



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**FACTORS AFFECTING STRATEGIC PLAN IMPLEMENTATION IN
THE CASE OF ADDIS ABABA CITY ADMINISTRATION TRADE
BUREAU**

BY: - FIRENESH GEBRE
ADVISOR: - Dr. ASRES ABITIE


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By: - FIRENESH GEBRE (GSE /6938/11)

APPROVED BY BOARD OF EXAMINERS:

Dr. ASRES ABITIE	_____	_____
Advisor	Signature	Date
Dr. _____	_____	_____
Internal Examiner	Signature	Date
Dr. Temesgen Belayneh , PhD		<u>09/07/21</u>
External Examiner	Signature	Date
AC. Chairperson:	_____	_____
	Signature	Date

STATEMENT OF DECLARATION

I, FIRENESH GEBRE announcing this research, titled “Factors Affecting Strategic Plan Implementation in the Case of Addis Ababa City Administration Trade Bureau. I submitted it for a Business Administration in Management degree. This is my own effort and work that has never offered at any university. All the sources I used for this research also mentioned.

Name: FIRENESH GEBRE

Signature: _____

Place: Addis Ababa

Submission Date _____, 2021

STATEMENT OF CERTIFICATION

This is to confirm that **FIRENESH GEBRE** conducted her research on the topic of “Factors affecting strategic plan implementation in the case Addis Ababa city administration trade bureau”. This project is new and appropriate for submission in partial achievement of the Master of Business Administration degree requirement. (MBA in Management)

Dr. ASRES ABITIE

Advisor

Signature

Date

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ABSTRACT

The effective implementation of the strategy is the vital survival advantage of the organization. Several organizations might not keep their competitive benefits, although the organizations have developed a strong strategy. If it not effectively implemented, it will not be conducive to organizational growth and sustainability. Leaders of an organization must pay additional care to strategy execution due to the higher failure rates that happen at this phase. Therefore, effective strategy implementation needs a better understanding of the significant affecting factors that are imperative to implementation outcomes. The main aim of this study was to determine the major factors that influence the execution of strategic plans at the Trade Bureau of the Addis Ababa City Administration. The research followed a mixed research approaches that combined both explanatory and descriptive survey research design. The sample size was determined using a stratified random sampling procedure. The study included both primary and secondary sources of data. For the purpose of data analysis, the researcher used both descriptive and inferential statistics through SPSS (statistical packages for social science) software and multiple regression models used. According to the result of the study, all these variables (quality of Leadership, availability and utilization of resource, effective and timely communication, and structure of organization and culture of the organization), significantly affect strategic plan implementation, and Leadership quality, in particular, is crucial. Leadership quality, lack of managerial commitment to perform tasks, The most significant variables impacting strategic plan execution are weak managerial abilities, such as the inability to assess instances, solve problems, and make decisions. A shortage of competent human capital (employees) during strategic implementation & technology is also affecting strategic plan implementation. Inadequate internal, external, and horizontal communication and information systems to monitor strategy implementation, the bureau's had highly formalized, rigid, and centralized structure, and a highly hierarchical structure that is unsupportive and does not promote staff consensus, commitments, and risk tolerance, and new ideas are the major obstacles to poor strategic plan implementation.

Key words: - Strategic plan, strategic plan implementation, leadership quality, resource, communication, organizational structure, and organizational culture are some of the keywords.

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LIST OF ACRONYMS AND ABBREVIATIONS

- ANOVA: - Analysis of variance
- GTP: - Growth and transformation plan
- SPSS: - Statistical package for social science
- LEQ: - Leadership quality
- Res: - Resource availability and utilization
- COMM: - Effective and timely communication
- OS: - Organizational structure
- OC: - Organizational culture

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The term strategic management refers to handling an organization's resources to attain its goals and objectives, (WillkeNton), 2021). Willke states, strategic management entails creating objectives, examining the competitive environment, examining the internal organization, evaluating strategies, and ensuring that management implements the strategies throughout the organization. As many research and management books explained, strategic planning answers three important questions, such as where we are, where we want to go and how we can get there. Many articles state about strategic plan formulation processes and they describe strategy implementation as the most complex and challenge full stage of a strategic plan. Strategic implementation is the process of putting a defined strategy into action in order to support and achieve the organization's vision, mission and strategic objectives. According to Bryson (2011), In recent years, the environments of public organizations have grown not only more unpredictable, but also more linked; as a result, changes in any part of the system can ricochet unexpectedly, and frequently in an untidy and hazardous manner across the environment. Organizations must respond in five ways to this heightened unpredictability and connectivity. First, these organizations must consider the big picture about something they have never thought of before. Second, they must apply their newfound knowledge to develop successful strategy for dealing with their shifting situations. Third, they must create the justification necessary to establish the groundwork for their plans' acceptance and execution. Fourth, they must form big and powerful coalitions in order to choose favorable tactics and maintain them through execution. Lastly, they must improve their capacity to handle strategic change through time (Dvir), 2010).It is important gradually improve the need to examine factors that affect strategic plan implementation. Organizations ask where we are. Where do we want to go? How do we get there? Regarding the conditions of change, these are important questions to ask. These questions must force them to assess the situations in their working environments, examine competitive forces, carry out SWOT analysis and classify strategic matters. This requires the growth of a strategic orientation and implementation of strategies involved in real-world strategic planning. The strategic plan's process consequences necessitate implementation in accordance with the

agent of strategic behavior standards, (GizawKifle), 2020). The goal of this study was to assess the impact of leadership qualities, resource availability and utilization, effective and timely communication, organizational structure, and culture on strategic plan execution in Addis Ababa city Administration Trade bureau.

1.2 Background of the Organization

Addis Ababa City Administration Trade Bureau established by Proclamation 35/2004, and re-created by updated proclamation 43/2007. The bureau known for various titles, functions, and responsibilities to various times. For many years, it split up and then merged with the Industry Bureau. Now it divided and titled in the name of the Addis Ababa City Administration Trade bureau. The Addis Ababa City Administration entrusted with the task of ensuring the correct and planned growth of Addis Ababa City trade bureau centers, including suitable infrastructure and jobs, and the obvious implications of this are clear. Cities have been under increasing pressure unless they plan ahead of time, they will fight to provide employment, infrastructure, services, and many other things to an ever-increasing population. Poverty and unemployment reductions, sustainable delivery of efficient, effective, and fair infrastructure and services to Ethiopians and foreigners, and improving the Addis Ababa Ethiopia environment for living and working are all key strategic areas for the trade bureau. The bureau is putting the strategy into action also influenced by sector policies, plans, and programs. The bureau comprises 5 main directorates, 8 subordinate directorates, and 12 teams, totaling 142 people. As a result, the study sought to identify the key factors that influence strategic plan implementation across all bureau directorates and teams.

1.3 Statement of the Problem

According to Pride and Ferrell (2003), strategic implementation is the method of transforming strategies and plans into practice in order to accomplish wanted outcomes. Strategy implementation, as stated by Partidario (2012), is the translation of strategies into acts. This process includes designing the future of the organization, refining the effectiveness of organizational operations, and improving organizational design, structure, control systems, and culture. Strategy implementation, in the opinion of Ehlers and Lazenby (2010), mentions a management process that requires a leadership style that motivated by change and driven by

determination. Organizations may fail continually due to the incapability to select and implement their strategies properly. Strategic plan execution, according to Jooste and Fourie (2009), is more significant than strategy development; if the formulated strategy fails to implemented, it is no different from a well-documented piece of paper on a shelf. A strategy, according to Jones and Hill (2010), thought that does not have meaning until it implemented. Strategy implementation, According to Noble (1999), is generally viewed as a work of art rather than management, which distinguishes it from strategy formulation. He goes on to say that, even the best tactics may not be able to achieve higher results if they not applied properly. Direction (which gave a map of where to go), structure (a comprehensive approach to how the implementation would be carried out), and people (the resources for completing the task) are the three common pillars of good strategy execution (Getz and Lee, 2011). Many elements can influence an organization's strategy implementation. The public organization entrusted with providing effective and efficient service to the public in any given economy or country, according to Wachera, Jane, and Benard (2017). Although public sector organizations have strategic guidelines, but the outputs of organizations do not meet long-term objectives (Sial, 2013). In terms of strategic plan execution, many public organizations have failed to adopt well-thought-out strategies in recent years. Certain researchers have conducted studies in these areas. According to Mbaka and Mugambi (2014), involving employees in the strategic plan implementation process, to ensure successful implementation of strategy, recommended that employees are regularly informed, adequate resources be provided, and the organization's structure be aligned with the new strategy. Moreover, proper structures are in place; clear and well-established strategies are in place, inspiration provided and top-level management support provided and technological infrastructure is in place. According to Jemes Rajasekar's (2014) findings, the most important factor influencing successful strategy execution in the service industry is leadership. Resource allocation is a dominating management activity that enables plan execution, According to Gizaw kifle (2020), leadership quality; resource availability, effective communication, organizational structure, and culture all have a substantial impact on plan execution. According to Nyakeriga (2015), existing human resource practices, organizational culture, organizational leadership, effective communication, and agreement all influences the execution of strategic plans at newly established public institutions. According to Ngairah (2018), leadership, organizational culture, and organizational structure all have an impact on strategic plan implementation. The magnitude of change required by an organization, according to Ungerer and Herhodt (2015), influences whether transformation revolves around the

current organizational structure and culture. Leadership abilities, manager academic status, suitable rules and procedures, developing a specialized learning environment, and providing good financial management and accountability are all critical aspects of an organization's success (Shibru, Bibiso, and Ousma 2017). Although most Ethiopian public organizations now have strategic plans, they frequently fail to follow them until they consolidated and put on a shelf. As a result, in addition to failing to meet the organization's goals, it is unable to ensure client satisfaction. This circumstance has a negative impact on the overall strategic goal of the country. For the past few years, the trade bureau has had its own strategic plan. The second gross and transformation plan (GTP) performance of the trade bureau reveals that the bureau has failed to meet several of its goals. Furthermore, according to the bureau's four-year customer satisfaction survey (2010-2013 E.C), customer satisfaction is 65 percent, (trade bureau survey, 2013). And this is one of strategic goal of the bureau. According to the above findings, customers of the bureau may complain about the bureau's failure to implement the plan as intended and other relevant difficulties. On the other hand, no previous researches have done to identify factors that influence the bureau's strategic plan implementation. For the reasons stated above, it is necessary to perform the study in order to identify variables affecting the strategic plan implementation and to suggest possible solutions. The main aim of this study was to determine the important elements influencing the Addis Ababa City Administration Trade Bureau's strategy plan execution. as well as to recognize those factors that require more attention in order to develop measurements in order to avoid those factors that obstruct strategic plan implementation.

1.4. Research Questions

1. What is the impact of leadership quality on implementation of strategic plans in the Addis Ababa City Administration Trade Bureau?
2. What is the impact of resource availability and utilization on strategic plan implementation in Addis Ababa city Administration trade bureau?
3. What is the impact of effective and timely communication on strategic plan implementation in Addis Ababa city Administration Trade bureau?
4. What is the impact of organizational structure on strategic plan implementation in Addis Ababa city Administration trade bureau?

5. What is the impact of organizational culture on strategic implementation in Addis Ababa city Administration trade bureau?

5. What is the impact of organizational culture on strategic plan implementation in Addis Ababa city Administration trade bureau?

1.5. Objectives of the Study

1.5.1 General Objective

The general objective of the study is to identify the significant factors influencing strategic plan execution in the Addis Ababa City Administration trade bureau and to enhance strategic plan implementation in the Trade bureau.

1.5.2. Specific objectives

The specific objectives of the research include-

1. To investigate the impact of leadership quality on strategic plan execution in the case of Addis Ababa city Administration trade bureau,
2. To examine the impact of resource availability and utilization on the implementation of strategic plans in the Addis Ababa City Administration trade bureau.
3. To investigate the impact of timely and effective communication on the implementation of strategic plans in the Addis Ababa City Administration trade bureau.
4. To examine the impact of organizational structure on the implementation of strategic plans in the Addis Ababa City Administration trade bureau
5. To determine the impact of organizational culture on strategic plan implementation in the Addis Ababa City Administration trade bureau.

1.6. Scope of the Study

This study focuses solely on identifying variables that may affect the implementation of the Addis Ababa City Administration Trade Bureau's strategic plan. For this purpose, the study covered five variables: leadership quality, Resource availability and utilization, Effective and timely communication, organizational structure and organizational culture. The study concentrated on public-sector institutions; private, for-profit, and nonprofit organizations are not included. Second, the study considered the elements that influence strategic plan execution, but

not the impact of the strategic planning formulation process. Finally, the research is limited to the city administration of Addis Ababa trade bureau.

