



**DETERMINANTS OF STRATEGIC PLAN IMPLEMENTATION:
A CASE STUDY ON NATIONAL VETERINARY INSTITUTE**

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commerce in fulfilling of the Master's Degree in Business Leadership

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DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my original work and that I have not previously in its entirety or in part submitted at any university for a degree.

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STATEMENT OF CERTIFICATION

This is to Certify that the thesis prepared by Gemechu Eyasu, entitled: Determinants of Strategic Plan Implementation: A case study on National Veterinary Institute submitted in partial fulfillment of the requirements for the Master degree of Business Leadership complies with the regulations of the University and meets the accepted standards concerning originality and quality.

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ABSTRACT

This thesis was aimed to assess the determinants of strategic plan implementation of National Veterinary Institute. The major determinants of strategic plan implementation of this study was organizational leadership, organizational culture, organizational resource, and organizational structure. The study employed a quantitative approach and explanatory research design. The study population was 73 middle level management positioned employees of the abovementioned organization. The study used primary which was gathered through a close-ended questionnaire and secondary data sources from earlier published materials. The key finding of the study revealed from four independent variables, there is a significant and positive relationship between organizational leadership, organizational structure, organizational culture and strategic plan implementation. The organizational resource has an insignificant relationship with the strategic plan implementation practice of the institution. Based on the findings the researcher recommended that the institution should develop organizational leadership that is committed to implement the strategy, develop organizational culture that ensures the implementation of the strategic plan and organizational structure based on the strategic plan implementation.

Key Words: Organizational Leadership, Organization Structure, Organization culture, Organization Resource, and Strategic Plan Implementation Practice.

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LIST OF ACRONYM AND ABBREVIATIONS

- ANOVA: Analysis of Variance
- NVI: National Veterinary Institute
- OS: Organizational Structure
- OL: Organizational leadership
- ORS: Organizational Resource
- OC: Organizational Culture
- SPIP: Strategic Plan Implementation Practice

CHAPTER ONE

INTRODUCTION

This chapter discusses the following points: background of the study, statement of the problem, background of the company, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, organization of the study and the definition of key terms.

1.1 Background of the Study

Strategic management is the exercise of crafting plans, organizing tasks, leading employees, controlling results, and coordinating work processes to accomplish preferred outcomes (Dessler, 2008). Strategy implementation is a central constituent of the broader strategic management process (Mazzola, et al., 2012). It is considered to be the method that converts the crafted strategy into actions that facilitate and guarantee that the vision, mission, and strategic objectives of the organization are positively realized as laid go in the strategy blueprint (Hill & Jones, 2011). Again, it is imperative to worry that strategy implementation is an integral component of the strategic management process.

Strategic planning was considered as an efficient way of implementing the strategy within the past. Strategic planning is involved in process of preparation of the strategy, it supports implementation and develops strategy into a detailed strategic plan, which is an element of the implementation of the strategy. Strategic planning also coordinates the method of development of strategic plans at lower hierarchical levels (Papula & Papulová, 2009). Through the last period of years are developed and created other

opportunities and insights to enable effective implementation so strategic planning is nowadays not only one option for strategic implementation (Mišanková & Kočišová, 2014).

The main task of implementation of the strategy is to bring the strategy into life as a part of the everyday decision-making process of the company. It is necessary to find appropriate indicators characterizing company activities and a system for measurement to eliminate deficiencies in the implementation of the strategy (Jofre, 2011). According to Mišanková and Kočišová (2014), strategic implementation was firstly introduced at a scientific conference held at the University in Pittsburg in 1978. In connection with the strategic implementation is important to define strategy as a basic element of strategic management of the company. The strategy interprets into functional politics which specify how should be allocated resources and which way should be implemented goals of the company (Cisko & Klieštk, 2009).

Studies in companies indicated that the most important and the most underestimated part is strategic implementation. Implementation of the strategy is a part of strategic management in which success is conditioned by managers, employees, their organization, as well as by the transformation of the company's culture. (Mišanková & Kočišová, 2014). Studies suggest that the majority of strategies, frequently accomplish but half what their sponsors hoped and planned for, with as high as 9 out of 10 strategies failing to be implemented successfully (Speculan , 2016). However, the researcher has not encountered any published empirical evidence that has been conducted on factors affecting strategy implementation. Domestic and foreign publications (Nkosi , 2015).

1.2 Background of the Organization

National Veterinary Institute (NVI) was established at Bishoftu /Debrezeit in 1964 with 40 persons under the Ministry of Agriculture, getting technical assistance from the French Government through the French Veterinary Mission in Ethiopia. At that time, the real value of the NVI for the welfare of the national animal resources and for the African continent is not well known by most of the people. Today it is one of the most well known veterinary vaccine producing institutions in Africa with its multidisciplinary professional staff having long years of experience.

The infrastructure of NVI is well developed and playing an important role in the attraction of international institution, the Pan African Veterinary Vaccine Control Center (PANVAC) which is under the African Union. Moreover, it has been given the responsibility to produce and supply enough vaccines for PTA (Preferential Trade Area) countries of Eastern, Western and Southern Africa. The institute has reached the level of using state of the art equipment's and technologies for biological production and vaccine related research.

Since the creation of the institute, several million doses of different vaccines have been produced and dispatched to protect millions of animals from various infectious diseases. According to the evaluation performed in 1983 by IEMVT (Institute D'Elvage et de Medicine Veterinaire de pays Tropicaux) on the production potential of African laboratories, NVI was graded as the biggest vaccine producing center of all veterinary laboratories in tropical Africa.

Moreover the institute won the International Gold Mercury Award in 1982 in recognition of its positive contribution to national development at the 22nd conference for peace and cooperation.

The institute possesses more than 57 years of experience in the production and distribution of veterinary biological products for both domestic and international markets (to more than 26 African countries). The vaccine production capacity of the institute in the early years was about 4 million doses per year, but currently it has a capacity of producing more than 300,000,000 doses. The institute has total surface area of 40 hectare of land. NVI actively takes part in problem identification, and look for solution by developing and promoting research products to alleviate livestock diseases related problem and at the same time to protect animal welfare and the environment.

Ordinarily the institute works harmoniously with the national veterinary service delivering institutions being as a stakeholder of the discipline. The institute has been working in collaboration with the national and international institutes on vaccine development and improvement, vaccine production, pathogen identification and characterization, and other related technology transfer activities. Furthermore, the institution currently have structure that enables it to develop strategic plan and direct the overall institution toward planned direction.

1.3 Statement of the Problem

Strategy implementation is assumed as the action stage of strategic management: where it is said to the most difficult stage in strategic planning (Zaidi, et al., 2018). Strategy implementation can influence the full consistency of a corporation including its performance. Strategy implementation is that the most crucial part of strategic planning. It is defined because the conversion of strategies into actual action plans (Mohamed, et al., 2014). It is certainly deadly and more complicated than formulating the strategy itself (Kachaner, et al., 2016). The successful strategy implemented enables an organization to enhance its overall performance. Strategy implementation also helps an

organization to realize its competitive advantage. However, an authentic strategy formulated but not being implemented successfully won't serve its purpose (Zaidi, et al., 2018). The empirical evidence shows that there is a significant relationship between the strategy implementation process and construction companies' performances (Zaidi, et al., 2018), (Chaimankong & Prasertsakul, 2016), (Njagi & Kombo, 2014), (Ntale & Ngui, 2018), (Waititu, 2018).

Even though strategy implementation significantly affects the performance of the organization, one every of the foremost challenging and unresolved problems during this area is that the 'high' percentage of organizational strategies that fail, with some authors estimating a rate of failure between 50 and 90 percent. The research published by Cambridge university indicates the failure rate of strategy implementation in several organizations. By failure, implies that either a replacement strategy was formulated but not implemented, or it was implemented but with poor results. The research concluded that while it is widely acknowledged that the implementation of a replacement strategy will be a difficult task, the truth rate of implementation failure remains to be determined. Most of the estimates presented within the literature are supported evidence that's outdated, fragmentary, fragile, or simply absent (Cândido & Santos, 2015). Studies are done regarding why the strategy planned to be implemented failed and even strategy implementation models are developed (e.g Sorooshian, et al., 2010), (Nkosi, 2015), (Cater & Pucko, 2010), (Günther, 2016), (Brenes, et al., 2008), and (Yang, et al., 2019).

In recent times, the attention about strategy implementation has been on the rise due to its importance to business performance. To deal with fast changing and complicated business environment, it is not enough for firms to develop strategies but also to execute these strategies. Past studies suggest that firms find it difficult to implement strategies

successfully (Neilson, et al., 2008); (Beer & Eisenstat, 2000), (Miller, 2002) which cause failure of strategic decisions (Nutt, 2009). Implementation could be a complex process that has serious implications on people, processes, structures, technologies, suppliers and business partners. Thus, the complex nature of strategy execution increases the chance of failure thanks to oversight (Johnson-Cramer et al., 2007). Poor strategy implementation initiative are often expensive in terms of cost, time and low employee morale. Top managers must make sure that employees understand the strategic direction of their firms. Failure of firms to secure and optimize their resources may hinder successful strategy implementation (Lovallo & Kahneman, 2003). Therefore, it's important to present attention to specific factors during strategy implementation. Firms must develop and sustain favorable environment that supports effective and efficient strategy execution. Prior studies in strategic management literature suggests that leadership style, structural adaptations, human resources motivation of the highest management, organizational culture, employee commitment and technology are important strategy implementation drivers that impact positively on performance. Most of the past studies used financial indicators to live business performance in SMEs, hospitality, public, banking and manufacturing sectors (Nwachukwu, et al., 2019). This research is going to test these determinants of strategy implementation in the national veterinary institution.

According to report of National Veterinary Institute's report the strategy that was implemented from 2015 to 2020 was implemented at success rate of 87%. This can be termed as successful strategic plan implementation. This study was conducted on the abovementioned institution to evaluate how the determinants of strategic plan implementation was related and played significant role in strategic plan implementation practice of the institution.

