the implementation of strategy.

Another internal factor which can determine the successful implementation of a strategy is the capacity and skills of the staff. As per the results of the research, it was shown that the staff at the Namibia Correctional Services had the appropriate skills and capacity to implement strategic plans, resulting in a total of 52.3% of the participants agreeing to the view, 15.9% neither agreed nor disagreed and 31.8% disagreed that there were enough skills and capacity at the organisation.

Employees at the Namibia Correctional Services are neither involved nor do they participate in the formulation of operational rules that concerns them as indicated by the findings of the study. The results showed that 58.4% (77 out of 132) stated that they were not involved in the operational rule formulation. The findings indicated that 50.7 % (67 out of 132) of the participants were of the view that there was no supervision at the organisation and 20.5% were neutral as they neither agreed nor disagreed with this view.

The findings indicated that the organisational tasks were supervised as shown by 59.8% of the participants (79 out of 132) and also the participants indicated that the Namibia Correctional Services have the needed resources to successfully implement strategic

plans. Employees at the organisation do not have the right values and attitudes that support strategy implementation as stated by 51.5% (68 out of 132) of the participants. The findings of the study also pointed out that government policies and economic conditions affect strategy implementation at the Namibia Correctional Service. Thus, based on the findings of the study, the researcher accepts the alternative hypothesis that internal and external factors have a direct effect on strategic plan implementation.

5.2.2 To determine strategies which can aid in effective strategic plan implementation

In this study, various strategies which can be used to improve strategic plan implementation were identified. The findings of the study revealed that change management was not practiced to enhance the implementation of strategic plans at Namibia Correctional Services. These findings were revealed by only 18.9% of the participants who pointed out that the change management process was being practiced effectively whilst the majority was not sure at all if the change management process was even present.

The findings also show that control and review mechanisms were absent, as well as performance management systems. However, findings pointed out that policies and procedures on how the strategic plans can be implemented successfully were in place and also deadlines were set on certain activities. Feedback mechanisms to the employees were not present. The Namibia Correctional Services did not have any models in place to aid in the successful implementation of strategic plans. Therefore, it can be said that the challenges faced by the Namibia Correctional Services in implementation of strategic

plans can be attributed to the absence of effective strategies which can be used to aid strategic plan implementation. Therefore, based on the findings of the study, the null hypothesis is rejected and the alternative hypothesis: H₂: Effective implementation strategies aid in strategic plan implementation is accepted.

5.2.3 To determine the effect that effective communication has on improving strategic plan implementation

The staff at the Namibia Correction Services were not aware of the strategic plans in place as shown by 54.5% of the participants. It was also revealed in the study that employees did not have clarification on their responsibilities and were not participating fully in strategy implementation. The majority of the participants, 73%, stated that there was no open communication at the organisation and employees' contributions were not heard or valued. Employees were not receiving feedback on their responsibilities and activities and only 19% indicated that they have received feedback on their roles and activities in the organisation.

Although staff had knowledge of their responsibilities as shown by 53% of the participants, there was no effective communication at Namibia Correction Services as indicated by 69% of the participants. Based on the findings of the study, it can be noted that there is no effective communication at Namibia Correction Services, which can be the reasons why most of the strategic plans are not successfully implemented. Hence, the alternative hypothesis: H₃: Effective communication directly improves strategic plan implementation is accepted.

5.3 Managerial Recommendations

Based on the results of the study, the implications of this study to the management of the Namibia Correctional Service is that strategic plan implementation is of great importance and being able to identify the factors that affect strategic plan implementation is one way which management can ensure successful strategic plan implementation. It is therefore recommended that management should consider looking into factors that affect strategic plan implementation, both internal and external factors, as these factors have an impact on strategic plan implementation. Also, the results indicated that introducing effective strategies and communication can aid with successful implementation of plans, thus, it is recommended to the management that they should consider incorporating various strategies to improve implementation of strategic plans. Various communication methods, feedback and platforms can be utilized by management so that everyone in the organisation knows what is to be done, the objectives of the work to be done and their role in the implementation process. This will result in effective communication which is one of the factors which affects strategic plan implementation.

5.4 Limitations of the study

The study had a central limitation based on the validation of the questionnaires, which may be reduced as a result of bringing together different scale items from the literature. As the expected result of this study was based on selected Namibia Correctional Services staff, the study may not necessarily reflect the representation of other government ministries and organisations. It would be useful to replicate this study in other organisations to verify the factors affecting strategic plan implementation and explain the

difference between the factors affecting strategic plan implementation as per the various organisations.