1.7. Limitation of the Study

At the time of this study, there were various shortcomings, which summarized as follows: - The time was the Covid 19 pandemic. There was a lot of contact with different people, to gather information, especially the questionnaire made of paper, participants were afraid of the paper relay, and to overcome these, in each workroom, one person assigned to gather a set of questions in one place and try to reduce the contacts.

On the other hand, there was a lack of recent research on the topic in Ethiopia, which could provide support and lesson learned for the study, and the researcher attempted to use the research conducted in developing countries as an alternative. During the interview, a few participants expressed mistrust, but the researcher was able to overcome this by explaining the research's purpose and assuring participants of confidentiality. In general, there was a lack of time to complete the study and was attempted to be completed as soon as possible.

1.8 Significance of the Study

The findings of the research are important to city administration bureaus of organizations in general, and the Addis Ababa Administration Trade bureau in particular. The research conducted in order to assist in the following areas:-top management to address the practical issue of strategic plan implementation in the city administration and it aids in the review of the bureau's monitoring and assessment system. In addition, the study also serves as a starting point for other academics who want to conduct more research in the areas.

1.9 Definition of Terms

A strategic planning: - is a process of guidance created by a company or organization to describe how it will achieve its objectives and provides the basis for success so that everyone in the company is aware of what is going to happen and what should anticipated of them, (Mintzberg, 2014).

Strategic implementation: - is a method for converting strategy into actions in order to obtain the desired results (Pride and Ferrell, 2003).

Leadership quality: - Leadership qualities include academic status, technical and management skills, leadership experience, competencies, attitudes, and other individual attributes required for a certain role (Bryson, 2012).

Resource availability: - Physical, financial, and human resources are some examples of organizational resources (Hill, C. & Jones, 2008).

Effective communication: Is the act of conveying information from one person to another. During the system execution process, hierarchical correspondence plays a significant role in the organization, dissemination, and collecting of information. (Beach,2014).

Organization structure: - The division of work and people into smaller groups referred to as organizational structure and the division of labor within an organization has an impact on how strategic plan changes are implemented (Robins and Coulter, 2012).

Organizational culture: - A company culture defined as a collection of shared values and beliefs that all employees share (Pearce & Robinson, 2014).

1.10 The Structure of the Paper

Chapter One:- Introduction, This chapter contains an overview of the research field, the organization's history, the issue statement, research questions, and research objectives, as well as the study's importance and scope and limitations. Chapter Two: Review of the Literature: This chapter was devoted to a literature review. A review of the conceptual and contextual literature on the elements that influence strategy execution conducted. Chapter Three: This chapter covers the research concept and strategy, as well as the sample and data collection methodologies and data analysis methodologies employed in the study. Chapter Four: This chapter discussed data presentation, analysis, and interpretation procedures, as well as the interpretation of the results acquired. Lastly Chapter Five: Summary, Conclusion, and Recommendation: This chapter contains a summary and conclusion of the research output, as well as research and future research recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Strategy Implementation

For the organization, strategy execution is more significant than strategy creation, since if the strategic plan is not effectively implemented by the staff and management, the costs and losses are higher than if the strategy is not properly formed, (Abdulwahid Sial, Muhammad Khawar Usman, Sehar Zufiqar, Arshad Mehmod Satti, Iftexhar Khursheed, 2013). According to Pride and Ferrell (2003), strategic implementation is the method of transforming strategies and plans into practice in order to accomplish wanted outcomes. These cover who, where, when, and how to implement a strategic plan effectively. Involvement of managers and staff in strategic planning implementation, decision-making and good communication improves the connection of all members. The concept strategy implementation essentially refers to the steps taken by an organization to achieve its strategic objectives, (. Y. G. S. & E. J. Li, 2008). For many organizations, strategy failure is a serious issue and difficulty. According to ELIF GENC, (2017), Effective plan execution is widely considered as one of the most important factors and better organizational performance is the result of key stages of the strategy-making process. The effective execution of strategic choices is usually seen as crucial to achieving corporate goals and objectives (Elbanna et al., 2015).When adopting a strategy, a number of elements must consider (Yabs, 2007). These are Requirements for implementation includes resources, leadership abilities, leadership qualities, and unpredictable personalities. Factors derived from both the external and internal environments investigated as necessary. Internal influences include production materials, competent personnel, financial strength, internal structure, and management skills. While all raw resources, energy, and effort that turned into manufacturing materials are examples of external impacts. The strategy implementation plan is a crucial mobilizing tool for coordinating all implementation actions. The availability of necessary resources, employee involvement and engagement, vertical and horizontal partnerships to bridge gaps in technology, market, and organization internal capabilities are all part of the plan execution process, reconfiguration of the internal structure of the organization, leadership or championship in the implementation process, as well as top management commitment and support to the whole strategy process. The implementation plan decomposes the activities into

operational tasks that serve as strategy implementation mechanisms. (Pearce et.al, 2009) finally, the effectiveness of the strategic plan's execution influenced by the following critical factors: the action plan outlines the actions to execute each action plan as well as individual responsibilities. Second, they are an important element of the workforce who can put the strategies into action. Third, the strategy must be consistent with present business practices. Fourth, suitable financing for the techniques indicated supplied each year through the company's plans.

2.2 Strategic Plan Implementation Process

According to ELIF GENC, (2017), Successful plan execution regarded as one of the most effective methods for generating public support, satisfaction, and interest in public services delivery. A strategy, according to Jones and Hill (2010), thought that does not have meaning until it implemented. Organizations may fail continually due to the incapability to select and implement their strategies properly. Partidario (2012) defines strategy implementation as "the conversion of strategies into actions." Designing the organization's future, enhancing the performance of organizational operations, and enhancing organizational design, structure, control systems, and culture are all part of this process. Strategy execution, according to (Leibbrandt, 2013, and; Dhillon, 2014), is required to reposition the company in line with its goal. This may entail reformation or re-engineering if necessary. As claimed by Jones and Hill, business control and performance related to strategy execution through the association between stakeholder management and company performance. Strategic leadership is crucial for achieving the vision of the organization, there by achieving its short-and long-term goals (Hough, Thompson Jr, Strickland III, & Gamble, 2011).

Several organizations failed to understand their objectives, as stated by Samad and Aziz (2016), because good organizational strategies frequently poorly executed. To succeed in effective strategy implementation, organizations sometimes need to rearrange in order to meet the performance standards required, in addition, through monitoring and controlling strategic activities (Parnell, 2014). To implement a more proper strategy for further continuity, management must set clear objectives, support incentive systems, policies and procedures (Leibbrandt, 2013), (Samad & Aziz, 2016), states involving senior management and ensure the appropriate allocation of resources to support procedures. In addition, the development of an execution plan is required to convert strategy into action (Leibbrandt, 2013).

According to (Parnell, 2014), strategy implementation is mandatory that organizational strategic leadership should carry all business tasks together, which includes the mission, vision, goals, ethics, culture, employee enthusiasm and communication.

Strategy implementation, in the opinion of Ehlers and Lazenby (2010), mentions a management process that requires a leadership style that motivated by change and driven by determination. The implementation of strategy starts with corporate governance, in that top management has the responsibility to supervise that managers implement the strategy and monitor its execution (Gamble, Peteraf, & Thompson, 2017). The greatness of change required by an organization determines whether change rotates around the current organizational structure and culture (Ungerer, & Herhodt, 2015). Management must accept changes within the current organizational framework as they lead to the adoption of new measures to adapt to a changing environment, and, as Ehlers and Lazenby (2010) go on to say, strategy implementation encompasses all of the essential components, which include strategic change, organizational structure, strategic control systems, strategic leadership, and sound governance.

2.3. Theoretical Models of Strategic Implementation

2.3.1. Behavioral Theory

Behavioral theory focuses on a leader's specific behaviors and activities rather than their attributes. Effective leadership, according to the view, is the consequence of a combination of learned talents. According to the theory, Leaders must have three major skills: technical, human, and intellectual skills to lead their followers. Technical skills pertain to a leader's understanding of a process or method; human skills refer to one's ability to engage with others; and conceptual skills refer to the leader's ability to come up with ideas for effectively operating the company. This theory is relevant to this study since it emphasizes different leadership skills and abilities organizational success.

2.3.2 Upper-Echelon Theory

According to the Upper-Echelon Theory, top manager's perceptions have a significant impact on organizational strategic decisions, which influences organizational performance (Bell, 2007).

This theory's followers investigated whether top management had any impact on organizational performance. According to Hollenbeck, DeRue, and Mannor (2006), the demographics of the top

management affects corporate performance and creativity. The results indicated that practitioners think about what elements reinforce the top management team's values, attitudes, and cognitions. Experience, age, educational background, and duration of the executive team evaluated to have an impact on the organization's success (Carpenter et al., 2004). This theory is relevant to this study since it emphasizes leadership experiences, educational background, and duration of executive team as important factor to organizational success.

2.3.3. Resource Based View

The resource-based approach based on the idea that a firm's competitive advantage derived from its internal resources rather than its location in the external environment. Physical, financial, human, and intangible assets all make up these resources and skills, (ROSELYNE KOMELEI KIMIRRI, 2015). The allocation of resources strongly linked to strategy capital allocation decisions as part of this complicated process. Managers who may have conflicting roles and are frequently at the middle level of the organizational hierarchy made. It also demonstrated how the approach was shaped by the structural setting (Bower 1970). The resource-based view is an important theoretical lens for analyzing and understanding different organizations' competitive performance and comparative competitive advantages. The resource-based view (RBV) focuses on the company's resources as the primary drivers of competitive advantage and performance, (Eric Lewa Katana, Esther W. Waiganjo, Fred M. Mugambi, 2016). As a result, resource based view used to help determine how well organizations should mobilize resources to accomplish successful plan implementation. This theory is particularly relevant to research since it describes how a firm's resources are an important component to examine before executing plans, assessing the environment, or evaluating its leadership and top management. This idea is relevant to this research because resource allocation and utilization have a significant influence on companies' ability to implement strategic plans.

2.3.4. Charles Handy Concept

This model uses organizational structure to categorize organizational culture into four groups: power culture, role culture, task culture, and person culture. A Power Culture is one in which power is concentrated within a few people and control spread out like a web from the hub. There are minimal regulations and little bureaucracy in power cultures. People in a Role Culture have explicitly allocated authorities within a well-defined organization. Typically, these organizations organized into hierarchical bureaucracies, where power derived from a person's position and

expert power is limited. A task culture is one in which people organize groups to address specific issues. As long as a team demands expertise, power comes from expertise. A matrix structure with many reporting lines is common in these cultures. Individuals who feel they are superior to the organization form a Person Culture. Because the notion of an organization implies that a group of like-minded individuals follow the organizational goal, such groups may have difficulties in surviving organizational goals. This concept related to the study organizational structure and culture affects strategic plan implementation.

2.4. Empirical Evidence of Strategic Plan Implementation

2.4.1. The Impact of Leadership on Strategic Plan Implementation

In any size of organizations, Organizational performance believed to connect to the collective impact of leaders at various hierarchical levels, (Charles A. O'Reilly, David F. Caldwell, Jennifer A. Chatman, Margaret Lapiz, William Self, 2010). Leadership, particularly strategic leadership, usually regarded as one of the most important factors in successful strategy execution, (Kaplan & Norton 2004). However, one of the key obstacles to successful strategy execution has been recognized as a lack of leadership, especially strategic leadership by the organization's top management (Kaplan & Norton 2004). According to Assefa Beyene,(2012), In order to carry out a strategy, the company's leaders must have strategic leadership qualities. Strategic leadership, according to Reeves (2002), is the process of implementing, analyzing, and reformulating plans while also focusing organizational resources and energy on the most successful strategies. According to Thompson et al., (2007), strategy implementation should accompanied by an implementation strategy, such as a program or plan. The plan must be set out ahead of time, with clearly defined execution dates and responsibilities. The strategy directs the organization's control and evaluates efforts to assess if the implementation process was successful or not. According to Dennis Juma, Jkuat Karen (2017), leadership competence has a constructive impact on implementation of strategy. According to Michael (2010), leadership has a direct cause and effect link on both the company and its success. Poor leadership especially strategic leadership is one of the obstacles to effective strategic implementation, (IAJHRBA, 2019). Furthermore, the issue of leadership, particularly strategic leadership by the institute's senior management, has identified as one of the major roadblocks to successful strategy execution. Well-designed strategy, a strong and effective collection of skills, and integrated human capital are a great

contribution to strategic success and one of the barriers to strategy execution is weak leadership, Pucko and Cater (2010). As a result, strong leadership is more important than any other component. Beer and Eisenstat (2000), Plan implementation has highlighted as hampered by a lack of cross-functional collaboration and leadership skills.