1.4 Research Objectives

1.4.1 General Research Objective

The main objective of this study is to evaluate determinants of effective strategy implementation of strategic plan in National Veterinary Institute.

1.4.2 Specific Research Objective

- I. To assess and evaluate how organizational leadership affect strategy implementation in National Veterinary Institute.
- II. To asses and evaluate how organizational structural affect strategy implementation in National Veterinary Institute.
- III. To assess and evaluate how organizational culture affect strategy implementation in National Veterinary Institute and
- IV. To assess and evaluate how organizational resource affect strategy implementation in National Veterinary Institute.

1.5 Research Questions

This research is aimed at answering to answer the following questions:

1. To what extent organizational structure affect strategic plan implementation practice in National Veterinary Institute?
2. To what extent organizational resource affect strategic plan implementation practice in National Veterinary Institute?
3. To what extent organizational culture affect strategic plan implementation practice in National Veterinary Institute?
4. To what extent organizational leadership affect strategic plan implementation practice in National Veterinary Institute?

1.6 Significance of the Study

The study will have the following significance.

- It will benefit the organization to perceive its limitation and strength in its strategy implementation process by giving the specific determinants.
- It will give the researchers in the field of strategic management literature base for further studies particularly with industries that involved in the businesses, which are strategically managed.

1.7 Scope of the Study

The research focused on four determinants of strategy implementation which are organizational culture, organizational leadership, organizational resource and organizational structure. The study was carried out at main department of the institution which is found in Bishoftu, the study also included respondents of the institution's top and middle level managers who were responsible for the implementation. Since the study was finding out the relationship between the four determinants and their impact on strategic plan implementation the study employed explanatory research design. Because explanatory research design is aimed to measure and explain the relationship between two or more variables. In addition, the study employed the quantitative research approach, since it is trying to test how these variables are related and make generalization out of the data.

1.8 Limitations of the Study

The study focused on limited determinants of strategy due to literature gap, time and budget constraints. The research also it is limited to one very specific organization. As literature indicates, there are different types of determinants of strategy implementation in different type of organization. However, due to time and budget constraints this study

focused only four determinants of effective strategy implementations. Beside these, the study only focused on national Veterinary Institute of Ethiopia. There are thousands of organizations in Ethiopia, which develops strategy and tries to implements the strategic pan such as, Banks, Construction companies, agriculture, technology companies and the like. However, the study covers only one institution in Ethiopia due to abovementioned constraints.

1.9 Organization of the Study

In this research paper, chapter one covered introductions, the background of the organization, statement of the problem, objectives, research questions, significance of the study, scope, and limitations of the study. The second chapter reviewed the literature about the implementation of the strategic plan by concentrating on the concepts of strategic management and factors influencing the implementation of a strategic plan. Both conceptual and empirical research results executed elsewhere were briefed as well. The third chapter covered the research methodology which including research design, research approach, types of data and its collection method, sources of data, and method of data analysis. The fourth chapter will incorporate data analysis and the results of the study while the fifth chapter will comprise findings, conclusions, and recommendations of the study, and the last reference and appendix will be detailed.

1.10 Definition of Key Terms

Strategy implementation is the process by which an organization translates its chosen strategy into action plans and activities. Which will steer the organization in the direction set out in the strategy and enable the organization to achieve its strategic objectives. Crucial role in accordance with the existence of the organization no matter

the kind whether it be non-profit organizations or non-profit organizations (Rehman & Hazeline, 2019).

Organizational leadership is a management approach in which leaders help set strategic goals for the organization while motivating individuals within the group to successfully carry out assignments in service to those goals. Organizational leadership also indicates the commitment of the leader and followers of organization to successfully achieve its strategic plan implementation (Tokar, 2020).

Organizational structure refers to a system that outlines how certain activities are directed in order to achieve the goals of an organization. Organizational structure also indicates that communication of channel, how jobs are done and delegated, how departments are created to achieve strategic goals (Will, 2021).

Organizational Resources are all assets that are available to a firm for use during strategic implementation process. Organizational resource can be categorized as human, physical, financial and informational resources. Human resource indicates the skills, experience, and knowledge of employees of one institution. Physical resources include tangible resources such as buildings, materials, machines and the like. Organizational resources refer to combination of these four resources for the use of strategic plan implementation (Albrecht , et al., 2018).

Organizational Culture refers to the collection of values, expectations, and practices that guide and inform the actions of all team members. Think of it as the collection of traits that make your company what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organization (Wong, 2020)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, the theoretical and empirical review will be assessed from different sources on strategic plan implementation and the conceptual framework of the study. The theoretical review encompasses definitions of basic concepts and different generalized theories on strategic management while the empirical review includes the generalization by other scholars on the subject related to the research objectives and conceptual framework of the study indicated variables influencing strategic plan implementation.

2.1 Theoretical Framework

2.1.1 Concept of Strategic Management

Strategic management has become an important part of companies in today's dynamic and competitive environment. Strategic management consists of three separate processes, which are interconnected together and influence each other. These processes are – strategic planning, strategic implementation, and strategic control. Researches in companies showed that the foremost important and therefore the most underestimated part is strategic implementation (Mišanková & Kočišová, 2013). Alternatively, strategic management is defined as the exercise of crafting plans, organizing tasks, leading employees, controlling results, and coordinating work processes to accomplish preferred outcomes (Dessler, 2008). Strategy in an organization has mainly three parts. The formulation, implementation and evaluation of the strategic plan.

A strategic plan is, in essence, a company's game plan. even as a squad needs an honest game attempt to have an opportunity for fulfillment, a corporation must have

an honest strategic commitment to compete successfully (David & David, 2015). Strategic planning is additionally defined by Peter Ducker because the continuous process of creating entrepreneurial decisions systematically and with the best knowledge of their futurity, organizing systematically the efforts to hold out these decisions and measuring the results against the expectations through organized feedback. The manufacturing function was regarded merely as a group of resources and constraints. It had been expected to meet, as efficiently as possible, the assembly targets generated by the marketing strategy within the capacity and cost constraints imposed by the financial strategy. Senior management avoided involvement in manufacturing, decisions were taken on a tactical basis by specialists who weren't necessarily tuned in to overall corporate strategy and rather than being a valuable asset and a tool of corporate strategy; manufacturing became a liability (Skinner, 1969).

2.1.2 Strategy Implementation

Strategy implementation nearly always involves the introduction of change to a corporation. Managers may spend months, even years, evaluating alternatives and selecting a method. Frequently this strategy is then announced to the organization with the expectation that organization members will automatically see why the choice is the best one and can begin immediate implementation. When a strategic change is poorly introduced, managers may very well spend longer implementing changes resulting from the new strategy than was spent in selecting it. Strategy implementation involves both macro-organizational issues (e.g., technology, reward systems, decision processes, and structure), and micro-organizational issues (e.g., organization culture and resistance to change) (Ott, et al., 2020.)

Strategy implementation is concerned about putting strategy into practice and might be described because of the execution of tactics so the corporate moves within the desired strategic direction. Similarly, strategy implementation can even be defined because of the "relatively straightforward operationalization of a clearly articulated strategic plan". The full of the activities and choices required for the execution of a strategic plan (Čater & Pučko, 2016).

The activities that are done under strategic plan implementation from organization varies from organization to organizations depending on their type and resources. For the past twenty years, strategy formulation has been widely thought to be the foremost important component of the strategic management process more important than strategy implementation or strategic control. However, recent research indicates that strategy implementation, instead of strategy formulation alone, maybe a key requirement for superior business performance (Jooste & Fourie, 2009).

Studies show that strategy that developed but not implemented well has a lot of consequences. Therefore strategy implementation has a lot of impact on an organization's performance and other aspects of organizations too. For instance, Strategy implementation play a positive role financial performance of firms (Sorooshian, et al., 2010), failure strategy implementation efforts cause enormous costs within the organization. aside from squandering lots of your time and cash, disappointing system usage endeavors cause to bring down representative assurance, a decreased trust and confidence within the senior administration (Charity, et al., 2017). Strategy Implementation is correlated with employees' commitment (Nwachukwu, , et al., 2018).

2.1.3 Strategy Implementation Framework

The following step after strategy is formulated is establishing how best the strategy is implemented and monitored. This can be accomplished by adopting a implementation model that guides toward the company's goal and objectives. Because the strategic management process can best be applied to employ a model that represents a transparent and practical approach for formulating, implementing, and evaluating strategies. Different implementation models (frameworks) may serve to spot one set of objectives over another and help to grasp the various choices. The event of such a model requires identifying the key goals of a corporation, components, or steps of the method leading from a place to begin to the achievement of the stipulated goals and objectives. the subsequent are a number of the strategy implementation models. Strategy implementation is a central constituent of the broader strategic management process (Mazzola, et al., 2012).

2.1.3.1 7S McKinsey Model

Peterson & Waterman at McKinsey & Company developed one comprehensive approach to implementation of the strategy within the early 80th. The model is predicated on seven internal company factors that have to be aligned together for successful implementation of the strategy within the company. The Model 7S" is employed in a large style of situations where an alignment perspective is useful: Improve the performance of a company, examine the likely effects of future changes within a company, Align departments and processes during a merger or acquisition and Determine how best to implement a proposed strategy.

The Model 7S" consists from hard and soft factors. Hard elements are easier to define and management can directly influence them. The three hard elements of the

model are (Mallya, 2007): Strategy – express how the company achieves its vision and how responds to opportunities and threats from environment, means awareness of the strategy, its explanation to external subjects not only to internal. Structure – the way how the company is structured, inferiority and superiority relations, organizational structure supports the implementation of the strategy, Systems – formal and informal everyday activities and procedures carried out by employees, it is about systems of planning, control and information that support the implementation of the strategy.