5.5 Conclusions

The aim of the study was to investigate the factors affecting the implementation of the strategic plan of 2017-2022 at the Namibian Correctional Service. The aim of the study was achieved as the researcher managed to conclude that there are many factors which can hinder the successful implementation of strategic plans such as internal factors: commitment of both management and employees to the achievement of strategic plans, organisational culture, effective communication, the structure of the organisation and the available resources to mention but a few. Internal and external factors play a major role in the successful implementation of strategic plans if they are considered and well monitored. Not considering internal and external factors can hinder the successful implementation of strategic plans. There are various strategies which can be used by the Namibia Correctional Services. These strategies can aid strategic plan implementation and include: incorporating a performance management system, control and monitoring mechanisms and using various models available for strategic plan implementation. Communication cannot be ignored in strategic plan implementation as it plays a major role in making the staff aware of the strategic plans to be implemented, how they are to be implemented and clarifying any issues concerning the implementation of plans.

Based on the study findings, the researcher concluded that there are various factors affecting the implementation of strategic plans at Namibia Correctional Services and strategies can be used to aid in the successful implementation of plans. Communication has a direct impact on the implementation of strategic plans. In conclusion the

implementation of strategic plans has been affected by internal and external factors, lack of strategies that aid in the implementation process and ineffective communication at the Namibia Correctional Services.

5.6 Recommendations

Based on the research findings, the researcher recommends that the following must be established:

- i.** Both management and staff at the Namibia Correctional Services should be committed to the implementation of strategic plans. Management should ensure that all the employees are aware of the strategic plans to be implemented and are committed to the implementation. Resources and efforts should also be channelled to the implementation process to show the commitment by both management and staff.
- ii.** Management should involve staff members when formulating operational rules linked to strategic plan implementation so that employees are also involved at the start and are committed.
- iii.** Supervision is necessary to ensure that staff is working towards the implementation of strategic plans. It is therefore recommended that management at the Namibia Correctional Services should always supervise their subordinates to make sure that they are in the right direction towards contributing to the implementation of strategic plans.
- iv.** The right attitudes and values are essential in the successful implementation of strategic plans. It is recommended that a positive organisational culture be cultivated to enhance the implementation of strategy.

- v. Control and review mechanisms to be put in place to monitor progress towards strategy implementation.
- vi. Management to incorporate performance management systems and monitor performance in the organisation to identify areas where there are challenges and devise corrective actions where necessary.
- vii. Giving feedback to the staff can act as a motivator and can enhance strategic plan implementation, thus, management should consider giving feedback to staff on how they are performing and where they can improve.
- viii. The Namibia Correctional Services needs to consider using various models for strategic plan implementation.
- ix. Roles and responsibilities of staff should be clarified in strategic plan implementation so that they know what is expected of them.
- x. Employees should be given a chance to contribute their views and to participate fully not only in strategy formulation but also in strategic plan implementation.
- xi. Management should encourage open communication and use various communication platforms and methods to communicate with staff to improve on strategic plan implementation.

5.7 Summary

In conclusion, the findings of the study were made from both literature review and from primary research. Further, this chapter made a conclusion on how the objectives of the study were achieved and also reveals a number of significant findings, based on which

conclusions have been drawn. Recommendations were made and areas of further research were suggested by the researcher.

5.8 Areas for further study

The current study was conducted to investigate the factors affecting strategic plan implementation at the Namibia Correctional Services. Future studies could consider doing the study in other sectors such as the private sector since the Namibia Correctional Services is in the public sector. The studies could also look at the various models available in aiding successful strategic plan implementation, as well as best practices to be incorporated in strategic plan implementation.

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APPENDICES

APPENDIX A

**QUESTIONNAIRE ON INVESTIGATING FACTORS AFFECTING STRATEGIC
PLAN IMPLEMENTATION AT THE NAMIBIAN CORRECTIONAL
SERVICES**

My name is Laina T. E Mwanyekange a student at the University of Namibia (UNAM). My Research topic is: **Investigating factors affecting the strategic plan implementation at the Namibian Correctional Services.**

The following questionnaire will assist the researcher in writing this research project. All information obtained from you will be confidential.

GENERAL INSTRUCTIONS

Tick applicable responses using the 1-5 SCALE. 1=strongly agree; 2=agree; 3=neither agree nor disagree; 4=disagree and 5=strongly disagree. Kindly attempt all marked questions.