2.4.2. The impact of Resource Availability on Strategic Plan Implementation

Iajhrba, (2019), states that a strong and effective skills pool and competent work force are essential resources for strategy success. W.Wajganjo, (2017), states that without top management support, resource allocation and technology, strategy cannot succeed. Technology budgeting and qualified management are the vital factors for effective strategy, (Abdullah H, 2017). Niclas Brinkschroder, (2017), described that people are the most important strategic assets. Organizational resources are the important factor that influences strategy implementation, (Esther W.Wajganjo, 2017). It understood that the availability of resources was a key component in determining the success of any plan execution, (Obeidat, Al-Hadidi and Tarhini, 2017). Mesfin Lemma and Melak Ferede(2018) states that, there is requirement to pick the proper individuals for the correct responsibilities, as stated in the formulation and planning section of the Strategy execution. Unless it is employed in the budgeting process, a strategic plan is of little utility (Paris, 2003). Miller (1997) and Hickson et al. (2003), also state that they One of the primary elements that affects the execution of plans is resource availability in terms of persons, finances, and time. Internal capabilities and resources are essential to establish competitive advantage, according to Ismail, Uli, and Abdullah (2012). Peoples are the most important strategic resource; as a result, it is critical for businesses effectively utilize their workers' knowledge in the correct places, Lorange (1998). Technology has had a significant impact on human growth and strategy implementation throughout history, according to Beaumaster (2009). Lack of financial resources, according to Nkosi (2015), remain the most significant hindrance to successful plan execution. The primary factors for efficient implementation, according to Reid, Brown, Nerney, and Perri (2014), were a lack of financial and human resources. According to Obeidat, Al-Hadidi, Tarhini, and Masa'deh (2017), adequate financial resources, sufficient human resources, adequate administrative resources, appropriate technological resources, and satisfactory physical resources should all be available to support successful strategic implementation during the time allotted for execution.

2.4.3. The Impact of Communication on Strategic Plan Implementation

According to Dennis Juma, Jkuat Karen (2017), all external and internal communication between employees in the organization is critical to the effective strategy. Niclas Brinkschroder (2017), states communication is essential for deep understanding strategy of organizations. Effective plan implementation necessitates successful communication, Peng and Litteljohn (2001). Effective communication should clearly describe the new responsibilities, obligations and tasks, which will do by targeted employees (Pang and Little john, 2001). Beer and Eisenstat (2000), Communication should flow from the bottom up through the execution process, allowing management to monitor the process and determine whether modifications to the strategy are required and Preventing vertical communication has a mainly negative influence on a company's ability to implement and strengthen its strategic goals. Poor communication among strategy makers, personnel, and the management of the organization, according to Feurer, Chaharbaghi, and Wargin (1995), is a key factor in organizational strategy failures.

2.4.4. The Impact of Organizational Structure on Strategic Implementation

Meyer and Rowan (1977) defined organizational structure as interconnected networks that coordinate and influence organizational efficiency and results. According to Root (2017), an organization's structure establishes a hierarchy of responsibility and establishes multiple levels of communication. organizational structure has an impact on strategy execution Because it enables communication and information flow, manages resource allocation, assigns roles and responsibilities, and defines occupations and work groups such as project teams, departments, and quality circles, (Veasey, 2001). Burns and Stalker (1961) describe the phenomenon using organic and mechanical components to explain the concept flexibility in organizational structure. Organizations defined by their flexibility capacity to adjust environmental changes, strategic, and growth conditions. Organic or basic structures are more fluid and flexible than ones that are more complex, because they less formalized, more flat, feature horizontal and diagonal communication networks, and place a greater emphasis on teamwork. Mechanistic or complicated Structures distinguished by a high level of formalization, vertical communication networks, and a strong emphasis on Focusing on individual efforts rather than teamwork, (Moinkett Irene Siapei, 2015). According to Porter (1986), organic structures are more suited in strategy execution because the structures may simply adjust to meet the execution strategy or plan established by an organization and they flexibly adjust to the external organization. According to Rajasekar (2014),

organizational structure may help with strategy execution by improving decision-making processes, job clarity and duties, human resource allocation, and organization flexibility.

2.4.5. The Impact of Culture in Strategic Plan Implementation

According to Maslowski (2001), organizational culture described as distinctive set of views, values, work methods, and connections that distinguish one organization from another. According to Baird k., Harrison G., Reeve R. (2007), Organizational culture and strategy are intimately connected, and they are even the two halves of the same coin. As a result, the authors make no assumptions about the existence of a dependent and independent variable in the model. Depending on the compatibility between cultural values and the chosen strategy, organizational culture influences strategy execution by legitimizing or delegitimizing the approach. When culture legitimizes strategy in the perspective of employees and management, it makes strategy implementation much easier, and when culture delegitimizes strategy in the view of employees and management, it makes strategy implementation nearly impossible, Nebojas janicijevic, (2012). Organizational culture and strategy interconnected, with one being the source and the other the impact. According to Pearce and Robinson (1988), Culture may be strength or a weakness depending on how people look at it. Culture has the power to facilitate communication, decision-making, and control, as well as to foster collaboration and dedication. Culture, as a flaw, can obstruct plan execution by instilling aversion to change. Employee attitudes and behavior influenced by company's culture's values, conventions, and assumptions (Gregory et al. 2009; Nayak & Barik, 2013). A supportive culture is one that built on the premise that an organization is a family, and that the best outcomes come from working together. When individuals form harmonious relationships with one another, they attain success. This culture seeks to establish an atmosphere of support, harmony, and warm and close interpersonal ties. Although a supportive culture indicates a paternalistic leadership style, it is likely to result in better levels of employee satisfaction and loyalty to the organization, (Wallach, J.E. (1983). According to ELIF GENC, (2017), Culture frequently viewed as the most important aspect of any company. When culture and strategy are mismatched and act as an obstacle to strategy execution, the risk of strategy failure referred to as cultural risk, (Nebojas janicijevic, (2012). According to Naranjo-Valencia J.C., Jimenez-Jimenez D., Sanz-Valle R. (2011), Company strategy for market entry influenced by corporate culture, particularly in terms of choosing between innovation and imitation strategies. Certain forms of organizational culture need the

development and execution of certain tactics, while other tactics contribute to the development of unique organizational cultures, (Nebojas janicijevic, (2012).

2.5. Conceptual Framework for Understanding Strategy Implementation

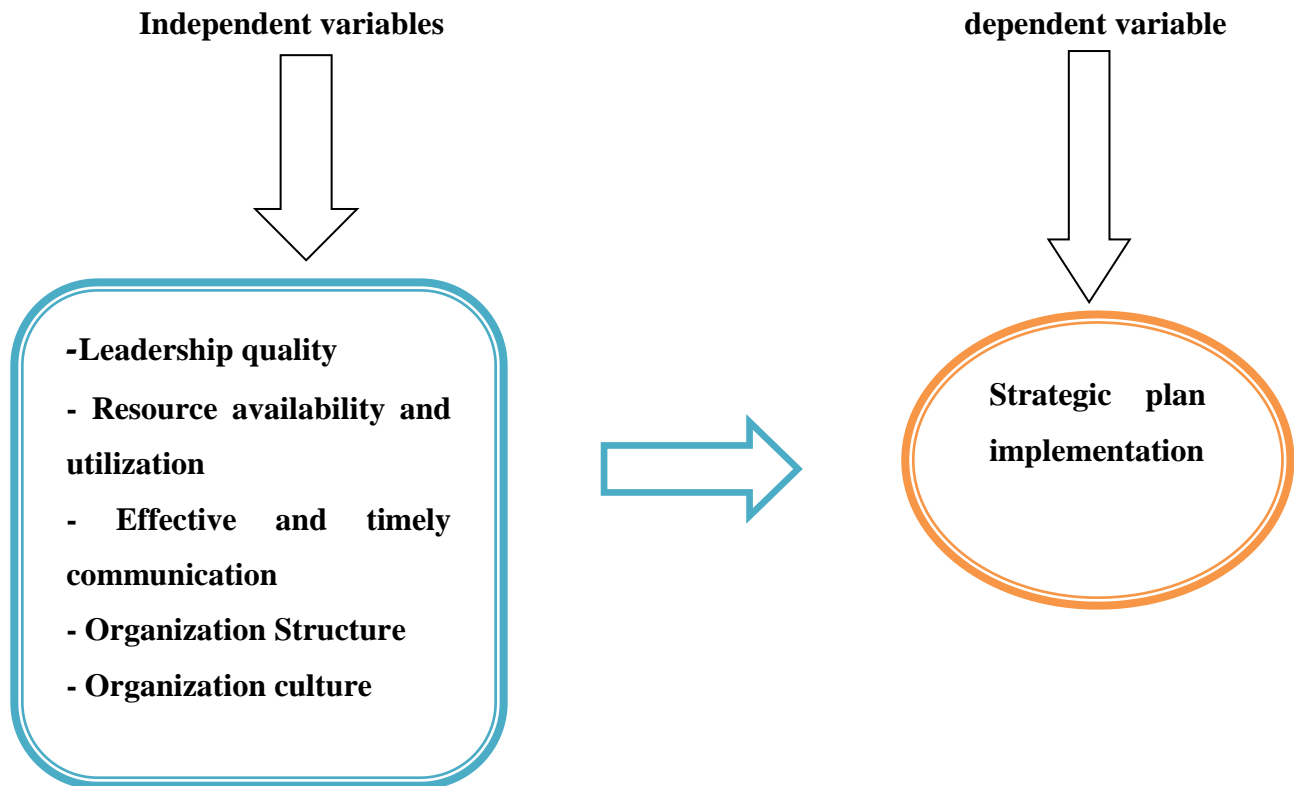


Figure 2.1 Conceptual framework

CHAPTER THREE

REASERCH METHODOLOGY

3.1. Research Design

The study conducted using a descriptive and explanatory approach. The researcher used a descriptive design to enable and characterize numerical data, while Explanatory design utilized to investigate the link between the variables and strategic plan execution.

3.2. Research Approach

To increase the reliability and validity of the study, the researchers used both a qualitative and quantitative research approach (mixed) method. The qualitative approach goes with explanatory type of research while quantitative design goes with descriptive type. To collect and analyze both qualitative and quantitative data, a researcher used descriptive approach. The reason why the researchers used mixed methods is since triangulation provides researchers with several important opportunities. The use of quantitative approach is to identify the factors affecting strategic plan implementation and to examine the extent of the factors affecting strategic plan.

3.3. Sample Frame

For this study, the sampling frame was the registration list of the total number of employees from the human resource department and payroll from the finance department of Addis Ababa city administration Trade bureau.

3.4. Sampling Technique

To select the samples for the study, the researchers used a stratified random sampling method. In order to maximize efficiency, by ensuring that all segments of the population represented in the sample, stratified random sampling seeks to restrict possible samples to those that are "least extreme." According to (Lohr, 2010), if the population divided into sub-groups and a random sample can draw from each of these sub-groups, stratified random sampling is preferred. It made up of different strata, or subgroups, that collectively make up the entire population. Because the

population of the city administration Trade bureau divided into five directorates based on work titles, the strata in this study are the five directorates of the bureau.

3.5. Sample Size

According to Taro Yamane (1967), formula the researcher chooses representatives among directorates and experts. The researcher believed that the representatives of samples are controllable and sufficient for data security.

Therefore, using this formula, the researcher found out the sample of the study as followed.

$n = \frac{N}{1 + N}$ (E 2) where N is the size of the total employees in Addis Ababa city administration Trade bureau and n is the required sample size & e is the limit of error tolerance which is assured to be 5% (0.05) level of confidence. Because of the above formula, the total population in the trade bureau is 142; the researchers collected 104 samples. Because the researcher employs the proportionate stratified random sampling method for this study, the sample size for each of the five strata shown in the table below.

Table 3.1. Shows the sample size according to five strata's

Directorates	Total population	Sampling fraction	Sampling size
Trade registration and licensing service	27	0.73	20
Trade licensing inspection and regulatory	24	0.73	17
Directorate of marketing partners	20	0.73	15
Directorate of informal trade system	19	0.73	14
Pulls	52	0.73	38
Total	142		104

Interview:-The researcher interviewed four directors, one office advisor and one deputy bureau head, totally six trade bureau participants.

3.6. Data Source

For this study, the researchers used both primary and secondary data sources as the source of information. The primary data collected using a questionnaire and interviews from bureau managers and experts and secondary data from published materials.