On the other hand soft elements of the model are more difficult to define, they are less specific and influenced by the company's culture. Despite the soft elements are as important as hard if the company wants to achieve success. Soft elements of the model are (Papula & Papulová, 2009)& (Mišanková & Kočíšová, 2014). Style – style of leadership and choice of the appropriate style of leadership of the company belong to important factors affecting the implementation of the strategy, Staff – employees and their basic skills are key factors of the success, companies should have right people on the right place, Skills – actual skills and abilities of company's employees, companies should focus on the development of the skills in the future, extension of knowledge and acquisition of experiences, and Shared values – values enforced in the strategy are based on shared interests and are included in the mission of the company, they are a key element that influences the effectiveness of all other factors, it is an important feature of company's culture that supports the creation and implementation of the strategy.

2.1.3.2 Balanced Scorecard

Strategic Management System Balanced Scorecard was developed by Kaplan & Norton in 1992 and was firstly introduced in the journal Harvard Business Review.

In 1996 was published the first book devoted to this issue, entitled *Balanced Scorecard Translating Strategy into Action* (Kaplan & David, 1992)

Balanced Scorecard translates the mission and strategy of the corporate into a comprehensive set of performance indicators that provide a framework for assessing the company's strategy and management system. It represents a multidimensional system that is wont to define and implement organizational and management strategies in the slightest degree organizational levels of the corporate to maximize the method of import creation. Balanced Scorecard could be a management system employed in companies, which provides efficient utilization of resources for shareholders. Companies facilitate the formulation and subsequent implementation of strategic mission through whole company and employees (Kaplan & David, 1992).

Although there are several methods and approaches used to implement company's strategy there are several reasons to use the Balanced Scorecard. These reasons include as an example orientation towards the tutorial organization, highlighting the status of human resources within the corporate and orientation to the long term (Kaplan & David, 1992). (Horvath & Partners, 2002) indicate the foremost reasons for the implementation of BSC in company: Necessity to enforce the strategy, Criticism of the classical system of indicators, The need for transparency of reporting, and The should simplify the planning process.

Balanced Scorecard maintains traditional financial indicators of past performance that are added by new indicators of future performance. Goals and indicators of Balanced Scorecard are supported by the vision and strategy of the company and follow the performance of the company from four perspectives: Customer

perspective, Internal perspective, Learning and growth perspective, and Financial perspective.

2.1.3.3 Henry Mintzberg 5 P's of Strategy of implementation

A strategic plan is intentionally and deliberately crafted set of steps that a firm intends to follow to achieve success. Fundamentally every organization creates a strategic decide to guide its future. It is a default process, which is being adopted by majority of managers to line their future objectives and goals (Mintzberg, 2011).

Mintzberg (1987), first wrote about the 5 Ps of Strategy. Each of the 5 Ps may be a different approach to strategy implementation. They are Plan, poly, pattern, positon, and perspective.

Purpose states that strategy is developed prior to and with purpose, Poly: refers the thanks to outsmart the competition. Pattern: refers what was successful within the past can result in success within the future. Position: deals with how organization relates to its competitive environment and what it can do to create its product unique within the market place, and Perspective: defines the influence of organizational culture and collective thinking on the strategic decision-making within the economy.

Strategy is a particularly complex and dynamic thing. A today's very successful strategy won't guarantee the following, looking on economic process and changes that are outside of the control. Great businesses are always adapting, which means changing strategy frequently to fulfill with the requirements. While it is great to develop an initial, overall strategy for the business when first getting started, it is unlikely that the chosen strategy goes to last very long. In reality, it has to make many changes along the way if the organizations are visiting find the way toward success. With the understanding that strategy must change regularly in business, it's an honest idea to show to a model like

Mintzberg's 5 P's of Strategy for assistance. The model, because the name would indicate, includes five different approaches to strategy (Hattangadi, 2017).

2.1.4 Factors Influencing Strategic Plan Implementation

There are different factors influencing the strategic plan implementation in different organization. Various literatures and studies mentions different types of factors that affect strategy implementation.

Beáta (2010) In her publication defines basic principles, which could help to achieve an effective implementation of the strategy of the company: Communication, Involving employees, Assignment of responsibilities, Adaption of the organizational structure, and Implementation of effective controls.

Different literatures come up with different ideas of determining factors that affects strategic plan implementation. For this research purpose, the researcher has selected mainly four factors that affect the implementation of strategy: they are organizational structure, Organizational resources, organizational culture and leadership

2.1.4.1 Organizational Structure

An organizational structure refers to how job tasks are formally divided, grouped, and coordinated. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and the way information flows between the various levels of management. A structure depends on the organization's objectives and strategy. Changes in strategy cause changes in organizational structure. That's changes in strategy often require changes within the way a corporation is structured for two major reasons. First, structure largely dictates how objectives and policies established. The structural format for developing objectives

and policies can significantly affect all other strategy-implementation activities. The second major reason why changes in strategy often require changes in structure is that structure dictates how resources are going to be allocated (David, 2011). Structure is that the allocation and control of labor tasks. this means power relationship supported the acceptance of managerial power by sub-ordinate and societies. supported the established pattern of relationship among the individual, group and departments within it all organizations have their own structure (Ritson, 2011). in line with Ritson (2011), there are two kinds of structure. These are: a vertical structure of authority and responsibility where clear limits of monetary authority exist and a horizontal structure of grouping of activities designed to use the resource toward goal attainment. the proper organizational structure is crucial to enable the organization to implement its strategy. To facilitate the achievement of the strategic and organizational objectives, organizational structure coordinates and integrates the tasks executed by all employees within the organization, i.e. employees in any respect levels, and across all divisions and functions (Hill et al, 2009) as cited in Buul (2004). Organizational structure determines the departments and functions in a corporation, it defines the hierarchy, span of control and reporting relationships, and includes the systems for communication, coordination and integration across these divisions and functions, both vertically and horizontally (Daft, 2001) as cited in Buul (2004).

According to (Daft, 2010), the organizational structure has three key components. These are, An organization's structure designates formal reporting relationships, including the number of levels in the hierarchy and the span of control of managers and supervisors. An organization's structure identifies the grouping together of individuals into departments and of departments into the total organization. An organization's

structure includes the design of systems to ensure effective communication, coordination, and integration of efforts across departments.

Daft (2010) remarked that trying to execute a strategy that conflicts with structural design, particularly concerning managers' authority and responsibility, is a top obstacle to putting strategy into action effectively. Many new strategies require making changes in organizational structure, such as adding or changing positions, reorganizing to teams, redesigning jobs, or shifting managers' responsibility and accountability. That means every job in the organization need to be redefined to support the new strategy

2.1.4.2 Organizational Resources

Strategy implementation requires a firm to establish annual objectives, and allocate resources so that formulated strategies can be executed (David & David, 2015). Peter Drucker (cited in David, 2011, p.7) says the prime task of strategic management is thinking through the overall mission of a business: that is, of asking the question, "What is our business?" this leads to the setting of objectives, the development of strategies, and the making of today's decisions for tomorrow's results. This clearly must be done by a part of the organization that can see the entire business; that can balance objectives and the needs of today against the needs of tomorrow, and that can allocate resources of men and money to key results.

Hansen and Smith cited in David, (211, p.137) explain that strategic planning involves "choices that risk resources" and "trade-offs that sacrifice opportunity." Firms spend resources and focus on a finite number of opportunities in pursuing strategies to achieve an uncertain outcome in the future. The resource-based view (RBV) approach to competitive advantage contends that internal resources are more important for a firm than external factors in achieving and sustaining a competitive advantage. RBV view

contends that internal resources that can be grouped into three all-encompassing categories will primarily determine organizational performance: physical resources, human resources, and organizational resources. Physical resources include all plant and equipment, location, technology, raw materials, machines; human resources include all employees, training, experience, intelligence, knowledge, skills, abilities; and organizational resources include firm structure, planning processes, information systems, patents, trademarks, copyrights, databases, and so on. RBV theory asserts that resources are actually what help a firm exploit opportunities and neutralize threats (David & David, 2015). A well-designed strategic-management system can fail if insufficient attention is given to the human resource dimension. Human resource problems that arise when businesses implement strategies can usually be traced to one of three causes: Disruption of social and political structures, Failure to match individuals' aptitudes with implementation tasks, and Inadequate top management support for implementation activities.

The best method for preventing and overcoming human resource problems in strategic management is to actively involve as many managers and employees as possible in the process. Although time-consuming, this approach builds understanding, trust, commitment, and ownership and reduces resentment and hostility. The true potential of strategy formulation and implementation resides in people (David, 2011, David & David, 2015). The process of empowering managers and employees through their involvement in strategic-management activities yields the greatest benefits when all organizational members understand clearly how they will benefit personally if the firm does well.

Linking company and personal benefits is a major new strategic responsibility of human resource managers. According to Schmidt & Keil (2013), as cited in Kihanya (2013),

competent employees and their capabilities is an essential ingredient for successful strategy implementation. They are important for the organization to develop human resource competencies. Organizations need to attract employees with the necessary experience, technical skills, and other soft skills. The skills need to vary depending on the type of strategy the firm is planning to implement. Johnson & Scholes (1999) further suggest that a strong management team with the right skills that works closely is important in strategy implementation. In the implementation of strategy, hiring and retaining competent employees helps to develop core competencies. The two fundamental resources of any business, of whatever size and whatever nature, are people and money. And of these two, the people resource is the most complex.

Money is money whether it comes from loan or equity sources: it does not need to be distinguished from any other money; one five-birr note has the same value as another. People, on the other hand, are all different. They have different physical characteristics, different temperaments, different educational levels, different personal values, different skills, and different abilities. A company, at any one time, has a requirement not for people in general but for specific people who are able to fulfill the function for which they are needed. When it requires managers, it cannot satisfy its need by recruiting laborers nor can a surplus of managers make up for a shortage of skilled production workers. The resource of people is always needed in a particular place (Hussey 1998).

