

## **Management Practices and Implementation of Strategic Plan in Anglican Church of Kenya Head Office in Nairobi City County, Kenya**

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### **ABSTRACT**

*Strategic planning practice has assumed an increasing importance in the Church, especially at a stage in its evolution when Churches are facing heightened scrutiny of its effectiveness in attaining the two-pronged goal of outreach and sustainability. There are a lot of challenges and barriers facing the church today. This study sought to analyse the management practices and implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi County, Kenya. The following specific objectives guided this study; The first objective was to determine how organisation structure influence implementation of strategic plan; the second one was to analyse the influence of leadership styles on implementation of strategic plan; the third one was to assess the extent to which resource allocation influence implementation of strategic plan; the fourth one was to examine how of employee's involvement affects implementation of strategic plan in the Anglican Church Head Office in Nairobi County, Kenya. This research study was underpinned by four related theories each anchoring an objective; Organizational structure Theory, contingency Theory and Resource based view theory and stakeholder's theory as explained in the document. The research design that was adopted for this study is descriptive and explanatory research design because to allow the study of phenomena and not allow for manipulation of variables. In total, the sample size was made of 120 respondents who were picked through a census survey method. A semi structured questionnaire was used to collect primary data from the field while secondary data was acquired from pertinent publications and empirical reviews from other published academic work. Data was analysed for resolution of clarity by means of SPSS version 21 statistical software. Use of tables and pie charts was employed to present the data in a more user friendly form. In addition, advance statistical techniques (inferential statistics) were also considered. To quantify the strength of the relationship between the variables the researcher conducted a multiple regression analysis. The study revealed that the Anglican church structure plays a role in coordination and supervision of a strategic plan implementation. Leadership plays the role of a catalyst that leads all other organs at church to work in harmony and also that leaders at Anglican Church of Kenya help in articulating and communicating new planned commands. The study therefore concluded that inadequate resources such as finances, equipment in forms of machinery, human resource, skilful labour force and experienced staff member's impedes execution of strategic plan at Anglican Church of Kenya. The study therefore recommended that direction should be given by top management in ACK should be adequate, accessible and open to juniors or all staff and also that there should be communication to all the stakeholders for effectiveness. The church leadership should be visionary leaders who enhances conducive working environments for smooth implementation of strategic objectives. The church leadership should seek to acquire more skills and knowledge so as to have knowledge necessary for church leadership. Also, the study recommends that the church leadership should allocate the church financial resources appropriately for better strategy implementation. The church leadership should*

*employ employees who have different skills that are needed to implement a strategic plan and also that leaders have to participate in capacity building, seminars and workshops.*

**Key Words:** *Management Practices, Implementation of Strategic Plan, Anglican Church of Kenya Head Office in Nairobi City County, Kenya*

## 1. INTRODUCTION

Strategic plan is a management tool that is used to transform organizational objectives into action. Implementation of strategic plan involves translation of chosen strategy into organizational action and its proper implementation leads to success in achieving set objectives. Strategy is a multi-dimensional idea that different creators have characterized in various ways (Drazin & Howard, 2012). It is the match between an organisation assets and its human resource and the anticipated risks it faces and the reasons it wishes to achieve the intended objectives. It is intended to give direction and course to an organisation (David, 2014). Since key organisation choices impact the way organisations react to their condition, it is critical for a firm to settle on key strategies and characterize system regarding its capacity (Egelhoff, 2011). As indicated by Bourgeois and Brodwin (2014) the set execution strategy includes an analysis of an organisation resources, leadership and the staff who will help accomplish the anticipated goals. The ecological conditions confronting numerous organizations have changed quickly. The present worldwide focused condition is intricate, dynamic, and to a great extent capricious thus strategic planning becomes an important element in strategic management of firms. To bargain with this phenomenal level of changes in organisations, a lot of considering has to be done on the best strategies to be applied by any organisation. The strategies adopted needs to be evaluated by experts to avoid high level of strategy failure at the implementation stage (Heracleous, 2013).

Global empirical literature confides that that between 50 percent and 80 percent of organisation strategy implementation initiatives have always failed. According to the global studies, strategy execution in the implementation phase is usually the most difficult, intricate and the greatest time-consumer in strategic management (Larson & Kulchitsky, 2010). Between the year 1960's and early 70's witnessed the use of strategic planning as a part of organisations in the United States of America and majority of the Western Countries (Egelhoff, 2011). This period registered a flourishing organisation performance and organisation growth as a result of adoption of this new methodology in management. This led to a period of performance stability and growth as organization adopted strategic management practices among them being forecasting and financial budgeting. It demonstrated valuable and the strategic plans worked very well, as the foreseeable future was predictable under the new business management tactics (Cole, 2012). Bryson (2015) revealed that the most of the developed institutions had several issues with implementation of their strategies. The empirical findings are in line the opinion that unlike strategy formulation, strategy implementation cannot be successful if only left to top management alone; it needs support from both the internal organisation stakeholders and the external stakeholders as well. In the strategy formulation most of the organisations have a top-down effort. In the implementation, successful implementation calls for simultaneous top-down, bottom-up, and across efforts. An organization strategic plan is the blueprint on its way to achievement of its both short term and long-term goals and organisation goals at large (Cater & Pucko, 2010).