3.7. Data Analysis Techniques

The method of data analysis would be mainly descriptive and inferential statistics such as tabular representation, graphs, and percentage. The quantitative data would analyze through a statistical software program, namely, Statistical Package for Social sciences (SPSS) version 26, and qualitative data would narrate. Furthermore, the study used correlation and multiple regression analysis to assess the association between strategic plan execution and the research's variables (the relation between independent variables and dependent variables).

The regression model for this study is;-

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where, Y_ is strategic plan implementation

X1_ Leadership quality

X2_ Resource availability and utilization

X3_ Effective and timely communication

X4_ Organizational structure

X5_ Organizational culture

β_0 _ constant term

$\beta_1, \beta_2, \beta_2, \beta_3, \beta_4,$ and β_5 are the coefficients of regression equation for each variables and ε is the error term.

3.8. Reliability

The researcher used a questionnaire and an interview with the same group of people at different times in this study and get similar response on their answer.

3.9. Validity

To reduce subjectivity, the surveys amended several times after ongoing discussions with advisers and other professionals. In addition, the questionnaire reviewed and commented on by different experts for clarity and completeness.

3.10. Ethical Consideration

The most important consideration is ethical consideration, as researchers must constantly keep the substance and significance of survey analysis in mind when conducting research. When respondents agree to take part in the study, steps taken to ensure that they understand exactly what they are supporting. The researcher ensured that the participants' privacy and ambiguity would be preserved by removing any identifiable attributes before widely disseminating information. The researcher specifies that the participant's identity would not be used for any reason other than this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSING AND INTERPRETATION

This chapter consists of analyzing both quantitative and qualitative data collected from questionnaire and interviews and stated at the methodology part, both types of data analyzed by descriptive statistics and inferential statistics. A total number of 104 questionnaires distributed to trade bureau directorates, team leaders and experts. Out of these, 96 questionnaires were collected which constituted a response rate of 92.3%. This considered statistically sufficient to summarize the research findings. The researcher also interviewed six members of the trade bureau (4 directorates and 2 bureau consultants) on strategic plan implementation, which narrated below.

4.1 The Respondents Backgrounds

This section presented the background of the respondent based on gender, marital status, educational background, work experiences and their work positions and participating in strategic planning.

Table 4.1. The respondent's backgrounds

No	Item	Respondent category	Frequency	Percentage
1	Gender	Male	54	56.2
		Female	42	43.8
		Total	96	100
2	marital status	Married	50	52.1
		Unmarried	41	42.7
		Other	5	5.2
		Total	96	100
3	educational background	Certificate	-	-
		Diploma	4	4.2
		Degree	63	65.6
		Master's (MA)degree	28	29.2
		Above	1	1.0
			96	100
4	Work experience	Less than 1 year	2	2.1
		1-5 years	35	36.5
		5-10 years	17	17.7
		Above 10 years	42	43.8
		Total	96	100
5	Position	Expert	19	19.8
		Senior Expert	42	43.8
		Middle manager	25	26.0
		Top manager	10	10.4
		Total	96	100
6	Participation on strategic plan implementation	Yes	62	64.6
		No	34	35.4
		Total	96	100

(Source: - own survey, 2021).

According to table 4.1, out of 96 respondents, 54 (56.3%) were male and 42 (43.8%) were female. Regarding marital status, 50 (52.1%) were married, 41 (42.7%) were unmarried and 5 (5.2%) had other choice. In terms of educational background, 63 (65.5%) degrees, 28 (29.2%) Master's degrees, 4 (4.2%) diplomas and 1 (1.0%) are above master's degree. Here, most respondents have a degree and above, so there is a good chance that they may better understand the questionnaire and respond reasonably. According to work experience, 2 (2.1%) have less than one year of work experience. 35 (36.5%) are 1-5 years, 17 (17.7%) are above 10 years. As a result, the majority of respondents have been with the bureau for five years or more, and they may have a better understanding of the bureau's strategic plan implementation and challenges. In

terms of current work experiences, 19 (19.8%) experts, 42 (43.8%) senior experts, 25 (26.0%) middle managers, and 10 (10.4%) top managers directly involved in strategic plan implementation, allowing them to provide relevant information for the study. In terms of strategic planning participation, 62 (64.6%) are involved, while 34 (35.4%) have not participated in strategic planning over the last five years. In light of this, 64.6% of the respondents participated in the planning process. The above result shows that most of the respondents have been participating in strategic planning for the past five years and are well aware of implementation challenges.

4.2 Reliability Tests

Table 4.2 Reliability tests

Dimensions	Cranach's Alpha	Number of item
Effect of leadership	0.886	5
Effect of resource	0.728	4
Effect of communication	0.834	5
Effect of organizational structure	0.779	5
Effect of organizational culture	0.780	4
Over all scale reliability	0.8014	

(Source: - SPSS analysis)

Reliability or consistency means, if a person were to take the assessment (test) again, and the result of the test score would be similar. According to the above result, the reliability is 0.8014, which means if the questionnaire given to the same respondents; the chance of getting a similar result for the study is 80%, so it is reliable.

4.3 The Impact of Leadership Quality on Strategic Plan Implementation

Table 4.3 The impact of leadership quality on strategic plan implementation

The leadership quality influences strategic plan implementation.	Yes	72	75%
	No	24	25%

Source: - Own survey (2021)

As shown in the table above, respondents asked to express their opinion on whether leadership quality influences strategic plan implementation, and the majority of respondents (75%) responded that it does and 25% does not. Furthermore, they rate the extent of its effects on strategic plan implementation as 9 (9.4%) low, 22 (22.9%) moderate, 46 (47.9%) great, and 19 (19.8%) very great. As the above results show, 25% of respondents may be have-no awareness about bureau’s strategic plan. So the above result shows that Leadership quality influences strategic plan implementation and has a significant impact on it.

4.3.1. The extent level of leadership quality Effect on strategic plan implementation

Figure 4.3.1. The extent level of leadership quality Effect on strategic plan implementation



4.3.2. Assessment of leadership quality

The respondents also asked to indicate their level of agreement with statements describing leadership characteristics, which they did as indicated in the table below.

Table 4.3.2 .Assessment of Leadership quality

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Leaders have Insufficient educational background and work experience.	4.2%	26%	14.6%	41.7%	13.5%
The leaders are lacking conceptual, technical, and human skills.	13.5%	39.6%	5.2%	31.3%	10.4%
Leaders lack of commitment to perform their roles.	13.5%	41.7%	12.5%	26.0%	6.3%
Inadequate leadership direction and instructions	16.7%	38.5%	13.5%	24.0%	7.3%
Lacks of decision-making, case analysis, and problem solving skills	21.9%	43.8%	9.4%	18.8%	6.3%

Source: - Own survey (2021)

As described in the above table, to the statement that there is insufficient educational background and work experience, 4.2% strongly agreed, 26% agreed, 14.6% neutral, 41.6% disagreed and 13.5% strongly disagreed. The results show that the leaders in the Addis Ababa city administration Trade bureau had adequate educational background and work experience.

In terms of leaders lacking managerial skills, 13.5% strongly agreed, 39.6% agreed, 5.2% neutral, 31.3% disagreed, and 10.4% strongly disagreed. The result shows that 53.1% of the respondents agreed, so we can conclude that the bureau leaders are not equipped with good managerial skills (conceptual, technical and human skills). According to leaders' lack of commitment to performing their roles, 13.5% of respondents strongly agreed, 41.7% agreed, 12.5% neutral, 26.0% disagreed and 6.3% strongly disagreed. Based on the result, 55.2% of the respondents agreed with the statement. Therefore, the leaders of the trade bureau have a lack of commitment to performing their roles. According to Inadequate leadership direction and instructions, 16.7% of respondents strongly agreed, 38.5% agreed, 13.5% neutral, 24.0% disagreed and 7.3% strongly disagreed. Because the majority of respondents agreed with the statement, the bureau manager's leadership direction and instructions were insufficient. According to lack of decision-making, case analysis, and problem solving skills, 21.9% of respondents were strongly agreed, 43.8% agreed, 9.4% neutral, 18.8% disagreed and 6.3% strongly disagreed. According to the result, the bureau leaders' lack decision-making, case analysis and problem solving skills.

4.4. The impact of Resource Availability and Utilization on Strategic Plan Implementation

Table 4.4 the impact of resource availability and utilization on strategic plan implementation

Resource availability and utilization influences strategic plan implementation.	Yes	75	78.0%
	No	21	22.0%

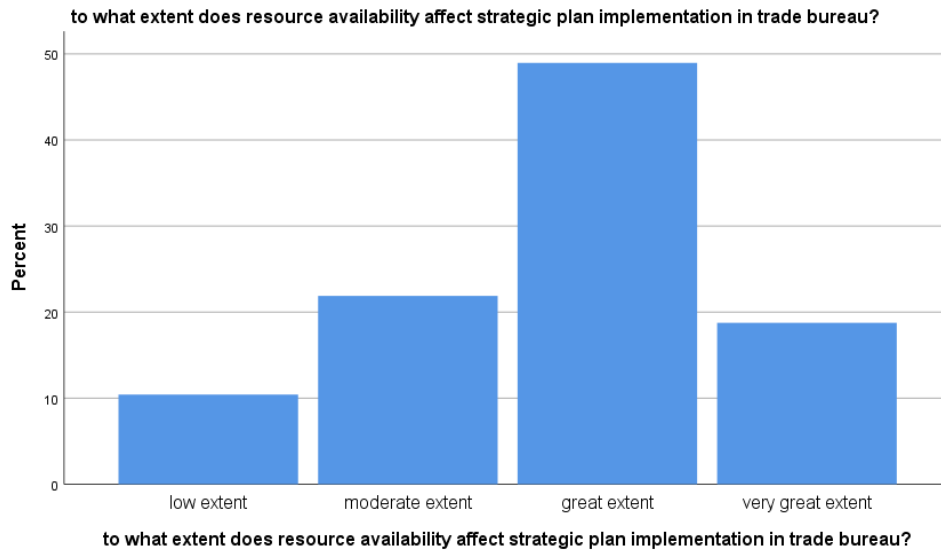
Sources: - Own survey (2021)

As shown above table, respondents asked whether resource availability and utilization influences strategic plan implementation. And the majority (78.0%) responded does. while 22.0% said it does not. This shows that 22% of the respondents may not well awareness of strategic plan implementation. Furthermore, they rate the extent of its effects on strategic plan implementation

as 10 (10.4%) low, 21 (21.9%) moderate, 47 (49.0%) great, and 18 (18.7%) very great. Based on these two findings, we can conclude that resource availability and utilization have a significant impact on strategic plan implementation.

4.4.1. The Extent Level of Resource Availability and Utilization Effect on Strategic Plan Implementation

Figure 4.4.1. The extent level of resource availability and utilization effect on strategic plan implementation



4.4.2. Assessment of resource availability and utilization

Table 4.4.2. assessment of resource availability and utilization

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Lack of clear resource planning, allocation and utilization system	12.5%	29.2%	10.4%	29.2%	18.8%
A shortage of competent human capital(employee)during strategic implementation	9.4%	46.9%	12.5%	20.8%	10.4%
Shortage of financial resources to execute the planned strategies	10.4%	32.3%	13.6%	34.3%	9.4%
A shortage of tools and technology	13.5%	52.1%	3.1%	20.8%	10.4%

Sources: - Own survey (2021)

As described in the above table, to the statement Absence of clear resource planning, allocation and utilization system, 12.5% strongly agreed, 29.2% agreed, 10.4% neutral, 29.2% disagreed and 18.8% strongly disagreed. Based on the result, 48% of respondents responded disagreed and strongly disagreed. Therefore, the trade bureau has a well-organized system for resource allocation, planning, and usage. Regarding the shortage of competent human capital (employee) during strategic implementation, 9.4% strongly agreed, 46.9% agreed, 12.5% neutral, 20.8% disagreed and 10.4% strongly disagreed. From results shows that 56.3% of respondents agreed and strongly agreed, implying that the trade bureau lacked competent human capital (employees) during strategic implementation. According to the statements, shortage of financial resources to execute the planned strategies, 10.4% of respondents strongly agreed, 32.3% agreed, 13.6% neutral, 34.3% disagreed, and 9.4% strongly disagreed, for a total of 43.7% disagreed and strongly disagreed, indicating that the bureau had no shortage of financial resources during strategy implementation. According to a shortage of tools and technology, 13.5% of respondents strongly agreed, 52.1% agreed, 3.1% neutral, 20.8% disagreed and 10.4% strongly disagreed. Now, the majority of respondents agreed with the statement. Therefore, the trade bureau lacked the necessary tools and technology to carry out its strategy.