The effectiveness of strategy implementation is, at least in part affected by the quality of people involved in the process. Peng & Litteljohn (2001) as cited in Viet & Duc (2015), defined quality as capabilities, skills, attitudes, experiences and other distinctiveness of people that a specific task or position requires. Prahalad and Hamel (1990) defined core capabilities as complex bundles of skills and collective learning, knowledge and technological know-how exercised through organizational processes

that ensure co-ordination of functional activities and give a special advantage which in turn enhance the implementation of strategy and firms performance, creates synergy and competitive advantage.

2.1.4.3 Organizational Culture

Organizational culture can be defined as “a pattern of behavior that has been developed by an organization as it learns to cope with its problem of external adaptation and internal integration, and that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel.” Organizational culture captures the subtle, elusive, and largely unconscious forces that shape a workplace. Remarkably resistant to change, culture can represent a major strength or weakness for the firm. It can be an underlying reason for strengths or weaknesses in any of the major usedness functions (David & David, 2015). Relationships among a firm’s functional business activities can be exemplified best by focusing on organizational culture, an internal phenomenon that permeates all departments and divisions of an organization.

Strategy does not exist in a vacuum, and has both an influence on and is influenced by the culture of the organization, its structure and the people it employs. How the organization wants people to act is driven by strategy: how they actually act depends on reward systems, control mechanisms, and the climate of the organization. Strategy management has to get all these things in harmony, and ensure that the strategy the organization is following is appropriate. The culture of an organization is increasingly seen as one of the most important components to manage. If culture does not fit with strategy, something will have to give, and it will probably be the strategy (Hussey 1998).

Peng and Little John (2001) as cited in Viet & Duc (2015), define culture as an entirety of acquired values, ethics and customs that are supposed to guide the behavior of people of a certain society. Culture or civilization is the multifaceted whole that consists of awareness, faith, art, ethics, regulations, traditions, and any other abilities and customs obtained by man as a member of a particular society. Pearce and Robinson, (2003) defines culture as a set of important assumptions that members of an organization share in common. Homburg, Krohmer and Workman (2004) acknowledged the key aspects of community culture as; joint values, joint beliefs and customs. These joint values and beliefs of members of an organization are inter connected with the organizations' framework, management systems, and the people who come up with the norms. Corporate culture is a result of lasting social education. At times it is an indication of what has performed well in the earlier period though presupposed and moved to the subsequent generation of workers. This is as a routine custom of perceiving and behaving. Hrebiniak (2006) defines corporate culture as the nature of an organization's internal job climate and individuality as fashioned by its major values, business principles, customs, entrenched behaviors, job practices as well as method of operating. Brown (2012), remarked that culture is to an organization what personality is to the individual - a hidden, yet unifying theme that provides meaning, direction, and mobilization. The strategic management process takes place largely within a particular organization's culture. Executives in successful companies are emotionally committed to the firm's culture, but he concluded that culture could inhibit strategic management in two basic ways. First, managers frequently miss the significance of changing external conditions because they are blinded by strongly held beliefs. Second, when a particular culture has been effective in the past, the natural response is to stick with it in the future, even during times of major strategic change. An organization's culture must support

the collective commitment of its people to a common purpose. It must foster competence and enthusiasm among managers and employees. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can swiftly and easily implement changes. However, if the firm's culture is not supportive, strategic changes may be ineffective or even counterproductive. A firm's culture can become antagonistic to new strategies, with the result being confusion and disorientation (David & David, 2105).

2.1.4.4 Organizational Leadership

Leadership is the ability to influence others to achieve specified goals and objectives. Johnson (2005) views leadership as giving the following functions; giving of orders, which are clear, complete, and within the capabilities of the subordinates to accomplish the assignments for achieving intended objectives. This indicates that leadership has a critical role to play in strategic planning process. According to Hussey (1998), the quality of the vision of the organization is tied in directly with the quality of leadership, and, of course, a good system of planning cannot compensate for a lack of leadership. He thinks that vision in the context of strategic management are really beginning to think of leadership, and it is an obvious fact that the success of an organization is at least as much related to the quality of leadership as it is to the formation of a superior strategy.

Hussey (1998), as cited in John Nicholls noted a useful distinction between micro leadership and macro leadership. Micro leadership is related to the job or task, to the internal organization, and to efficiency. It is about the here and now. Success comes from adapting one's leadership style to the various situations. Macro leadership is related to the team or organization, is concerned about how things could be, rather than as they are, is externally focused, and is concerned with long-term effectiveness.

Leadership is performed through role in the organization.” The author draws, the EASIER approach, which stands for Envision, Activate, Support, Install, Ensure and Recognize from which the first three words deal mainly with the soft aspects of management and the last three cover the hard side, the systems and administrative tasks. According to the author successful implementation depends on getting all six stages right. These are Envisioning, Activating, Supporting, Installing, Ensuring, and Recognizing.

According to Cater and Pucko (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. One key challenge in successful strategy implementation is ensuring employees’ buy-in and directing their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership.

2.2 Empirical Literature Review

2.2.1 Organizational Leadership and Strategic plan implementation

In a study by Anyieni and Areri (2016); Assessment of the Factors Influencing the Implementation of Strategic Plans in Secondary Schools in Kenya, findings implied that most public secondary schools could be having problems with strategic plan implementation due to leadership and lack of multidirectional communication flow. This indicates that there is a positive relationship between organizational leadership and strategic plan implementation.

A study by Michira & Anyieni (2018) conducted “Effect of Leadership on Implementation of Strategic Plans in Savings and Credit Co-Operative Societies in Kenya: A Case Of Mwalimu Sacco In Nairobicounty finds out that there is a significant and positive relationship between organizational leadership and strategic plan implementation. It was observed from the study that leadership was the key determinant for strategic plan implementation.

So there is a positive and significant relationship between organizational leadership and strategic plan implementation.

2.2.2 Organizational Resource and Strategic Plan Implementation

The study by Ng’ang’a, and Ombui (2013); Ndgwah, (2014); Factors Influencing Implementation of Strategic Plans in Public Secondary Schools in Kenya; noted that implementation of strategic plans in public secondary schools is adversely affected by the scarcity of resources presence of idle capacity due to poor flow of resources and inadequate funding of capacity building.

In a study made by Kagumu and Njuguna (2015); Organizational factors influencing strategy implementation in the Anglican Church of Kenya: The case of Kirinyaga Dioceses, indicated for strategies to be effectively implemented the availability of financial resources, Human resources, and leadership plays a great role. This indicates that there is a positive and significant relationship between organizational resources and strategic plan implementation.

2.2.3 Organizational Structure and Strategic Plan Implementation

A study conducted by Gituma (2008), titled as Effects of organizational structure on strategy implementation: a survey of commercial banks in Kenya found out that organizational structure variables: communication, hierarchical levels, decision-

making, and line-and-staff have a great effect on strategy implementation thus calling for accurate matching of structure and strategy.

In addition to this, research by Abuga and Jared (2019), entitled as the effect of organizational structure on strategy implementation: a case study of Safaricom Kenya Ltd revealed that there is a significant and positive relationship between strategic plan implementation and organizational structure.

From these studies, it can be concluded that there is a positive relationship between strategic plan implementation and organizational structure.

2.2.4 Organizational Culture and Strategic Plan Implementation

A study by Maika and Wachira (2020), Effects of organizational culture on strategy implementation in water boards in Kenya finds out organizational culture influences 73% of the change in strategy implementation in the water boards in Kenya. This means that there is a significant relationship between the strategy implementation and the culture of the waterboards' organization.

In addition, research by Kopar (2015), the influence of organizational culture on strategy implementation at the University of Nairobi reveals that there is a positive and significant relationship between organizational culture and strategic plan implementation of the institution.

From these studies, it can be concluded that the organizational culture is positively related to strategic plan implementation.

2.3 Conceptual Framework

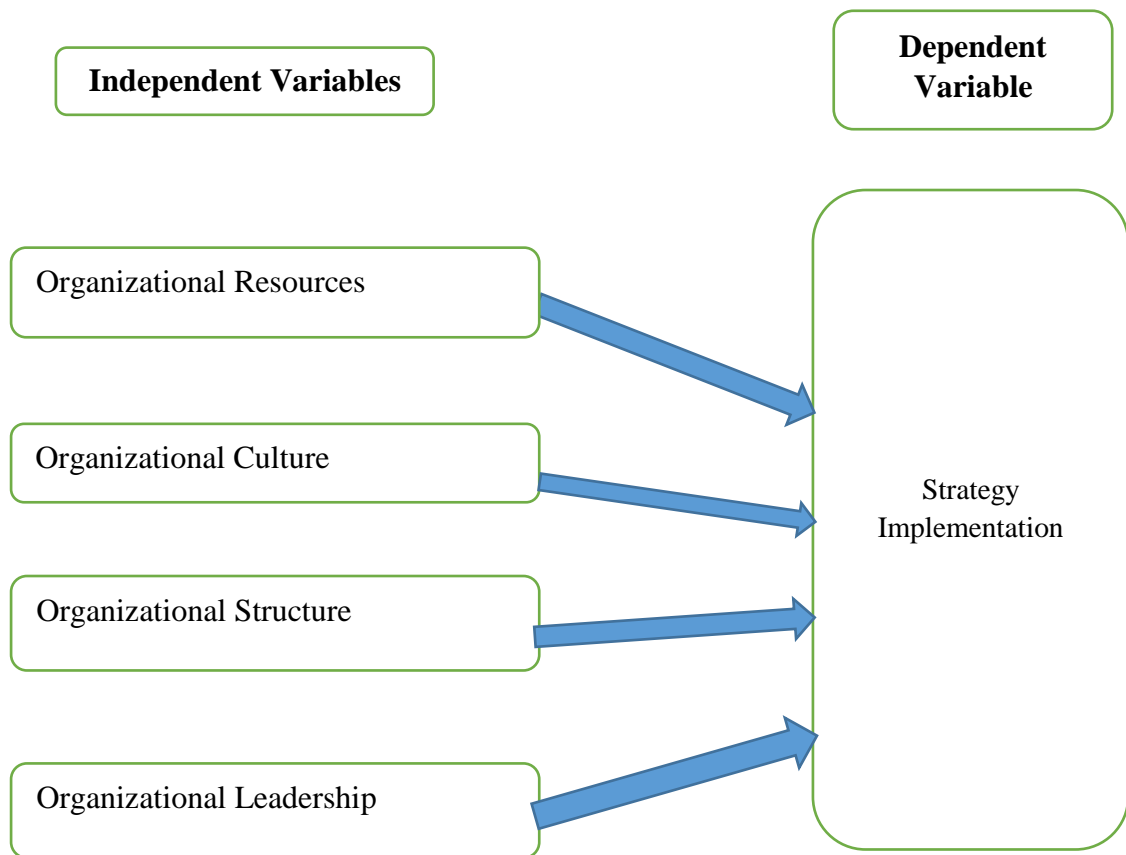


Figure 2.1 Conceptual Framework: Source own illustration, (2021)

CHAPTER THREE

RESEARCH METHODS

This chapter contains the research methods which the researcher used to collect and interpret the data which is required for this study. In addition to research methods, the chapter covers how the sampling technique used in this study, the research type, how the data was collected, and the like.