SECTION A: DEMOGRAPHICS

1. Gender (Please tick)

Male Female

<input type="checkbox"/>	<input type="checkbox"/>
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2. Age group (Please tick)

Below 25 25-30 31-40 Above 40

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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3. For how many years have you been working at Namibia Correctional Service? (Please tick)

More than 10 years 8-10 years 5-7 years 2-4 years less than 2

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

4. What is your highest educational level? (Please tick)

Grade 10 grade 12 certificate diploma degree

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SECTION B: INTERNAL AND EXTERNAL FACTORS (IEF) EFFECT ON STRATEGIC PLAN IMPLEMENTATION (SPI).

5. To what extent do the following statements describe the effect of **internal and external factors** on **strategic plan implementation**. Tick applicable responses using the 1-5 SCALE. *1=strongly agree; 2=agree; 3=neither agree nor disagree; 4=disagree and 5=strongly disagree.*

	Statement	Rating				
		1	2	3	4	5
SPI/IEF 1	The management and employees are committed and involved in strategic plan implementation.					
SPI/IEF 2	Management and staff have the skills, knowledge or operational capacity to participate in the implementation process.					
SPI/IEF 3	Operational rules are formulated with the direct involvement of employees.					
SPI/IEF 4	Organisational tasks are allocated, coordinated and supervised to ensure achievement of objectives.					
SPI/IEF 5	The employees' values, aims and attitudes are in support of the strategy implementation process.					
SPI/IEF 6	Internal resources influence strategy implementation at Namibia Correctional Services.					
SPI/IEF 7	Government policies affect the implementation of strategic plans at Namibia Correctional Services.					
SPI/IEF 8	Economic conditions and policies affect strategic plan implementation.					

SECTION C: THE EFFECT OF EFFECTIVE IMPLEMENTATION STRATEGIES (EIS) ON STRATEGIC PLAN IMPLEMENTATION (SPI).

6. To what extent do the following statements describe the effect of **effective implementation strategies** on **strategic plan implementation**. Tick applicable responses using the 1-5 SCALE. *1=strongly agree; 2=agree; 3=neither agree nor disagree; 4=disagree and 5=strongly disagree.*

	Statement	Rating				
		1	2	3	4	5
SPI/EIS 1	Change management is being practiced to enhance strategic plan implementation					
SPI/EIS 2	Control and progress review mechanisms are in place for monitoring purposes on strategic plan implementation.					
SPI/EIS 3	There are policies and procedures in place to facilitate effective strategy implementation					
SPI/EIS 4	Performance management is practised effectively as a continuous process in strategy implementation.					
SPI/EIS 5	Deadlines are set for the review of strategic plan implementation.					
SPI/EIS 6	Feedback mechanisms are in place to ensure the smooth implementation of strategic plans					
SPI/EIS 7	Managing operational processes effectively can aid in successful strategic plan implementation.					
SPI/EIS 8	Various models are used to enhance strategic plan implementation					

SECTION D: THE EFFECT OF EFFECTIVE COMMUNICATION (EC) IN IMPROVING STRATEGIC PLAN IMPLEMENTATION.

7. To what extent do the following statements describe the effect of **effective communications** on **improving strategic plan implementation**. Tick applicable responses using the 1-5 SCALE. *1=strongly agree; 2=agree; 3=neither agree nor disagree; 4=disagree and 5=strongly disagree.*

	Statement	Rating				
		1	2	3	4	5
SPI/EC 1	Staff is informed of the strategy implementation plan and its importance before the implementation process begins.					
SPI/EC 2	The roles and responsibilities are communicated and clarified to staff before the implementation process.					
SPI/EC 3	Employees participate in the implementation process meetings.					

APPENDIX B: LANGUAGE EDITING CERTIFICATE



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CONTACT

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Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

28th October 2020

**RE: LANGUAGE, COPY-EDITING AND PROOFREADING OF LANGUAGE/ENGLISH/ENGLISH-
THESES FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE
NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA**

This certificate serves to confirm that I copyedited and proofread **MR/MRS
MWAKEYESILE'S** Thesis for the **MASTER OF BUSINESS ADMINISTRATION
DEGREE** entitled: **INVESTIGATING FACTORS AFFECTING STRATEGIC PLAN
IMPLEMENTATION AT THE NAMIBIAN CUSTOMS SERVICE**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

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