4.5. The Impact of Communication on Strategic Plan Implementation

Table 4.5. The impact of effective and timely communication on strategic plan

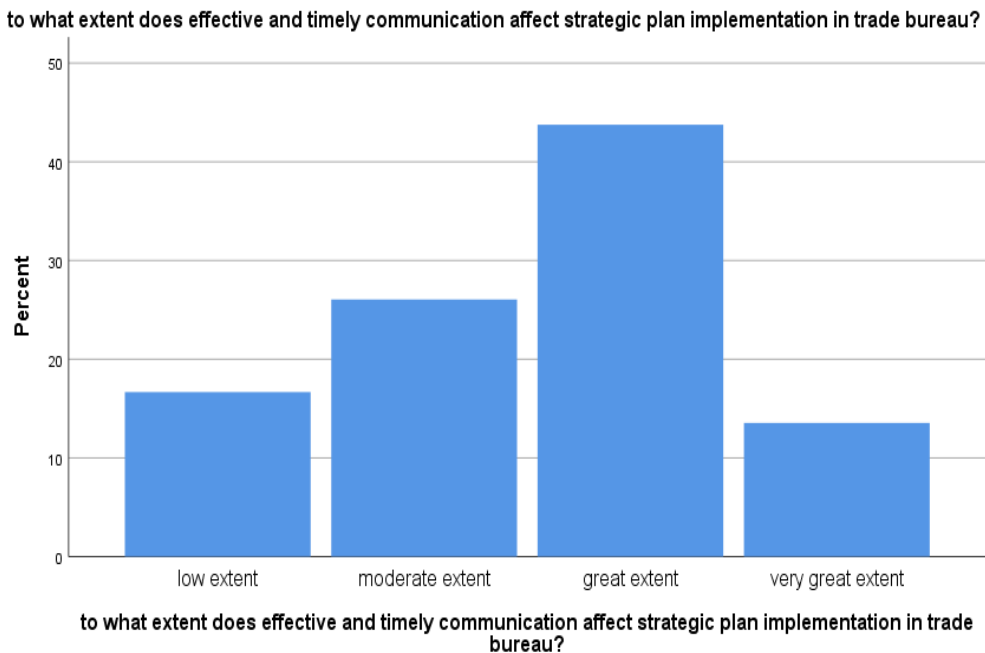
Effective and timely communication influences strategic plan implementation.	Yes	81	84.4%%
	No	15	15.6%

Sources: - Own survey (2021)

As shown in the table above, respondents asked to express their opinion on whether effective and timely communication influences strategic plan implementation and the majority of respondents (84.4%) responded it affects the implementation of strategic plan and 15.6% responded that it does not and they may not awareness about strategic plan implementation. Furthermore, they rate the extent level of effects on strategic plan implementation as 16 (16.7%) low, 25 (26.0%) moderate, 42 (43.8%) great, and 13 (13.5%) very great. From those results, 57.3% of respondents responded to a great and very great extent, so the researchers conclude that effective and timely communication influences strategic plan implementation greatly.

4.5.1. The extent communication effect on strategic plan implementation

Figure 4.5.1. The extent communication effect on strategic plan implementation



4.5.2 Assessment of Effective and timely communication

Table 4.5.2. Assessment of effective and timely communication

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Inadequate internal communication	7.3%	41.7%	6.3%	32.3%	12.5%
Inadequate information systems used to monitor strategy implementation	14.6%	50.0%	5.2%	22.9%	7.3%
Only One-way communication practiced	12.5%	32.3%	16.7%	33.3%	5.2%
Lack of horizontal communication between offices and employees	12.5%	33.3%	9.4%	33.3%	11.5%
Ineffective external contact with external organizations	22.9%	37.5%	6.3%	29.2%	4.2%

Sources: - Own survey (2021)

The majority of respondents (41.7 percent) agreed and 7.3 percent strongly agreed that there was insufficient internal communication. This implies that the bureau had insufficient internal communication of strategy among various directorates and teams. Regarding inadequate information systems used to monitor strategy implementation, 64.6% of respondents responded agreed (50%) and strongly agreed (14.6%), 22.9% disagreed followed by 7.3% neutral, so based

on the result; the bureau’s information systems used to monitor strategy implementation is not adequate. According to the statements, the bureau practiced only One-way communication practice. 44.8% of respondents agreed (32.3%) and 12.5% strongly agreed, 5.2% neutral, 33.2% disagreed. This shows that the bureau practiced One-way communication. According to poor horizontal communication among the offices and staff, 44.8% of respondents agreed (33.3%) and strongly agreed (12.5%), 33.3% disagreed, 11.5% strongly disagreed and 9.4% was neutral, so there is a lack of horizontal communication between offices and employees. Inadequate external communication with external groups, according to the statement 22.9% of respondent’s strongly agreed, and 37.5% were agreed, 6.3% neutral, 29.2% disagreed and 4.2% strongly disagreed. Because of 60.5% of respondents agreeing or strongly agreeing, the bureau has poor external communication with external organizations on the implementation of a common and supportive strategy.

4.6 impact of Organizational Structure on Strategic Plan Implementation

Table 4.6 impact of organizational structure on strategic plan implementation

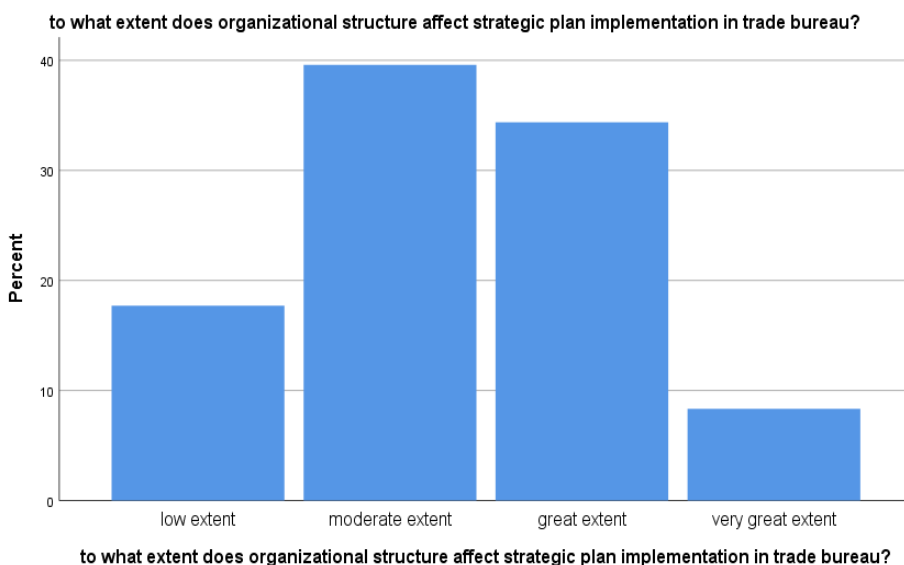
Organizational structure influences strategic plan implementation.	Yes	79	82.3%
	No		17.7%

Sources: - Own survey (2021)

According to the above results, the majority of respondents (82.3%) believed that organizational structure has an impact on strategic plan implementation, while 17.7% believe that it has no impact and may be they have no awareness about implementation. They also rate the extent level of organizational structure effects on strategic plan implementation, with 17 (17.7%) indicating a low extent, 38 (39.6%) indicating a moderate extent, 33 (34.4%) indicating a great extent, and 8 (8.3%) indicating a very great extent. According to the findings, organizational structure has a significant impact on strategic plan implementation.

4.6.1 Extent of organizational structure effect on strategic plan implementation

Figure 4.6.1. Extent of organizational structure effect on strategic plan implementation



4.6.2 Assessment of organizational Structure

Table 4.6.2. Assessment of organizational structure

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The bureau's organizational structure does not align to the plan.	8.3%	30.2%	16.7%	32.3%	12.5%
The organizational structure is not flexible enough to adapt to the strategic plan.	9.4%	40.6%	15.6%	20.8%	13.5%
Horizontal communication and teamwork were not possible due to organizational structure.	8.3%	17.7%	12.5%	45.8%	15.6%
The structure of the organization is very structured, strict, and centralized.	7.3%	38.5%	18.8%	26.0%	9.4%
Decision-making slowed by hierarchical systems.	16.7%	39.6%	7.3%	31.3%	5.2%

Sources: - Own survey (2021)

As described in the above table, to the statement that The bureau's existing organizational structure is not align with its strategic goal, 8.3% strongly agreed, 30.2% agreed, 16.7% neutral, 32.3% disagreed and 12.5% strongly disagreed. From the results, 44.8% of the respondents

replied disagreed and strongly disagreed. This demonstrates that the bureau's present organizational structure is aligning with the plan. In terms of organizational structure, it is not adaptable to strategic plans, 15.6% strongly agreed, 40.6% agreed, 13.5% neutral, 20.8% disagreed and 9.4% strongly disagreed. As the result shows that 56.2% of the respondents agreed and strongly agreed, so it shows that the bureau's organizational structure is not flexible enough to adapt to the strategic strategy. The organizational structure, according to the claims, did not enable horizontal communication or teamwork. 8.3% of respondents strongly agreed, 17.7% agreed, 12.5% neutral, 45.8% disagreed and 15.6% strongly disagreed. Based on the result, the majority of the respondents did not agree with the statement, So the organizational structure of the bureau allows horizontal communication, and team working. According to the statement that The organizational structure is very formalized, strict, and centralized, 7.3% of respondents strongly agreed, 38.5% agreed, 18.8% neutral, 26.0% disagreed and 9.4% strongly disagreed. Now, the majority of those answered agreed. As a result, the bureau's organizational structure is highly formalized, nonflexible, or centralized. According to the statement that the bureau has highly hierarchical structures that delay decision-making. 16.7% of respondents strongly agreed, 39.6% agreed, 7.3% neutral, 31.3% disagreed, and 5.2% strongly disagreed. Based on this result, 56.3% of the respondents answered agreed and strongly agreed. As a result, the bureau has a highly hierarchical structure that causes decision-making dalliances.

4.7. The impact of Organizational Culture on Strategic Plan Implementation

Table 4.7.1. impact of organizational culture on strategic plan implementation

Organizational culture influences strategic plan implementation.	Yes	73	76.0%
	No	23	24.0%

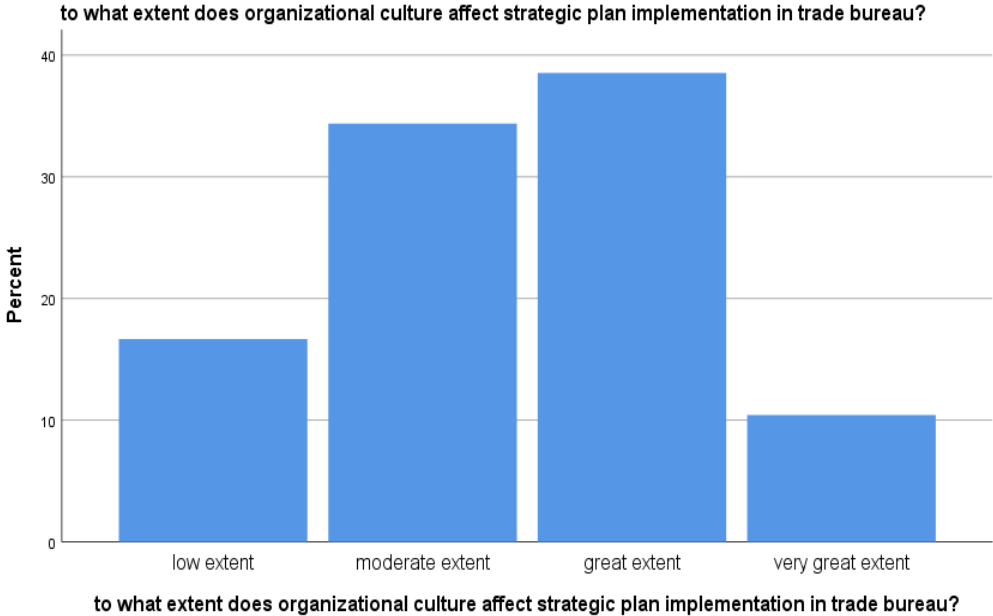
Sources: - Own survey (2021)

As shown above the table, the majority of respondents (76. %) responded that organizational culture affects the implementation of strategic plan and 24% responded it does not affect strategic plan implementation, from this result, 24% of the respondents may not have awareness about strategic implementation. In addition to this, they also rate the extent level of organizational culture effects on strategic plan implementation, 16 (16.7%) low extent, 33 (34.4%) moderate extent, 37 (38.5%) great extent and 10 (10.4%) indicated very great extent.

From those results, we can conclude that organizational culture affects strategic plan implementation largely.