3.1 Research Approach

The study focused on factors influencing the implementation of a strategic plan in National Veterinary Institute (NVI). With emphasizing on strategic plan implementation practices, factors influencing strategic plan implementation, and challenges explanatory research design is appropriate for such a study. The researcher used a closed-ended questionnaire for quantitative data collection. Thus, a quantitative research approach was employed. This refers to a methodology for conducting research that involves collecting, analyzing, and quantitatively integrating data.

3.2 Research Design

This study employed an explanatory research design. Explanatory research design helps to answer how things are going on and why (Akhtar, 2016). This means this study is going to test the correlation of how strategic plan is affected by organizational culture, structure, leadership, and resource. Mainly the explanatory research is testing the causal relationship between dependent and independent variables.

3.3 Sampling Methods

This study used census enumeration. Census enumeration refers to when the researcher uses all of the population for study. The study population for this study is employees of National Veterinary Institute in Bishoftu, which mainly focuses on employees of working in management who are more responsible in implementing strategy. which are 77 (NVI, 2020).

The following table indicates how many respondents are selected from each department of the institute.

Table1 Sampling frame

No.	Departments and directorates	Available Personnel	Respondents
1.	Head of directorates	6	6
2.	Plan and Program department	2	2
3.	Information and technology department	3	3
4.	Finance Department and audit	12	12
5.	Human resource planning development	8	8
6.	Operations department	3	3
7.	Research and Development	10	10
8.	Quality Control Department	25	25
	Total	77	77

Source Own Illustration (2021)

3.5 Methods of Data Collection

The sources of this research are primary sources and secondary sources. The first describes the questionnaire used to assess this study and the latter includes published materials like articles, books, journals, and the like. The questionnaire developed for this study is divided into three sections. The first section contains the overall

introduction to the study and gives a brief explanation about the confidentiality of the respondents' responses. The second section of the instrument contains general and demographic information of respondents. The last and the third section of the instrument contains statements about the variables of the study. It was designed in Likert five scale from Strongly disagree to Strongly Agree. It was developed to measure the degree to which respondents agreed to each statement of variables. The questionnaire was handed over to respondents after confirming their willingness to participate in the study. After filling the questionnaire, the respondents gave it to the researcher.

3.6 Data Analysis Procedure

The study used both descriptive and inferential statistics methods, descriptive for demographic of respondents and inferential for studying the relationship between independent variables and a dependent variable using multiple regression model. The data analysis involves frequencies, percentages, and other statistical analyses in tabulation format. SPSS version 20 was used to analyze the data gathered from the respondents.

3.7 Reliability and Validity of the Study

Reliability is a measure of the accuracy of measured values acquired from repeated measurements using the same measuring device under the same conditions. Not only is reliability a feature of the measuring device, but it is also a feature of the measuring instrument's results. According to the current literature, the measuring instrument's Reliability and Validity are two critical characteristics. A study conducted with a measuring device that lacks one or both of these characteristics will not produce useful data. As a result, the study's measuring tool must have both validity and reliability

(Sürücü & Maslakç, 2020). The following table shows Cronbach's Alpha on the variables of the study, all with values greater than 0.70.

TABLE 2 CRONBACH'S ALPHA

Study Variables	Sources	N of Items	Cronbach's Alpha		
Strategic Plan Implementation Practice	Porter (2008)	10	.916		
Organizational Structure	Baligh (2006)	5	.709		
Organizational Resources	Peacock (2017)	13	.701		
Organizational Culture	Rose (2018)	11	.819		
Organizational Leadership	Tesfaye (2018)	13	.869		

Source own illustration, (2021)

3.8 Ethical Consideration

Ethical consideration is an important aspect when carrying out research. Ethical consideration includes but not limited to respondents' being volunteered without any pressure, assuring the right to participate or not in the study, and anonymity of respondents who have been participated in the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

The objective of this chapter is to discuss about the data analysis, presentation and discussion of results of strategic plan implementation practice, factors influencing strategic plan implementation in National Veterinary Institute. It extends to research whether organizational structure, resource, culture and leadership influence strategic plan implementation within the organization. The data was collected through questionnaires from 73 employees performing on management position.

4.2 Response Rate

The study through the questionnaires targeted 77 respondents out of which data were collected from 73 respondents. This made a response rate of 94.8%.

TABLE 3: RESPONSE RATE

Response Rate	Frequency	Percentage
Not collected	4	5.2
Response	73	94.8
Total	77	100

Source own illustration (2021)

4.3 Background of Respondents

Background of the respondents for this research was mainly age, gender, level of education, department in the organization and duration in the organization presented using frequency (F) and percentage (%) in table 4.2. below

TABLE 4: BACKGROUND OF RESPONDENTS

Item	Background of respondent	Description	Frequency	Percentage (%)
1	Gender	Male	47	64.4
		Female	26	35.6
		Total	73	100.0
2	Age	26-36	41	56.2
		37-47	25	34.2
		48-58	7	9.6
		Total	73	100.0
3	Education Level	Diploma	4	5.5
		Bachelor degree	27	37.0
		Master's degree	37	50.7
		Ph.D. and above	5	6.8
		Total	73	100.0
4	Department	Head of Directorate	6	8.2
		Plan and Program Department	2	2.7
		Information and Technology department	3	4.1
		Finance and Audit Department	12	16.4

		Human Recourse	8	11.0
		Operations Management	3	4.1
		Research and Development	10	13.7
		Quality Control Department	29	39.7
		Total	73	100.0
5	Years of experience	0-5	15	20.5
		6-10	24	32.9
		11-15	22	30.1
		Above 15 years	12	16.4
		Total	73	100.0

Source own illustration, (2021)

As per of the above table from male were (64.4%) and 35.6 % were female. Concerning the age of respondents, the majority (56.2%) are between the age of 26-36, 34.2% are 37- 47, 9.6% are between 48-58. Regarding the education level of the respondents turns out that 5.5% of respondent were diploma holder, 37.0% of respondent were bachelor degree holder, 50.7% of respondents were master's degree holders and 6.8% are PhD and above. For this study purpose respondent involved from different department were 8.2% from Head of Directorate, 2.7% from Plan and Program Department, 4.1% from Information and Technology department, 16.4% from Finance and Audit Department, 11.0% from Human Recourse, 4.1% from Operations Management, 13.7% from Research and Development, and 39.7% from Quality Control Department. Respondents also shared how long they have been employed in the institution which turns out, 20.5%

of respondents were employed in the institution for less than 5 years, 32.9% of respondents were employed in the institution between 6-10 years 30.1% of respondents were between 11-15 years and 16.4% of respondents were employed in the institution more than 15 years.

4.4 Descriptive Statistics

This section discusses the descriptive of understanding of study respondents' regarding the determinants of strategic plan implementation in National Veterinary Institute. The results were summarized by Likert scale from Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. Statistically the result was described by mean and standard deviation. The mean indicates that to what extent that the respondents averagely agree or disagree. The standard deviation on the other hand indicates the dispersion of the respondents' response.

4.4.1 Analysis on Organizational Structure

TABLE 5 DESCRIPTIVE ANALYSIS ON ORGANIZATIONAL STRUCTURE

Organizational Structure	Mean	Std. Deviation
The organization developed the structure that aligned with strategic plan.	4.0274	.81603
The organizational structure ensures effective communication, coordination, and integration across departments and had clear lines of authority and responsibility.	3.9041	.90007
The nature of the structure of the organization lacks flexibility to support strategic plan implementation practice	3.6849	.46776
Strategic teams were reorganized; jobs were redesigned and redefined by indicating tasks executed by all level of employees in the organization so that they support the strategic plan implementation.	3.3699	.92055
To enhance the success of strategic plan implementation right people for right positions are appropriately appointed.	3.6986	.84467
Total	3.7370	.54861

Source: own illustration (2021)

To describe the mean score of the participants, mean score measurement used by Pihie (2009) was applied where mean score of < 3.39 considered as low, mean score of 3.4-3.79 as moderate and mean score of >3.8 as high. From the above table it can be observed that the majority of respondents rated their answer regarding to the organizational structure agreed. This indicates that the majority of employees in National Veterinary Institute has observed averagely that organizational structure has played crucial role on their strategic plan implementation practice.