The White Paper of 2006 of Strategy Implementation of Chinese Corporations is one of the most noteworthy managerial encounter which majority of the organisation are facing in the modern days (Galbraith & Schendel, 2012). This study paper revealed that 83% of the sampled corporate bodies failed to implement their strategy smoothly, while as only 17% has a more consistent results in the implementation stage. As noted by Mintzberg (2013) the

cornerstone of strategy implementation is building an organization capable of carrying out the strategy successfully. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Otley (2011) see the ability to execute the strategy as an even bigger management challenge than determining the right vision and the quality of the strategy itself. He points to the importance of adequate performance management systems as a critical success factor for implementing strategies. More and more companies are acknowledging that performance measurement systems need a focus, by linking them to the strategy of the organization. As noted by Otley (2011) all the managerial roles i.e. organizing, motivating, integrating, communication, planning among others are entirely used in organisation implementation process. Sterling (2013) further notes that for effectively and efficient strategy implementation, an organisation requires to have adequate resources, a functional and enabling structure, an efficient information system, effective leadership styles, effective budgeting and employee rewards. A combination of various aspects is required for successful strategy implementation. Chetty (2010) identified six fundamental components for an organization to implement its strategy in a successful way. Some of them includes: cascading accountabilities, obtaining top executive commitment, selecting the best people to drive key initiatives, communicating a clear tangible strategy, cascading accountabilities, generating engagement at all levels and the ability to monitor and tract progress.

## **2. STATEMENT OF THE PROBLEM**

McNamara (2011) observes that a frequent complaint about the strategic planning process is that it produces a document that ends up collecting dust on a shelf the organization ignores or fails to make good use of the precious information depicted in the strategic planning document. Strategy implementation is a connecting loop between formulation and control. Herbiniak (2016) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Similarly, Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. Strategic planning practice has assumed an increasing importance in the Church, especially at a stage in its evolution when Churches are facing heightened scrutiny of its effectiveness in attaining the two-pronged goal of outreach and sustainability. There are a lot of challenges and barriers facing the church today. These challenges may range from finances, ordinances, availability of capable and theologically trained leaders, and the need to embrace the diversity of spiritual gifts within the same body of believers. In order for good changes to happen so that the church is as effective as possible, the church is supposed to know its status in terms of where it is and where it's going.

According to Pearce and Robison (2008), strategic planning process involves formulation of vision, mission statement, performance of situational analysis and finally strategy formulation and choice. The Provincial Synod, the highest decision-making body of ACK expressed her concerns as to the reason why the church seems to have stagnated in her implementation of strategic plan despite heavy investment at formulation stage (Kagama, 2008). This cast some doubts on the extent of implementation of strategic plan in the ACK Head Office. Despite the consistent formulation of strategic plans by the Anglican Church of Kenya, limited studies undertaken still indicate that strategy implementation remains a challenge. There are few studies done on the mainstream churches locally, Kakui (2010) carried out a study on strategic planning practices at Christ is the Answer Ministries which is based in Nairobi. In conclusion, Kakui recommended that further studies be carried out on relevance of strategic planning on churches as well as on challenges of strategy implementation. A study carried out by Ngumo (2013) has looked at challenges of strategy implementation in the Scripture

Union of Kenya, which is a Christian non-profit making organization. Ngumo (2013) found out that some of the common challenges encountered while implementing strategy include leadership, resources, organization policies, and procedures, and reward systems.

ACK Head Office prepares a strategic plan and purposes that it be implemented over four years' period. However, failure to achieve the established targets has marred the noble exercise. To this, the Provincial Synod, the Church's highest decision-making body has complained of this failure. The Provincial Synod meets after every two years and strategy implementation failure reflects in the meetings since there lack documents or reports, (both narrative and financial reports) for presentation to support the undertaking of the process. This is a problem because major financiers like Church Commission for Kenya reduced the funds they used to channel through the Anglican Church of Kenya for purposes of strategic planning, implementation and monitoring (Synod Preparatory Document and Treasurer's Report, 2014). It is for the stated reason that this research sought to analyse the management practices influencing implementation of strategic plan in ACK Head Office in Nairobi City County, Kenya.

### **3. OBJECTIVES OF THE STUDY**

The objective of this study was to analyse the management practices that influence effective implementation of strategic plan in Anglican Church of Kenya Head Office in Nairobi City County, Kenya

This study was guided by the following specific objectives:

- i. To establish how structure of the organisation influences the implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya
- ii. To assess the influence of styles of leadership on implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya
- iii. To analyse the level at which allocation of resources influence implementation of strategic plan in the Anglican Church, Head Office in Nairobi City County, Kenya
- iv. To assess the influence of employee's involvement on the implementation of strategic plan in the Anglican Church Head Office in Nairobi City County, Kenya

### **4. THEORETICAL REVIEW**

This study was guided by four theories; Organizational Structure Theory, Contingency Theory, Resourced based view and Stakeholders Theory as explained as follow.