4.7.1. The Extent of organizational culture effect on strategic plan implementation

Figure 4.7.1. The Extent of organizational culture effect on strategic plan implementation



4.7.2. Assessment of organizational culture

Table 4.7.2. Assessment of organizational culture

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The bureau has unsupportive organizational culture.	14.6%	33.3%	6.3%	31.3%	14.6%
Has a less risk-tolerant culture.	12.5%	39.6%	6.3%	28.1%	13.5%
Has a low tolerance culture for new ideas.	14.6%	30.2%	13.5%	29.2%	12.5%
Has a low regard for loyalty and mutual trust, as well as collaboration, consensus, and involvement.	13.5%	26.0%	9.4%	35.4%	15.6%

Sources: - Own survey (2021)

As described in the above table, to the statement that the trade bureau has a totally unsupportive organizational culture, doesn't promote staff's consensus and commitments, 14.6% strongly agreed, 33.3% agreed, 6.3% neutral, 31.3% disagreed and 14.6% strongly disagreed. According to the results, 47.9% of respondents agreed or strongly agreed, indicating that the trade bureau has an unsupportive organizational culture that does not promote staff consensus and commitments. Regarding the statement that the trade bureau has a culture of tolerating risks, 12.5% strongly agreed, 39.6% agreed, 6.3% neutral, 28.1% disagreed and 13.5% strongly disagreed. As the result, 52.1 percent of respondents agreed and strongly agreed with the statement, according to the data. so it implied that, the trade bureau has a poor culture of tolerating risks. According to the statements, the trade bureau has a poor culture to tolerate new ideas, 14.6% of respondents strongly agreed, 30.2% agreed, 13.5% neutral, 29.2% disagreed and 12.5% strongly disagreed. From the result, 44.8% of the respondents responded agreed and strongly agreed. Based on this result, the trade bureau has a poor culture of tolerating new ideas. According to the trade bureau, there is a lower belief in loyalty and mutual trust, teamwork, consensus, and participation, with 13.5% strongly agreeing, 26.0% agreeing, 9.4% neutral, 35.4% disagreeing, and 15.6% strongly disagreeing. So, the majority of respondents did not agree with the statement. Therefore, the trade bureau has more belief in loyalty and mutual trust, teamwork, consensus, and participation.

4.8 General assessment on Strategic Plan Implementation of Trade Bureau

4.8.1. Assessment of strategic plan implementation of Trade bureau

Table 4.8.1. Assessment of trade bureau strategic plan implementation

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Has no annual plans to implement strategies	4.2%	26%	14.6%	41.7%	13.5%
Does not have specific procedures for implementing strategic plans	13.5%	39.6%	5.2%	31.3%	10.4%
Does not monitor progress versus goals on a regular basis	13.5%	41.7%	12.5%	26.0%	6.3%
Does not amend their strategies if necessary	16.7%	38.5%	13.5%	24.0%	7.3%
Lacks of allocating strict responsibility for strategic plan implementation	21.9%	43.8%	9.4%	18.8%	6.3%

Sources: - Own survey (2021)

As described in the above table, to the statement that the bureau has no yearly plans to implement strategies, 4.2% strongly agreed, 26% agreed, 14.6% neutral, 41.7% disagreed and 13.5% strongly disagreed. The majority of respondents (55.2%) disagreed or strongly disagreed. The results show that the bureau had yearly plans to implement strategies. According to a statement, 13.5% strongly agreed, 39.6% agreed, 5.2% neutral, 31.3% disagreed, and 10.4% strongly disagreed that the bureau has not followed precise procedures for achieving strategic plan implementation. As the result shows that 53.1% of the respondents agreed, so it implied that the bureau has not have precise procedures followed for achieving strategic plan implementation. According to the statements that the bureau does not regularly review progress against targets when implementing strategies, 13.5% of respondents strongly agreed, 41.7% agreed, 12.5% neutral, 26.0% disagreed, and 6.3% strongly disagreed, 55.2% of respondents agreed with the statement. Therefore, when implementing strategies, the bureau does not regularly review progress against targets. According to the statement, the bureau does not change their strategies if necessary during the implementation process. 16.7% of respondents strongly agreed, 38.5% agreed, 13.5% neutral, 24.0% disagreed, and 7.3% strongly disagreed. The majority of respondents agreed; therefore, the bureau does not amend their strategies during the implementation process. According to the statement, the bureau lacks allocating strict responsibility for strategic plan implementation. 21.9% strongly agreed, 43.8% agreed, 9.4%

neutral, 18.8% disagreed and 6.3% strongly disagreed. The outcome demonstrates that the bureau failed to assign strict responsibility for strategic plan implementation.

4.8.2. General Assessment independent variables

Table 4.8.2. General Assessment of independent variables

Independent Variables	Very good	Good	Satisfactory	Poor
Leadership quality(Leq)	9.4%	33.3%	20.8%	36.5%
Resource availability and utilization(Res)	5.2%	30.2%	34.4%	30.2%
Effective and timely communication(Cmm)	8.3%	16.3%	34.4%	41%
Organizational structure(Os)	4.2%	13.5%	36.5%	34.4%
Organizational culture(Oc)	7.3%	10.4%	28.1%	42.7%

Sources: - Own survey (2021)

According to the results shown in the table above, 9.4% of respondents rated the leadership quality at their bureau as very good, 33.3% good, 20.8% satisfactory, and 36.5% said the leadership quality in the bureau was poor. Based on the result, the leadership quality in the trade bureau was poor. According to the result of resource availability and utilization, 5.2% were very good, 30.2% good, 34.4% satisfactory and 30.2% were poor. Therefore, the resource availability and utilization in the bureau was satisfactory. In terms of effective and timely communication, 8.3% rate it as very good, 16.3% as good, 34.4% as satisfactory, and 41% as poor. From the results, effective and timely communication in the bureau was poor. According to organizational structure, 4.2% were very good, 13.5% good, 36.5% satisfactory and 34.4% were poor. Therefore, this shows that the organizational structure of the trade bureau was satisfactory. Lastly, the response of the organizational culture of the trade bureau, 7.3% said it is very good, 10.4% answered good, 28.1% satisfactory and 42.7% responded poor. Based on these results, the organizational culture of the trade bureau was poor.

4.9. Major Findings from Interview Analysis

During the study, 4 directors and 2 bureau consultants were interviewed about the variables that affect the implementation of the bureau's strategic plan, and their responses to each topic were summarized as follows:- According to **leadership quality**, most respondents stated that leadership quality has both positive and negative impacts on strategic plan implementation.

When organizations implement their strategic plan with better leadership skills and knowledge, they can achieve the desired goal. In addition, in response to the question of what the bureau's leadership like when it comes to strategic plan implementation, they stated that, aside from issuing strategic plan guidelines, the bureau's leaders lack technical and technological knowledge, and they are unable to properly guide and encourage their employees during strategic plan implementation. Therefore, there are gaps in the implementing strategic plan. Regarding resource availability and utilization, while a lack of financial resources not a major issue in the bureau. However, it noted that a shortage of qualified workers and technological resources is a frequent issue during the implementation of the strategic plan. According to **communication**, the bureau's internal communication made through quarterly reports to different directorates and weekly process council meeting, but there is a lack of communication with external institutions on common and supportive issues. In particular, there is a huge gap in modernization of communications and the use of technologies, which affect strategic plan in the bureau. Regarding **organizational structure**, the organizational structure of the trade bureau divided into different directorates through their job titles. Thus, it allows each department to take responsibility for its own actions. However, it also has a number of hierarchies, which can lead to decision delays. According to the **organizational culture** of the bureau, the bureau experts and leaders, especially when the bureau-faced emergencies, all members of the bureaus contribute additional commitments and they show cooperation and unity. These and the other activities can facilitate the bureaus' strategic plan implementation. On the other hand, there is still a big gap in the ability to quickly embrace new ideas and turn them into results. Finally, the following suggestions should take to improve the **overall strategic implementation** of the bureau: -Firstly, the bureau needs to comprise all members of the organization to understand and be aware of the bureau's strategic plan. The leaders who lead the strategy must have sufficient knowledge of strategy. In addition, when the resources are allocated, special support give to departments that are directly involved in implementation of strategic plans rather than supportive departments and it is better to have training for both the leaders and experts on strategic planning.

4.10. Inferential Analysis

4.10.1. Checking the assumptions

To analyze the data, multiple regression assumptions tested, such as linearity, normality, homoscedasticity, autocorrelation and multicollinearity made. The results of all diagnostic tests fit the assumptions that used. (These tables and graphs attached in the appendices 2).

4.10.2 Correlation analysis

Pearson correlation is a statistical method for determining the degree of association between two variables. Pearson correlation coefficients vary between -1 and +1. Appositive values indicate positive correlation. A negative value indicates negative correlation and Correlation strength is measured from -1 to +1. When a correlation coefficient is closer to +1 or -1 it indicates that there is a strong linear relationship between the variable and when the correlation is weak, the coefficient is close to zero, Kendra Cherry (2021).

Table 4.10.2. Correlation between variables

		SP	Leq	Res	Cmm	Os	Oc
SP	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	96					
Leq	Pearson Correlation	.769**	1				
	Sig. (2-tailed)	.000					
	N	96					
Res	Pearson Correlation	.383**		1			
	Sig. (2-tailed)	.000					
	N	96					
Cmm	Pearson Correlation	.733**			1		
	Sig. (2-tailed)	.000					
	N	96					
Os	Pearson Correlation	.586**				1	
	Sig. (2-tailed)	.000					
	N	96					
Oc	Pearson Correlation	.671**					1
	Sig. (2-tailed)	.000					
	N	96					

Sources:- Own survey (2021)

According to the correlation summary in table 4.10.2, strategy execution strongly linked to leadership quality (0.769), resource availability and utilization (0.383), effective and timely communication (0.733), organizational structure (0.586), and organizational culture (0.671). As a result, it might suggest that strategy implementation and independent variables have a significant positive relationship.

4.11. Multiple Regression Analysis

Multiple regression analysis used to determine the relationship between strategic plan implementation and independent variable such as leadership quality, resource availability and utilization, effective and timely communication, organizational structure and culture.

The regression model for this study is;-

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where, Y_ is strategic plan implementation

X1_ Leadership quality

X2_ Resource availability and utilization

X3_ Effective and timely communication

X4_ Organizational structure

X5_ Organizational culture

β_0 _ constant term

$\beta_1, \beta_2, \beta_2, \beta_3, \beta_4,$ and β_5 are the coefficients of regression equation for each variables and ε is the error term.

To compute the measurement of multiple regression findings for the study, the researcher utilized SPSS (statistical package for social science) software. The regression model used to show how the dependent variable varies as the situation changes. The dependent variable (strategic plan implementation), as well as the independent variables (Leadership quality, Resource availability and utilization, effective and timely communication, Organizational Structure, and Culture), were subjected to predictive regression analysis (strategy implementation).

4.11.1 Model Summary

Table 4.11.1.Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.723	.32386

a. Predictors: (Constant), LEQ, Res, CMM, , OS, OC

b. Dependent Variable: SP

Sources: - Own survey (2021)

The model summary (table 4.11.1) demonstrates that the dependent and independent variables have a significant positive connection ($R=0.859$). The R-square value of 0.738 implies that the study's independent factors (leadership quality, resource availability and utilization, effective and timely communication, organizational structure and organizational culture) 73.8 percent of the variation on strategic plan execution. Or 73.8% variation of strategic plan implementation explained by the independent variables of the study (Leadership quality, Resource availability and Utilization, effective and timely Communication, Organizational Structure, and Culture). The remaining 26.2 percent of plan execution determined by other factors not considered under this study. As a result, the regression equation's predictions are accurate, and the goodness of fit test passed.

4.11.2 Statistical significance (ANOVA)

Table 4.11.2. Statistical significance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.570	5	5.314	50.666	.000 ^b
	Residual	9.440	90	.105		
	Total	36.010	95			

a. Dependent Variable: SP

b. Predictors: (Constant), Oc, Cmm, Res, Leq, Os
Sources; - Own survey (2021)

The F-ratio (4.11.2) in the ANOVA table indicates the overall regression model fits the data well. The table demonstrates that the independent factors statistically significantly predict the dependent variable; the regression model is a good fit of the data here $(5, 95) = 50.666, p < 0.05$.