4.4.2 Analysis on Organizational Resource

TABLE 6 DESCRIPTIVE ANALYSIS ON ORGANIZATIONAL RESOURCE

Organizational resource	Mean	Std. Deviation
Organizational resource is critical to strategic plan implementation.	4.0822	.74075
The organization has capability to allocate all necessary resource for the implementation of strategic plan	3.9726	.66610
The organization had allotted necessary physical resources that endorse effectiveness, efficiency and quality to implement the strategic plan	4.0000	.64550
The implementation of strategic plan of the organization was influenced due to lack of physical resources allocation.	3.8356	.52741
The allocations of financial resources need to be aligned with the strategic plan	4.0548	.59839
The implementation of strategic plan of the organization was influenced due to lack of financial resource allocation	3.7808	.78610
Human resource is a distinctive basis for strategic plan implementation.	3.6027	.98234
The organization has adequate number of human resources who have adequate competencies to implement the strategic plan.	3.9315	.65253
Human resources were not effectively equipped with relevant skill and awareness to support strategic plan implementation.	3.8630	.75120
The organization has technically efficient employee who can realize the strategic plan implementation.	4.0548	.55001
Employees' turnover is not a critical problem for the implementation of strategic plan in the organization.	3.9726	.64491
The organization has a human resources management practices that attract and retains quality employees	3.9726	.86559
Employees in the organization feel that positive change in the organization is beneficial to the organization and to the employee so that they actively support the strategic plan implementation	4.3562	.56199
Total	3.9600	.32764

Source: own illustration, (2021)

The above table indicates descriptive statistics of perception of respondents' organizational resource and strategic plan implementation of National Veterinary

Institute. All of the variables researched under the organizational resource category have more than 3.41 and less than mean of 5. This implies that all of respondents filled the questions agree and strongly agree. In addition to this the organizational resource has observed as good determinant of strategic plan implementation.

4.3.3 Analysis on Organizational Culture

TABLE 7 DESCRIPTIVE ANALYSIS ON ORGANIZATIONAL CULTURE

Organizational Culture	Mean	Std. Deviation
Organizational culture influences strategic plan implementation.	3.7397	.95782
There was strong alignment between employee attitudes and strategic goals and objectives in the organization.	3.8356	.70738
A system of shared value is a critical variable for strategic plan implementation	4.0411	.45456
There was a shared value among employee toward effective strategic plan implementation in the organization	3.9315	.50905
Stability of organizational culture enhances employees commitment to strategic plan implementation	3.9178	.57139
There was strong and stable working culture that helps to enhance employees' citizenship and commitments toward strategic plan implementation.	4.1781	.65282
The organization had developed a working culture that created an employee work with less supervision	4.0274	.66610
Ethical work force is important for strategic plan implementation.	4.2329	.90555
There were ethical, committed and loyal work forces in the organization	4.1096	.73714
Social interaction determines the effectiveness of strategic plan implementation.	4.0411	1.03331
There was friendly and welcoming social interaction that allows employees participation in strategic plan implementation in the organization.	3.7945	.98543
Total	3.9863	.45773

Source: Own illustration, (2021)

As it can be seen from the above table reveals organizational culture practice of National Veterinary Institute in terms of strategic plan implementation. It can be described as the majority of respondents filled the questions agree and strongly agree regarding organizational culture practice on Strategic Plan Implementation of National

Veterinary Institute. This means the employees of the National Veterinary Institute also the organizational culture influences the strategic plan implementation at the institution.

4.4.4 Analysis on Organizational Leadership

TABLE 8 DESCRIPTIVE ANALYSIS ON ORGANIZATIONAL LEADERSHIP

Organizational Leadership	Mean	Std. Deviation
Leadership commitment is essential for effective strategic plan implementation.	4.4110	.64195
The leaders were committed for the strategic plan implementation in the organization	4.0822	.64017
Leaders in the organization motivated employees toward successful strategic plan implementation.	3.8082	.77563
The degree of supervision and coordination conducted for the strategic plan implementation was strong.	3.8082	.86052
The leaders encouraged the building up of shared behavior, vision, mission, and values of the organization among the employees to enhance efficiency and effectiveness.	3.8493	.96712
A tendency of proactive thinking made leaders looking ahead, anticipating change, and developing a strategy to mitigate the dynamic change of external organizational environments.	3.8904	.63600
Leadership in the organization was proactive with a coherent view of adhering external opportunities with internal capabilities, competencies and resources to achieve the goals & objectives stipulated in the strategic plan.	3.8630	.73248
Contingency plans are important to manage changes during strategic plan implementation	4.0959	.64902
Contingency plans were put in place to manage change during strategic plan implementation in the organization.	3.9863	.58909
Operational excellence is the element for the implementation of strategic plan.	4.0411	.69599
The leadership in the organization was impartial to all employees toward development of a citizenship to execute the strategic plan by attaining operational excellence.	3.6986	.63868
Human and physical resources were effectively coordinated in the manners that it supports to achieve the implementation of strategic plan.	3.9041	.64902
The leaderships in the organization has capacity to bring continues operational improvements that inspire productivity and efficiency during strategic plan implementation.	4.0137	.48572
Total	3.9462	.43624

Source: own illustration, (2021)

The organizational leadership is the other independent variable which was accustomed in this study in respect of strategic plan implementation in National Veterinary Institute. The organizational leadership in this section discussed was about the impact of organizational leadership on strategic plan implementation. Leadership commitment, motivation of employees, contingency plans for the strategic plan implementation and related issue to strategic plan implementation was discussed here. The table indicates that all of questions have under the organizational leadership got a mean of greater than 3.40 and less than 5. This implies that the majority of employees filled the questions as agree and strongly agree. It means that they agreed on all of questions of organizational leadership variables and its impact on strategic plan implementation.

4.4.5 Analysis on Strategic Plan Implementation

TABLE 9 DESCRIPTIVE ANALYSIS ON STRATEGIC PLAN IMPLEMENTATION

Strategic Plan Implementation Practice	Median	Std. Deviation
The organization had sound strategic plan.	4.0000	.80523
The strategic plan was properly developed taking into consideration the external and internal environment of the organization.	4.0000	.76401
Internal stakeholders such as Board of Directors, management members and employees were involved in the development of strategic plan.	4.0000	.97924
The strategic plan gets approval by Board of Directors to secure necessary resource during the period of implementation.	4.0000	.63749
The strategic plan gets acceptance by internal stakeholders (management members and employees) so that they endeavored their own effort for its implementation.	4.0000	.69380
Yearly action plans were drawn from strategic plan.	5.0000	.83402
Strategic plan implementation task force was formally established and empowered to guide, monitor and evaluate the strategic plan implementation practice.	4.0000	1.04028
The organization had established model that guides how best the strategic plan will be implemented, monitored and evaluated.	4.0000	.84782
Performance measurement criteria and standards were clearly established, persistent monitoring and evaluation were performed accordingly	4.0000	.95025
Proper accountability was established at each managerial level to develop ownership during the strategic plan implementation.	4.0000	1.12448
Total	4.0356	.66487

Source: own illustration, (2021)

The dependent and study variable for this study was Strategic Plan Implementation Practice of National Veterinary Institute. The above table indicates the strategic plan implementation was covered issues such as the soundness of the institution's strategic plan, its inclusiveness of the external and internal environment of the situations, involvement of the internal stakeholders of institution and the like. The above table indicates all of the questions were answered as agree and strongly agreed. This can be termed as the strategic plan implementation of National Veterinary Institute.

4.4.5 Analysis on total variables

TABLE 10 DESCRIPTIVE ANALYSIS ON TOTAL STUDY VARIABLES

Item	Mean	Std. Deviation
Strategic Plan Implementation Practice	4.0356	.66487
Organizational Resource	3.9600	.32764
Organizational Structure	3.7370	.54861
Organizational Culture	3.9863	.45773
Organizational Leadership	3.9462	.43624

Source: Own Illustration, (2021)

The above table describes the grand mean and standard deviation of the study variables.

The strategic plan implementation practice of National Veterinary Institute got a mean of 4.0356 and standard deviation of 0.66487. This shows that the practice of strategic plan implementation of the institution was perceived as effective and all of the respondents filled each questions strongly agree and agree. This implies that the majority of the respondents feels the institution has sound strategic plan and implemented effectively. Also the strategic plan implementation got standard deviation of 0.66487, which implies that the data was normally distributed among the study sample and the result is reliable.

As per of organizational resource the data shows that the majority of respondents feels that there is a good use of resources in application strategic plan implementation. According to the book of statistics by published by University of North Carolina (2019), A standard deviation close to zero indicates that data points are close to the mean, whereas a high or low standard deviation indicates data points are respectively above or below the mean. For this determinant (organizational resource) the standard deviation is lower than .5 and close to zero.

The other variable for the study was organizational structure. The above table indicates that organizational structure got the mean value of 3.7370 and standard deviation of .5486. This means that the respondents' average answer was agree and the data was distributed normally among study variable. Thus the data is reliable and it is clustered around the mean.

The organizational culture variable grand mean was 3.9863 with standard deviation of .45773. This indicates that most of the respondents were felt the organizational culture of National Veterinary Institute impacted the strategic plan implementation and their responses was dispersed with the amount of .45773. This means all of respondents had the same idea about the organizational culture and its' impact on strategic plan implementation of National Veterinary Institute.

The final determinant of strategic plan implementation at National Veterinary Institute was Organizational Leadership. The table indicates that the organizational leadership variable got the average mean of 3.9462 and standard deviation of .43624. This implies that the organizational leadership of National Veterinary Institute perceived as huge impact on strategic plan implementation and the respondent was dispersed with 0.43624 of standard deviation. This also shows that the average answer of respondents was almost the same with just very minor differences, so the data is reliable.

4.4 Pearson Correlation

Pearson Correlation was used to assess if there is a relationship between strategic plan implementation and its four determinants for this study.

TABLE 11: PEARSON CORRELATION

Correlations						
		SPIP	ORS	OS	OC	OL
SPIP	Pearson Correlation	1	.493**	.574**	.662**	.709**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	73	73	73	73	73
ORS	Pearson Correlation	.493**	1	.321**	.434**	.564**
	Sig. (2-tailed)	.000		.006	.000	.000
	N	73	73	73	73	73
OS	Pearson Correlation	.574**	.321**	1	.373**	.526**
	Sig. (2-tailed)	.000	.006		.001	.000
	N	73	73	73	73	73
OC	Pearson Correlation	.662**	.434**	.373**	1	.606**
	Sig. (2-tailed)	.000	.000	.001		.000
	N	73	73	73	73	73
OL	Pearson Correlation	.709**	.564**	.526**	.606**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	73	73	73	73	73

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

The Pearson correlation technique is the most widely used approach for numerical variables; it assigns a number between 0 and 1, with 0 representing no correlation, 1 representing entire positive correlation, and -1 representing total negative correlation. The level of significance according to Nettleton (2014) are

- **Perfect:** If the value is near ± 1 , then it said to be a perfect correlation: as one variable increases, the other variable tends to also increase (if positive) or decrease (if negative).
- **High degree:** When the coefficient value is between 0.50 and 1, the connection is said to be strong.
- **Moderate degree:** A medium correlation is defined as a number that falls between 0.30 and 0.49.
- **Low degree:** When the value is less than $+0.29$, the correlation is considered to be modest.
- When the value is 0, there is no association.

The variables are moderate and positively associated with the dependent variable. The above table indicates organizational structure has a Pearson correlation in value of .493 with strategic plan implementation. This shows the organizational structure has a moderate correlation with strategic plan implementation in the National Veterinary Institute and the correlation is significant at 0.01 significance level. It can be inferred as, if the organizational structure is poor then strategic implementation is going to be poor or even not effective.

The organizational resource is also the other significant variable to the strategic plan implementation with Pearson correlation value of .574. This also indicates that the organizational resource is highly affect the strategic plan implementation in National Veterinary Institute and the correlation is significant at significance level of 0.01.

The table also shows that organizational culture relations to the strategic plan implementation. The organizational culture has the Pearson correlation value of .662 which means it has strong correlations with strategic plan implementation and significant at significance level of 0.01 in National Veterinary Institute. This implies

that if there is organizational culture is strong or increases then the strategic plan implementation also does, if organizational culture is weak and decrease the strategic plan implementation is also weak and decrease.

The other independent variable in strategic plan implementation in this study was organizational leadership. Here the organizational leadership variable has strong correlation with Pearson correlation value of .709, which is the highest level of Pearson correlation value comparing to the other independent variables in this research, this shows that the organizational leadership has very strong correlation with strategic plan implementation in National Veterinary Institute and also significant at 0.01 significance level. This implies that the organizational leadership crucial for strategic plan implementation.

4.5 Regression Analysis of Variables

Regression analysis refers to scientific tool for examining the relationship between two or more variables of interest (Beers, 2021). This study employed Multicollinearity test, model summary, ANOVA and Coefficient regression analysis.

4.5.1 Multicollinearity test

Multicollinearity is a statistical phenomenon when several independent variables have one high correlation. To put this another way, the variables used to predict the dependent variable are overly interconnected (O'brien, 2017).

TABLE 12: MULTICOLLINEARITY TEST

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Structure	.693	1.443
	Organizational Resource	.728	1.374
	Organizational Culture	.803	1.245
	Organizational Leadership	.622	1.607

According to O'brien (2017), for concluding there is no existence of multicolliniry test among independent variables and variance influence factor (VIF), the VIF should be less than 10 and the tolerance value shall be higher than 0.2. The above table indicatethe tolerance value for the independent variables are greater 0.2 and the VIF value is less than 10. This implies there is no multicorrilinearity among independent variables.

4.5.2 Model summary

TABLE 13 MODEL SUMMARY:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.638	.617	.41159
a. Predictors: (Constant), OL, OS, OR, OC				
b. Dependent Variable: SPIP				

R Square explains to what extent the variance of one variable explains the variability of the second variable, whereas correlation explains the strength of the relationship between an independent and dependent variable (Frost, 2018). In natural science research it is not uncommon to get R square values as high as 0.99, a much lower value (0.10-0.20) of R square as acceptable in social science (Guar & Gaur, 2009)

According to the model summary from the above table R square of this model is .638 which means 68.3% of the strategic plan implementation is affected by the organizational leadership, organizational culture, organizational resource and organizational structure in National Veterinary Institute. The rest percent or 31.7% of strategic plan implementation can be affected by other variables which are not included in this study.

4.5.3 ANOVA

TABLE 14: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.308	4	5.077	29.970	.000 ^b
	Residual	11.519	68	.169		
	Total	31.827	72			
a. Dependent Variable: SPIP						
b. Predictors: (Constant), OL, OC, ORS, OS						

The above table indicates the significance of the regression model for this study. The first column describes each row of the ANOVA summary table. It tells us that the first row corresponds to the between-groups estimate of variance (the estimate that measures the effect and error). The between-groups estimate of variance forms the numerator of the F ratio. The second row corresponds to the within-groups estimate of variance (the estimate of error). The within-groups estimate of variance forms the denominator of the F ratio. The final row describes the total variability in the data. The Sum of squares column gives the sum of squares for each of the estimates of variance. The third column gives the degrees of freedom for each estimate of variance. The fourth column gives the estimates of variance (the mean squares.)

If the numerical value in Sig. column is less than critical values of alpha which is 0.05, then it can be said significant. From the above table which indicate the ANOVA model, the significant value the model which is .000, this infers the model is best formfitting and significant.

4.5.4 Coefficient of Variables

TABLE 15 COEFFICIENT OF VARIABLES:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.671	.626		-2.670	.009
	ORS	.168	.181	.083	.929	.356
	OS	.304	.104	.251	2.915	.005
	OC	.485	.135	.334	3.595	.001
	OL	.499	.166	.328	3.017	.004
a. Dependent Variable: SPIP						

The above table shows the coefficient of variables of this study model. It shows the influence of an individual variable to the model is shown in the standardized coefficient column. When the independent variables increase by one standard deviation while all other independent variables remain constant, the Beta weight is the average increase in the dependent variables. The table also indicates the positivity relationship and significance of the variables of the study. Below the relationships and significance of independent variables are discussed based on the above table.

- I. **Organizational Resource:** Even though kinds of literature discuss that organizational resources can affect the strategic plan implementation, in this study the finding shows the organizational resource is positively associated with a beta value of .083 but, insignificant to the strategic plan implementation in p vale of .356 in National Veterinary Institute. The institution had sufficient resources for the strategic plan implementation. But the study finds out that during the strategic plan implementation the

resource was not significantly predicted the success of strategic plan implementation. From this study, it can be observed that the major predictors of strategic plan implementation are organizational leadership, culture, and structure. If these three variables are aligned together in a way that ensures the strategy implementation, then the resource cannot be the issue. Most of the Ethiopian public institutions develop a strategic plan and raised nearly sufficient amount resources, but very few of them successfully implement the plan. Studies show that this strategic plan implementation fails due to a lack of effective leadership that follows up and monitor the process of the plan, accountability, organizational culture and structure that ensures the strategic effective, not because of resources (Bassa, 2015), (Hagos & Debela, 2012), (Tadesse, 2019).

II. Organizational Structure: according to David (2011) the main reason that strategic plan implementation fails is due to poor organizational structure. Because organizational structure dictates how resources are allocated, how to communicate in organization and who is responsible for what specific job. In this study also the table shows that the organizational structure is positively related with strategic plan implementation in beta value of .251 and significant because p value of organizational structure(.005) is less than 0.05 in National Veterinary Institute.

III. Organizational Culture: David & David (2105) discussed that organizational culture is crucial for strategic plan implementation. They discussed if the firm's culture is not supportive, strategic changes may be ineffective or even counterproductive. A firm's culture can become antagonistic to new strategies, with the result being confusion and

disorientation. The finding of this study also reveals organizational culture is positively associated in beta value of .334 and significant at p value of .001 to strategic plan implementation in National Veterinary Institute.

- IV. **Organizational Leadership:** While a well-formulated strategy, a strong and effective pool of talents, and human capital are all critical components for strategy success, inadequate leadership is one of the key roadblocks to successful strategy execution, according to Cater and Pucko (2010). As a result, the need of strong leadership exceeds all other considerations. In this study the data also indicates that organizational leadership has positive relationship with strategic plan implementation with beta value of .328 and significant at the significance level of 0.004 in National Veterinary Institute.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This study mainly aimed to examine and analyze the determinants of strategic plan implementation these are organizational structure, organizational resource, organizational culture, and organizational leadership in the case of the National Veterinary Institute. Therefore, this chapter will discuss the findings of the data, conclusions of the information, and recommendations that the researcher made based on the findings.

5.1 Summary of the Findings

The major findings are made based on the detailed findings from chapter four. Here is a summary of major findings.

- From descriptive statistics, it can be observed that the strategic plan implementation practice of National Veterinary Institute shows that the practice of strategic plan implementation of the institution was perceived as an effective sample and the result is reliable.
- As per of organizational resource the data shows that the majority of respondents feels that there is a good use of resources in application strategic plan implementation.
- The organizational structure variable for this study was observed well practiced during the strategic plan implementation in National Veterinary Institute.

- The organizational culture and its' impact on strategic plan implementation of National Veterinary Institute were observed as well-developed for the strategic implementation.
- The organizational leadership of National Veterinary Institute is perceived as having a huge impact on strategic plan implementation.
- The Pearson Correlation of the variables turns out that all of the independent variables, Organizational Structure, Organizational Resource, Organizational Culture, and Organizational Leadership have a positive and strong relationship with strategic plan implementation in National Veterinary Institute.
- The tolerance value for the independent variables in this study was greater than 0.2 and the VIF value is less than 10, therefore there is no multicollinearity effect among independent variables.
- The ANOVA statistics for this study displayed that the model is formfitting and significant. Also, there is a significant relationship between dependent and independent variables, $F(4, 68) = \text{with } (p = 0.00) < 0.05$ was developed indicating that there is the probability of less than 0.05 of the regression model and the model is significant.
- The study also found out that there is a strong and significant relationship between organizational leadership, organizational culture, organizational structure, and strategic plan implementation in National Veterinary Institute. However, the study also found that organizational resources and strategic plan implementation have an insignificant relationship in National Veterinary Institute.
- Depending on the research objective, the researcher tried to answer the research questions:

1. To what extent does organizational structure affect strategic plan implementation practice in National Veterinary Institute?