4.11.3 Estimated model coefficient

Table 4.11.3. Estimated model coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	7.181	1.999		3.592	.001	-.623	.894		
	Leq	.571	.420	.293	3.738	.000	.736	2.406	.948	1.055
	Res	.301	.094	.281	3.191	.002	.114	.489	.752	1.329
	Cmm	.340	.099	.338	3.425	.001	.537	.615	.615	1.625
	Os	.205	.099	.188	2.072	.041	.008	.402	.709	1.410
	Oc	.309	.091	.331	3.373	.001	.127	.490	.605	1.652

a. Dependent Variable: SP

Sources:- Own survey (2021)

The generated model given by:

Strategic plan Implementation (SP) = **7.181** + **.571***Leadership quality (Leq) + **0.301***Resource availability Utilization (Res) + **0.340***Communication (Comm) + **0.205***Organizational Structure (OS) + **0.309***Organizational Culture (OC)

At a 5% level of significance and a 95% level of confidence, the calculated model coefficient demonstrates that all of the study's independent variables are significant. The coefficients indicate how much the dependent variable changes with an independent variable while all other independent variables kept constant. As a result, implies that leadership quality has the greatest impact on the strategic plan's implementation. Generally, the above estimated multiple regression model implied that, in the absence of all five independent variables in this model (Leq, Res, Cmm, Os and Oc) or there were equal to zero, the expected value of the predicted dependent variable (strategic plan implementation) must be 71.8% . With 1% change in leadership quality and no changes in other independent variables, it is possible to change the implementation of the trade bureau's strategic plan by 57% on average. In addition, the other variables remain constant and a 1% change in resource allocation and utilization has the potential to improve the bureau's strategic plan implementation by 30% on average. Furthermore, a 1% improvement in the bureau's effective and timely communication, while all other variables remain constant, can improve strategic plan implementation by 34% on average. A 1% change in the bureaus' organizational structure will increase the bureaus' strategic plan implementation by an average of 20%, and a 1% change in the bureaus' organizational culture will improve the bureaus' overall strategic plan implementation by on average of 30.9%.

Based on the above findings, it is possible to make the implementation of a strategic plan more effective by giving special attention to leadership quality, effective and timely communication, organizational culture, resource allocation and utilization and organizational structure respectively.

Other studies support my findings are; - IAJHRBA, (2019), states poor leadership especially strategic leadership is one of the obstacles to effective strategic implementation. Dennis Juma, Jkuat Karen (2017), leadership competence has a constructive impact on implementation of strategy. Pucko and Cater (2010), one of the barriers to strategy execution is weak leadership.

Michael (2010), leadership has a direct cause and effect link on both the company and its success. According to resource availability, Iajhrba, (2019), states that a strong and effective skills pool and competent work force are essential resources for strategy success. Abdullah H, (2017), Technology budgeting and qualified management are the vital factors for effective strategy. Esther W.Wajganjo, (2017), Organizational resources are the important factor that influences strategy implementation. Obeidat, Al-Hadidiand Tarhini, (2017), It understood that the availability of resources was a key component in determining the success of any plan execution. Regarding to communication, Dennis Juma, Jkuat Karen (2017), all external and internal communication between employees in the organization is critical to the effective strategy. Niclas Brinkschroder (2017), states communication is essential for deep understanding strategy of organizations. Peng and Litteljohn (2001), effective plan implementation necessitates successful communication. According to organizational structure and culture, Rajasekar (2014), organizational structure may help with strategy execution by improving decision-making processes, job clarity and duties, human resource allocation, and organization flexibility. Veasey, (2001) organizational structure has an impact on strategy execution because it enables communication and information flow, manages resource allocation, assigns roles and responsibilities, and defines occupations and work groups such as project teams, departments, and quality circles. Nebojas janicijevic, (2012), states, When culture legitimizes strategy in the perspective of employees and management, it makes strategy implementation much easier, and when culture delegitimizes strategy in the view of employees and management, it makes strategy implementation nearly impossible. He also mentioned that, when culture and strategy are mismatched and act as an obstacle to strategy execution. Baird k., Harrison G., Reeve R. (2007), says, Organizational culture and strategy are intimately connected, and they are even the two halves of the same coin.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

The general objectives of the study are to identify the significant factors affecting strategic plan implementation in the case of Addis Ababa city administration Trade bureau and to suggest the solutions that can improve the successful implementation of the strategic plan. To achieve this objective, both primary and secondary data sources explored and gathered relevant information for the study. The obtained facts presented and analyzed under each heading above. These findings presented and analyzed above concluded the next section. In addition to this, based on the conclusion, the researcher has made recommendation to the Trade bureau and future researchers.

5.1 Summary of Findings

The impact of leadership qualities on strategic plan implementation

As a result, the majority (75%) of respondents stated that leadership quality influences strategic plan implementation and has a significant impact. Moreover, the majority of respondents did not agree that the bureau's leaders had insufficient capability, (41.6% disagreed, and 13.5% strongly disagreed). Lack of managerial skills, (39.6% agreed and 13.5% strongly agreed). Lack of commitment by Bureau Leaders, (41.7% agreed and 13.5% strongly agreed). Poor leadership, direction, and instructions, (38.5% agreed and 16.7% strongly agreed). Lack of problem solving and decision making skills (43.8% agreed, 21.9% strongly agreed). The interview findings also support this result, aside from issuing rules on strategic plans, the bureau's leaders lack technical and technological knowledge to support strategy implementation, implying that, based on educational background and work experience, according to the finding, overall leadership quality in Trade bureau was poor. In addition, according to the result of linear regression analysis, leadership quality has a significant impact on the implementation of the bureau's strategic plan and the beta coefficient for the predictor variable ($Leq = 57.1\%$).

The impact of resource availability and utilization on strategic plan implementation

The majority of respondents (70.8%) believe that resource availability and utilization influence strategic plan execution and have a significant impact on it. According to a shortage of competent human capital (46.9% agreed and 9.4% strongly agreed). The shortage of financial resources to execute the plan, (34.3% disagreed and 9.4% strongly disagreed). This implied the bureau has no shortage of financial resources during strategy implementation. According to a shortage of tools and technology, (52.1% agreed and 10.4% strongly agreed) so, the statement supported by the majority of responders. As a result, the trade bureau lacked the necessary tools and technology to carry out its strategy. Generally, the above finding implies that, according to resource availability and utilization, the bureau's problem is competent human capital and scarcity of tools and technology. In addition, the result of linear regression analysis, resource allocation and utilization has a significant impact on the implementation of the bureau's strategic plan and the beta coefficient of the predictor variable ($R = 30.1\%$).

The impact of effective and timely communication on strategic plan implementation

The majority (84.4%) of respondents responded Effective and timely communication influences strategic plan implementation greatly. According to the majority of respondents (41.7% agreed and 7.3% strongly agreed), the bureau had inadequate internal communication among different directorates and teams. Regarding inadequate information systems, (64.6% agreed and 14.6% strongly agreed); as a result, the bureau's information systems for monitoring strategy execution are insufficient. According to one-way of communication, (32.3% agreed and 12.5%) strongly agreed. This shows that the bureau practiced one-way communication. According to poor horizontal communication, (33.3% agreed and 12.5% strongly agreed), therefore, there is poor horizontal communication among the offices and staff. According to poor external communication, (37.5% agreed and 22.9% strongly agreed), this indicates that the bureau has weak external contact with external entities about the implementation of a shared and supported plan. The result of linear regression analysis, effective and timely communication has a significant impact on the implementation of the bureau's strategic plan and its beta coefficient ($Cmm = 0.340$)

The impact of organizational structure on strategic plan implementation

The majority of respondents (66.7%) stated that organizational structure has a significant impact on strategic plan implementation. Concerning non-flexibility of organizational structure, (40.6% agreed, 15.6% strongly agreed), this shows the organizational structure of the bureau is not flexibly adjusted according to strategic plan. According to the highly formalized, rigid and centralized organizational structure, (38.5% agreed and 18.8% strongly agreed), this indicates that the bureau's organizational structure is extremely codified, strict, and centralized. According to a highly hierarchical structure (39.6% agreed and 16.7% strongly agreed), the bureau has a highly hierarchical structure that causes decision-making to be delayed. Moreover, the result of linear regression analysis, organizational structure has a significant impact on the implementation of the bureau's strategic plan and the beta coefficient ($O_s = 20.5\%$).

The impact of organization culture on strategic plan implementation

The majority (76%) of respondents responded that organizational culture affects strategic plan implementation largely. According to supportive organizational culture, (33.3% agreed and 14.6% strongly agreed), implies that, the bureau has unsupportive organizational culture that does not promote staff consensus and commitments. Regarding a less risk-tolerating culture (39.6% agreed and 12.5% strongly agreed), the results show that the trade bureau has a poor risk-tolerating culture. According to a poor culture to tolerate new ideas, (30.2% agreed, 17.6% strongly agreed). Therefore, the trade bureau has a poor culture to tolerate new ideas. Furthermore, according to the results of the linear regression analysis, organizational culture has a significant impact on the implementation of the bureau's strategic plan and the beta coefficient ($O_c = 30.9\%$).

General finding on bureau strategic plan implementation

According to the statement that, the bureau does not follow precise procedures (39.6% agreed and 13.5% strongly agreed) implied that the bureau does not follow precise procedures for achieving strategic plan implementation. Regarding to the bureau, which does not regularly review progress against targets (41.7% agreed and 13.5% strongly agreed), this result indicates that the bureau does not regularly review progress against targets when implementing strategies.

According to the bureau, they do not amend their strategies if necessary (38.5% agreed and 16.7% strongly agreed); thus, the bureau does not amend their strategies during the implementation process. Based on the statement, the bureau lacks of assigning strict responsibility for strategic plan implementation (43.8% agreed and 21.9% strongly agreed), the bureau lacked assigning strict responsibility for strategic plan implementation.

5.2. Finding from General Assessment of Independent Variables

According to overall assessments, leadership quality (36.5%), effective and timely communication (41), and organizational culture (42.7%) are poor in the bureau. and organizational structure (36.5%) and resource availability and utilization, (34.4%) are satisfactory in the bureau.

5.3. Conclusion

The leadership quality of the trade bureau has been poor in many instruments of this study except for educational background and work experience. To summarize, bureau leaders lack good managerial skills such as conceptual, technical, and human skills; lack of commitment to perform their roles results in lower ranks of employees lacking support and guidance; lack of decision-making, case analysis, and problem-solving skills; and inadequate leadership direction, and instructions provided by bureau managers. This implied the one of the cause of poor plan implementation of the bureau is weak leadership quality and it can potentially affect strategic plan implementation ($\beta = 0.571$).

According to resource flow and utilization, the bureau had a shortage of competent human capital (employees) during strategic implementation and a scarcity of the tools and technology and this is one of the causes of ineffective plan implementation ($\beta = 30.1\%$).

The study confirmed that the bureau had inadequate internal, external and horizontal communication and had inadequate information system to monitor strategy implementation, and had practiced One-way communication; from top to down and this prevented employee from questioning, criticizing, and providing input on the bureau's plan implementation. So this is one of the reason to poor implementation ($\beta = 0.340$).

According to organizational structure, it not flexibly adjusted in accordance with the strategic plan; highly formalized, rigid, and centralized, with a highly hierarchical structure that delays decision-making. Therefore, this is also one of causes of unsuccessful plan implementation, (regression result, $\beta = 20.5\%$).

According to the finding, the bureau's organizational culture is unsupportive and does not promote staff consensus, commitments, poor risk tolerance, and new ideas. So based on the result, this is one factor can affect strategic plan implementation (regression result, $\beta = 30.9\%$)

According to the study's findings, the bureau's overall strategic plan implementation, the bureau does not have precise procedures followed for achieving strategic plan implementation, and does not regularly review progress against targets, does not amend their strategies if necessary, and lacks strict accountability for strategic plan implementation. From assessment of independent variables included in this study, the leadership quality, effective and timely communication, and organizational culture of the trade bureau were poor, while resource availability and utilization and the bureau's organizational structure were satisfactory.

5.4. Recommendation

To City administration and Trade bureau:-

To solve strategic planning implementation problems in a sustainable manner:-

- Leaders must meet the **requirements of professional and leadership competence**.
- A **leadership placement** made in **their field**, so that the leaders can guide the strategy with knowledge in terms of the profession in which they trained, it can help them with decision-making, case analysis and problem solving skills.
- Providing **training related to leadership responsibilities and duties** can help them to understand the various leadership responsibilities.

To solve the problem of work force and technology resources, Because of the large number of educated and unemployed people, it is possible to fill the gap by **expanding manpower preparation and database and providing short trainings**

- The bureau better to revise the whole communication system of the bureau and attention should be paid to modernized communication methods of the bureau.

- should apply two-way communication practices from top to down and down to top. It enables employees to question, criticize, and provide feedback on the bureau's plan execution. In terms of organizational structure, it would be preferable if top management, in collaboration with the relevant parties, revise the bureaus structure **by decreasing the hierarchy and making it more favorable to decision-making**, the total organizational structure evaluated in order to match it with the bureau's goal.
 - May follow **Organic organizational** structures(decentralized approach).

Future researchers

- This study based only five factors those affecting strategic plan implementation, so if the further studies will conduct to other factors such as style of leadership, leadership and control, employee's participation and stockholders participation on implementation of strategic plan, can help improve the conclusion.
- If this study conducted in private and nonprofit organizations, it can used to make comparisons.

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APPENDICES 1:- QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Questionnaire: - to managers and experts of Addis Ababa city administration Trade Bureau

Respectfully, responses;

My name is FIRENESH GEBRE, and I am a management graduate student at Addis Ababa University's Department of Business Administration (MBA). I am now conducting research on "Factors Affecting Strategic Plan Implementation in the Case of Addis Ababa City Administration Trade Bureau" as part of my Master of Business Administration in Management program. Your responses to the following questions are critical to the success of this study. The information you provide will be used solely for the purpose of this study and will be kept strictly confidential. I would appreciate it if you could take a few moments to complete this questionnaire.

Directions:

- Do not put your name.
- Follow the instructions in each section.
- Respond to open-ended questions in a quick and concise manner.
- Closed-ended questions should be marked with a "X" in the box.
- Attempt honestly describing as per the questions in the area provided for questions that require your opinion. Thank you so much in advance for your cooperation!

PART ONE

1. Respondents' personal information

Gender

Male

Female

2. marital Status

Married unmarried other

3. Educational background

Certificate Diploma Degree Master's degree (MA)

above specify_____

4. work experiences

Less than 1 year 5-10 years

1-5 years above 10 year

5. position

Expert senior expert Middle manager Top manager

6. Have you ever participated in the strategic planning in the past five years?

(Yes)

(No)

Part two: - Effects of leadership quality on strategic plan implementation

1. Do you believe leadership quality influences strategic plan implementation?

Yes No

2. If you say yes for question No.1 to what extent does leadership affect strategic plan implementation in trade bureau.

Low extent moderate extent

Great extent very great extent

3. Please rate your level of agreement to the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The leaders of Addis Ababa city administration trade bureau lack sufficient educational backgrounds and work experiences					
The Bureau's leaders are lacking conceptual, technical, and human skills.					
Because the bureau leader is unwilling to fulfill his or her responsibilities, the lower ranks of employees left without assistance and supervision.					
The bureau's management offered insufficient leadership, direction, and directions.					
The trade bureau leaders lack decision-making, case analysis and problem solving skills.					

Part three: - Effect of resource availability and utilization on strategic plan implementation

1. Do you believe resource availability and utilization influence strategic plan implementation?

Yes No

2. If you say yes for question No.1 to what extent does resource availability affect strategic plan implementation in trade bureau.

Low extent Great extent
 Moderate extent Very great extent

3. Please rate your level of agreement by putting X sign into the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
There is no clear resource planning, allocation, and utilization at trade bureau.					
During strategic implementation, the trade bureau frequently lacked sufficient human resources (employees).					
The trade bureau often faced shortage of financial resources when executed the planned strategies					
The trade bureau frequently lacked the tools and technology needed to put plan into action.					

Part four: - effect of effective and timely communication on strategic plan implementation

1. Do you believe effective and timely communication influences strategic plan implementation?

Yes No

2. If your answer for question No.1 is yes, to what extent does effective and timely communication affect strategic plan implementation in trade bureau?

Low extent Great extent

Moderate extent Very great extent

3. Please rate your level of agreement to the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
There is weak internal communication of strategy among different directorates and teams.					
The bureau's information systems for monitoring strategy execution are insufficient.					
There is only one-way communication in the bureau, from top to down, practiced, which prevents employees from questioning, criticizing, and providing feedback on the bureau's plan execution.					
There is lack of horizontal communication among the bureau's offices and employees.					
External communication with external organizations on the implementation of a common and supporting plan is weak at the bureau.					

Part five: - effect of organizational structure on strategic plan implementation

1. Do you believe organizational structure influences strategic plan implementation?

Yes No

2. If you say yes for question No.1, to what extent does organizational structure affect strategic plan implementation in trade bureau?

Low extent Great extent
 Moderate extent Very great extent

3. Please rate your level of agreement to the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The bureau's present organizational structure is not aligning with the strategy.					
The bureau's organizational structure does not adapt flexibly to strategic plans.					
Because of the bureau's organizational structure, horizontal communication and teamwork were not possible.					
The bureau's organizational structure is very formalized, rigid, and centralized.					
The bureau's hierarchical structure causes delays in decision-making.					

Part six: - effect of organizational culture on strategic plan implementation

1. Do you believe organizational culture influences strategic plan implementation?

Yes No

2. If you say yes for question No.1, to what extent does organizational culture affect strategic plan implementation in trade bureau?

Low extent Great extent

Moderate extent Very great extent

3. Please rate your level of agreement to the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The trade bureau's organizational culture is particularly unsupportive; it does not encourage employee consensus or commitments.					
The bureau has a less risk-tolerant culture.					
The bureau's culture does not allow for the acceptance of new ideas.					
The bureau has lower concerns for loyalty and mutual trust, as well as collaboration, consensus, and involvement.					

Part seven: - strategic plan implementation of Trade bureau

1. Please rate your level of agreement to the following statements.

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The bureau has no annual plans to implement strategies.					
The bureau does not have specific procedures for implementing strategic plans.					
The bureau does not frequently monitor progress versus targets while implementing plans.					
The bureau does not make any changes to its strategies during the implementation phase.					
The bureau does not assign strict accountability for the strategy plan's implementation.					

2. To the following independent variables in trade bureau Please rate from 1= Poor to 4= Very good

Independent Variables:	Poor	Satisfactory	Good	Very good
Leadership quality (Le)				
Resource availability and utilization (Res)				
Effective and timely Communication (Comm)				
Organizational Structure (OS)				
Organizational Culture (OC)				

25. What mechanism do you think that will help the trade bureau to minimize the problems associated with implementing a strategy?-----

26. Please provide any further input you may have on the strategic plan's execution.-----

Thank you for your participation.

-----The end-----

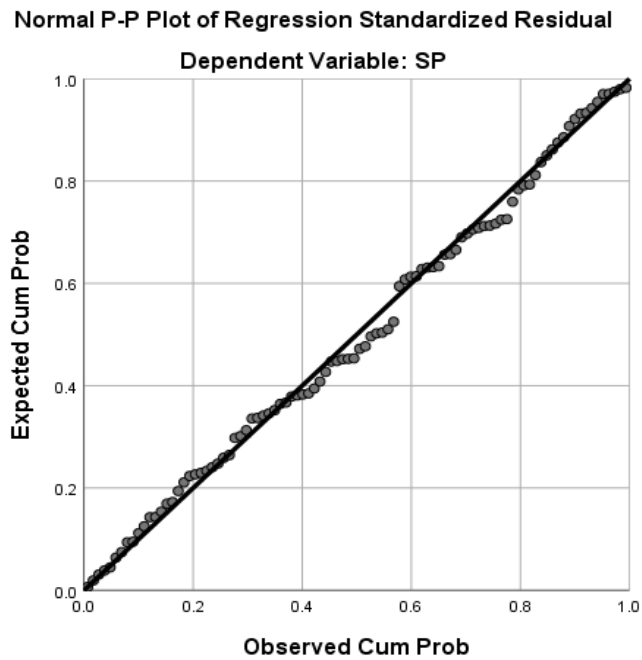
Interview questions

1. How do you think leadership qualities affect the bureaus strategic plan implementation and to what extent?
2. How the Trade bureau follow determined procedures for resources allocation and management?
3. How do you explain resource availability and utilization affect strategy implementation?
4. How does the effective and timely communication influence strategic plan implementation in the Trade bureau?
5. How does the Organizational Structure influence strategic plan implementation in the Trade bureau?
6. How the organizational culture of trade bureaus does is influence strategic plan implementation?
7. What do you think should do to improve and change the implementation of the strategic plan of the trade bureau?

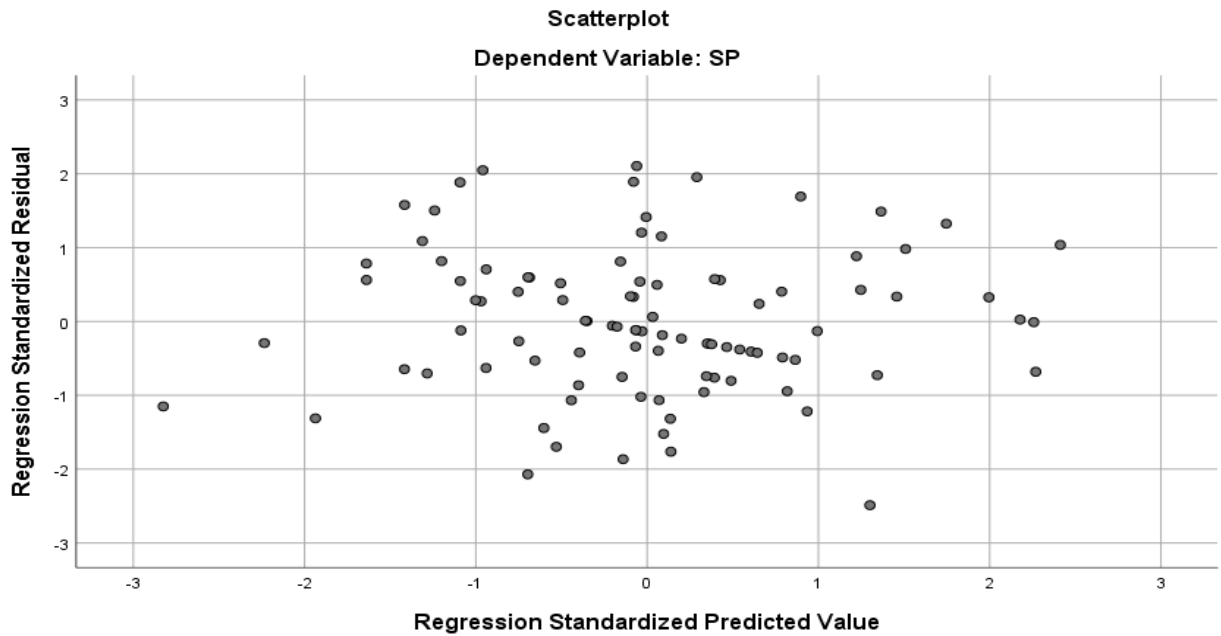
APPENDICES 2; - TESTING RESULTS

1. Linearity test
2. Homoscedasticity test
3. Multicollinearity test
4. Autocorrelation
5. Normality test

1. Normality and linearity test



2. Homoscedasticity test



3. Multicollinearity test variance inflation coefficient (VIF < 10)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	7.181	1.999		3.592	.001	-.623	.894		
	Leq	.571	.420	.293	3.738	.000	.736	2.406	.948	1.055
	Res	.301	.094	.281	3.191	.002	.114	.489	.752	1.329
	Cmm	.340	.099	.338	3.425	.001	.537	.615	.615	1.625
	Os	.205	.099	.188	2.072	.041	.008	.402	.709	1.410
	Oc	.309	.091	.331	3.373	.001	.127	.490	.605	1.652

a. Dependent Variable: SP

Correlation between variables (correlation b/n in each independent variables <0.70)

		SP	Leq	Res	Cmm	Os	Oc
SP	Pearson Correlation	1	.769**	.383**	.733**	.586**	.671**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	96	96	96	96	96	96
Leq	Pearson Correlation	.769**	1	.339**	.627**	.554**	.636**
	Sig. (2-tailed)	.000		.001	.000	.000	.000
	N	96	96	96	96	96	96
Res	Pearson Correlation	.383**	.339**	1	.292**	.122	.612**
	Sig. (2-tailed)	.000	.001		.004	.236	.000
	N	96	96	96	96	96	96
Cmm	Pearson Correlation	.733**	.627**	.292**	1	.480**	.468**
	Sig. (2-tailed)	.000	.000	.004		.000	.000
	N	96	96	96	96	96	96
Os	Pearson Correlation	.586**	.554**	.122	.480**	1	.641**
	Sig. (2-tailed)	.000	.000	.236	.000		.000
	N	96	96	96	96	96	96
Oc	Pearson Correlation	.671**	.636**	.612**	.468**	.641**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	96	96	96	96	96	96

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

4. Autocorrelation test (Durbin-Watson values lies b/n 1.5 and 2.5)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.859 ^a	.738	.723	.32386	1.314

a. Predictors: (Constant), Oc, Cmm, Res, Leq, Os

b. Dependent Variable: SP