- Organizational Structure has a significant and positive relationship to strategic leadership with a standardized beta of .083, therefore organizational structure has a positive effect on strategic plan implementation in National Veterinary Institute.

2. To what extent do organizational resources affect strategic plan implementation practice in National Veterinary Institute?

- Organizational Resource has an insignificant but positive relationship to strategic plan implementation with standardized beta .251. Thus, Organizational Resource has no relationship with strategic plan implementation in National Veterinary Institute.

3. To what extent does organizational culture affect strategic plan implementation practice in National Veterinary Institute?

- Organizational Culture has a significant and positive relationship with strategic plan implementation with a standardized beta value of .334. This indicated that Organizational Culture has a positive relationship with strategic plan implementation in National Veterinary Institute.

4. To what extent does organizational leadership affect strategic plan implementation practice in National Veterinary Institute?

- Organizational Leadership has a significant and positive relationship with strategic plan implementation with the standardized beta value of .328 in National Veterinary Institute. This indicates that Organizational Leadership has a positive effect and has a positive relationship with Strategic implementation.

5.2 Conclusion

This study mainly aimed to examine and analyze the four determinants of strategic plan implementation in National Veterinary Institute, which are organizational structure, organizational culture, organizational resource, and organizational leadership. This study revealed that the organizational leadership, organizational culture, and organizational structure has relationship with strategic plan implementation. Organizational in contrary has no relationship with strategic plan implementation in National Veterinary institute. The study just analyzed only four strategic plan implementation determinants.

Effective strategic plan implementation is crucial for an organization to survive and compete in this competitive business era. For most failures of strategic plan implementation in different organizations, this study shows that there are specific determinants that affect strategic plan implementation and they are organizational leadership, organizational structure, and organizational culture. This means if leaders wants to have effective strategic plan implementation they should deliberately work on developing committed organizational leadership, strong organizational culture and clear and transparent organizational structure. If these determinants in organizations are practiced, then the resource cannot be reason for failure of strategic plan implementation.

5.3 Recommendation

Based on the findings and conclusion of the study the researcher presented the following recommendations:

- Based on statistical findings of the research it is recommended to National Veterinary Institute to have developed a strong organizational culture that is

based on strategic management to assure the effective strategic plan implementation for the future.

- There should be strategic management-based organization leadership to be implemented in National Veterinary Institute.
- Organizational resources should be aligned with strategic plan implementation. Much care and concern should be given to leadership, structure, and culture.
- Most of the employees of the institution have experienced in the institution for more than five years, so it's recommended to have a strong organizational structure that ensures the transparency of strategic management and gives employees to have more responsibility in strategic plan implementation.

5.4. Areas Recommended for Further Studies

This study mainly focused on the internal environment of the organization that affects the strategic plan implementation. The result turns out the strategic plan implementation is affected 68.3% by these study variables. The rest of 31.7% can be different factors. Therefore, the researcher recommends for further and future studies to be done to find out the determinant that affects the strategic plan implementation. Also, it is recommended for further study to be done on external environmental factors that affect strategic plan implementation. Beside this the researcher recommend other studies to be done in more institution such as public organizations, private organizations and majority of the institution that lead by strategic plan.

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Appendix

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
PROGRAM OF GRADUATE STUDIES
QUESTIONNAIRE

Dear Respondent,

My name is Gemechu Eyasu I am a student of Master of Business Leadership at Addis Ababa University College of Business and Economics (School of Commerce). I am conducting this research as partial requirement to fulfill my Master Degree. The objective of this questionnaire is to collect information on the topic entitled **“Determinants of strategy implementation: A Case Study on National Veterinary Institute”**. The research reliability depends on the information provided by you in this questionnaire. So please try to give right & genuine information. The completion of this questionnaire is very important to the overall design of the study and should take you less than 15 minutes to complete. Your timely completion and return of this questionnaire are highly appreciated and will be counted as a continuation of your kind support to the development of the profession and myself as a member of the same. All the data you provide will be strictly *confidential and used for the stated purpose only* under the ethics standard of the research. I once again thank you for your participation and taking the time to complete questionnaires. For any further clarifications, concerns and comments please do not hesitate to contact my mobile phone or me directly via email: - gemeeyasu@gmail.com or +251-927-22-88-82.

Part One: General Information (Demographic Characteristics of the Respondents)

Instructions: Please Mark the Symbol „√“ in the space of your category

1. Age: Below 25 years () 26-36 years () 37-47 years () 48-58 years () Above 59 ()

2. Gender: Male () Female ()

3. Education level: Diploma() Bachelor degree() Master's Degree() PhD and above ()

3. Your department at NVI _____

4. Years of Experience: 0-5 years () 6-10years() 11-15 years () above 15 years()

Part Two: Strategy Implementation

The following statements indicate the view about strategic plan implementation practice, challenges of strategic plan implementation and factors influencing the implementation of strategic plan in National Veterinary Institute. You have alternatives: Strongly agree, Agree, Neither agree nor disagree, Disagree and strongly disagree. **Please place a tick „√“ mark in the box that represents your appropriate level of agreement**

Statements		Level of Agreement (Ratings)				
Strategic Plan Implementation Practice		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The organization had sound strategic plan.					
2	The strategic plan was properly developed taking into consideration the external and internal environment of the organization.					
3	Internal stakeholders such as Board of Directors, management members and employees were involved in the development of strategic plan.					
4	The strategic plan gets approval by Board of Directors to secure necessary resource during the period of implementation.					
5	The strategic plan gets acceptance by internal stakeholders (management members and employees) so that they endeavored their own effort for its implementation.					
6	Yearly action plans were drawn from strategic plan.					
7	Strategic plan implementation task force was formally established and empowered to guide, monitor and evaluate the strategic plan implementation practice.					

8	The organization had established model that guides how best the strategic plan will be implemented, monitored and evaluated.					
9	Performance measurement criteria and standards were clearly established, persistent monitoring and evaluation were performed accordingly					
10	Proper accountability was established at each managerial level to develop ownership during the strategic plan implementation.					
Organizational Factors Influencing Strategic Plan Implementation						
A. Organizational Structure						
1	The organization developed the structure that aligned with strategic plan.					
2	The organizational structure ensures effective communication, coordination, and integration across departments and had clear lines of authority and responsibility.					
3	The nature of the structure of the organization lacks flexibility to support strategic plan implementation practice					
4	Strategic teams were reorganized; jobs were redesigned and redefined by indicating tasks executed by all level of employees in the organization so that they support the strategic plan implementation.					
5	To enhance the success of strategic plan implementation right people for right positions are appropriately appointed.					
Organizational Resources						
6	Organizational resource is critical to strategic plan implementation.					
7	The organization has capability to allocate all necessary resource for the implementation of strategic plan					
8	The organization had allotted necessary physical resources that endorse effectiveness, efficiency and					

	quality to implement the strategic plan					
9	The implementation of strategic plan of the organization was influenced due to lack of physical resources allocation.					
10	The allocations of financial resources need to be aligned with the strategic plan					
11	The implementation of strategic plan of the organization was influenced due to lack of financial resource allocation					
12	Human resource is a distinctive basis for strategic plan implementation.					
13	The organization has adequate number of human resources who have adequate competencies to implement the strategic plan.					
14	Human resources were not effectively equipped with relevant skill and awareness to support strategic plan implementation.					
15	The organization has technically efficient employee who can realize the strategic plan implementation.					
16	Employees' turnover is not a critical problem for the implementation of strategic plan in the organization.					
17	The organization has a human resources management practices that attract and retains quality employees					
19	Employees in the organization feel that positive change in the organization is beneficial to the organization and to the employee so that they actively support the strategic plan implementation					
	Organizational Culture					
20	Organizational culture influences strategic plan implementation.					
21	There was strong alignment between employee attitudes and strategic goals and objectives in the organization.					
22	A system of shared value is a critical variable for strategic plan implementation					
23	There was a shared value among employee toward effective strategic plan implementation in the organization					

24	Stability of organizational culture enhances employees commitment to strategic plan implementation					
25	There was strong and stable working culture that helps to enhance employees' citizenship and commitments toward strategic plan implementation.					
26	The organization had developed a working culture that created an employee work with less supervision					
27	Ethical work force is important for strategic plan implementation.					
28	There were ethical, committed and loyal work forces in the organization					
29	Social interaction determines the effectiveness of strategic plan implementation.					
30	There was friendly and welcoming social interaction that allows employees participation in strategic plan implementation in the organization.					
	Organizational Leadership					
31	Leadership commitment is essential for effective strategic plan implementation.					
32	The leaders were committed for the strategic plan implementation in the organization					
33	Leaders in the organization motivated employees toward successful strategic plan implementation.					
34	The degree of supervision and coordination conducted for the strategic plan implementation was strong.					
35	The leaders encouraged the building up of shared behavior, vision, mission, and values of the organization among the employees to enhance efficiency and effectiveness.					
36	A tendency of proactive thinking made leaders looking ahead, anticipating change, and developing a strategy to mitigate the dynamic change of external organizational environments.					
37	Leadership in the organization was proactive with a coherent view of adhering external opportunities with internal capabilities, competencies and					

	resources to achieve the goals & objectives stipulated in the strategic plan.					
38	Contingency plans are important to manage changes during strategic plan implementation					
39	Contingency plans were put in place to manage change during strategic plan implementation in the organization.					
40	Operational excellence is the element for the implementation of strategic plan.					
41	The leadership in the organization was impartial to all employees toward development of a citizenship to execute the strategic plan by attaining operational excellence.					
42	Human and physical resources were effectively coordinated in the manners that it supports to achieve the implementation of strategic plan.					
43	The leaderships in the organization has capacity to bring continues operational improvements that inspire productivity and efficiency during strategic plan implementation.					

Adopted from Alemayehu (2018)