#### **4.1 Contingency Theory**

The contingency theory of leadership was proposed by the Austrian psychologist Fred Edward Fiedler in his landmark 1964 article, "A Contingency Model of Leadership Effectiveness." This is one of the leadership theories which focus on organizational structures and systems that are contingent on the current organizational environment. Contingency theory is an integration of different school of thought including the classical, behavior and systems approach. The Theory has it that there is no most ideal approach to arrange a firm, to lead an organization, or to decide. Rather, the ideal game-plan is dependent upon the inward and outer circumstances (Lingard, 2012). Contingency theory (Johnsen, 2011) states that perplexing associations utilize execution estimation to lessen vulnerability and for authenticity. Verifiably, contingency theory has tried to detail expansive speculations about the formal structures that are ordinarily connected with or best fit the utilization of various advancements.

The point of view contended that innovations specifically decide contrasts in such hierarchical characteristics as traverse of control, centralization of specialist, and the

formalization of principles and methodology. This theory contends that the most ideal approach to compose relies upon the idea of the earth to which the association must relate. Organisation are open frameworks that need cautious administration to fulfill and adjust inside requirements and adjust to ecological conditions. There is nobody most ideal method for arranging. The suitable frame relies upon the sort of assignment or condition one is managing. Administration should hence be worried, to the exclusion of everything else, with accomplishing arrangements and great fits. Diverse kinds of associations are required in various sorts of situations. In the present investigation, contingency theory is material in accentuating on the administration in execution of technique in the organisation (Lingard, 2012). This theory additionally expresses that individuals who are profoundly energetic are probably going to go for moderate risk, have an inner focal point of control, have a solid drive to exceed expectations and tackle issues. Authority that rouses individuals can be the foundation of generally associations. Individuals with a high requirement for accomplishment excel on the grounds that as people they are makers, they complete things. Supervisors with great administration aptitudes are probably going to impact their areas of expertise and groups towards powerful execution of key designs (Lorange, 2012).

#### **4.2 Stakeholders Theory**

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by Ian Mitroff in his book "Stakeholders of the Organizational Mind, published in 1983 in San Francisco. On the topic of stakeholder theory that exemplify research and theorizing in this area include Donaldson and Preston (1995), Mitchell, Agle, and Wood (1997), Friedman and Miles (2002), and Phillips (2003). Stakeholders' theory looks at the relationship between an association and others in its inward and outer condition (Markiewicz, 2011). It additionally takes a relationship at how these connections influence how the association directs its exercises. Partners can originate from inside or outside of the association. The center thought of stakeholder's theory is that associations that deal with their partner connections adequately will survive longer and perform superior to those associations that don't. Organisation ought to build up certain partner skills. Making a promise to checking partner interests, creating systems to successfully manage partners and their interests, partitioning and ordering interests into sensible sections and attempting guarantee that authoritative capacities address the requirements of partners (Matanda & Ewing, 2012). One normal variant of stakeholder's theory tries to characterize the particular partners of an organization and afterward look at the conditions under which supervisors regard these gatherings as partners. Stakeholders theory is administrative, in that, it prescribes demeanors, structures, attitudes and requires that concurrent consideration be given to the interests of every single honest to goodness partner.

#### **4.3 Resource Based Theory**

The Resource Based View was developed by Bain (1968) and Porter (1985) who are its main proponents. The RBV theory has been used many researchers in the field of strategic management, for example, Ambrosini (2011), Ansoff (2007), and Armstrong and Aosa (2012) among others. The RBV view of the firm is meant to give a firm a competitive advantage over its competitors. According to Pfeffer (2011), resources are inputs into the production process and they can be tangible or intangible. Tangible resources are concrete, tractable, and easy to identify and evaluate. They include the financial and physical assets that are identified and valued in a firm's financial statement, such as capital, factories, machines raw materials, and land. Intangible resources are more difficult to measure, evaluate, and transfer. They include skills, knowledge, relationships, motivation, culture, technology, and competencies. Lev (2011) stated that intangibles are imbedded in physical

assets and in labor leading to considerable interaction between tangible and intangible assets in the creation of value. Lev (2011) further explains that not all are of equal importance or possess potential to be a source of sustainable competitive advantage. Sustainable competitive advantage is based on ownership of a firm's specific resources. It has four attributes which are represented by the acronym VRIN, (Barney, 2011).

The resources have to be valuable (V), be rare (R), must be inimitable (I), and must be non-substitutable (N). Valuable resources can be used to exploit opportunities and or neutralize threats in a firm's environment. Rare resources are those that are limited in supply and not equally represented across the firm's current potential competition. Inimitability refers to the extent to which resources are difficult to replicate by other firms, which may be due to other factors such as social complexity. Non-substitutability of resources implies that one resource cannot be simply replaced (or substituted) by another one, Peteraf and Barney (2013). It is not the resource type as such that matters but how the resource is employed, Peteraf and Bergen (2013). Resources may have a number of different functions, which may enable them to be employed across a number of different conditions. It is upon the managers to determine the most profitable usage for the resources at their disposal.

#### **4.4 Organization Structure Theory**

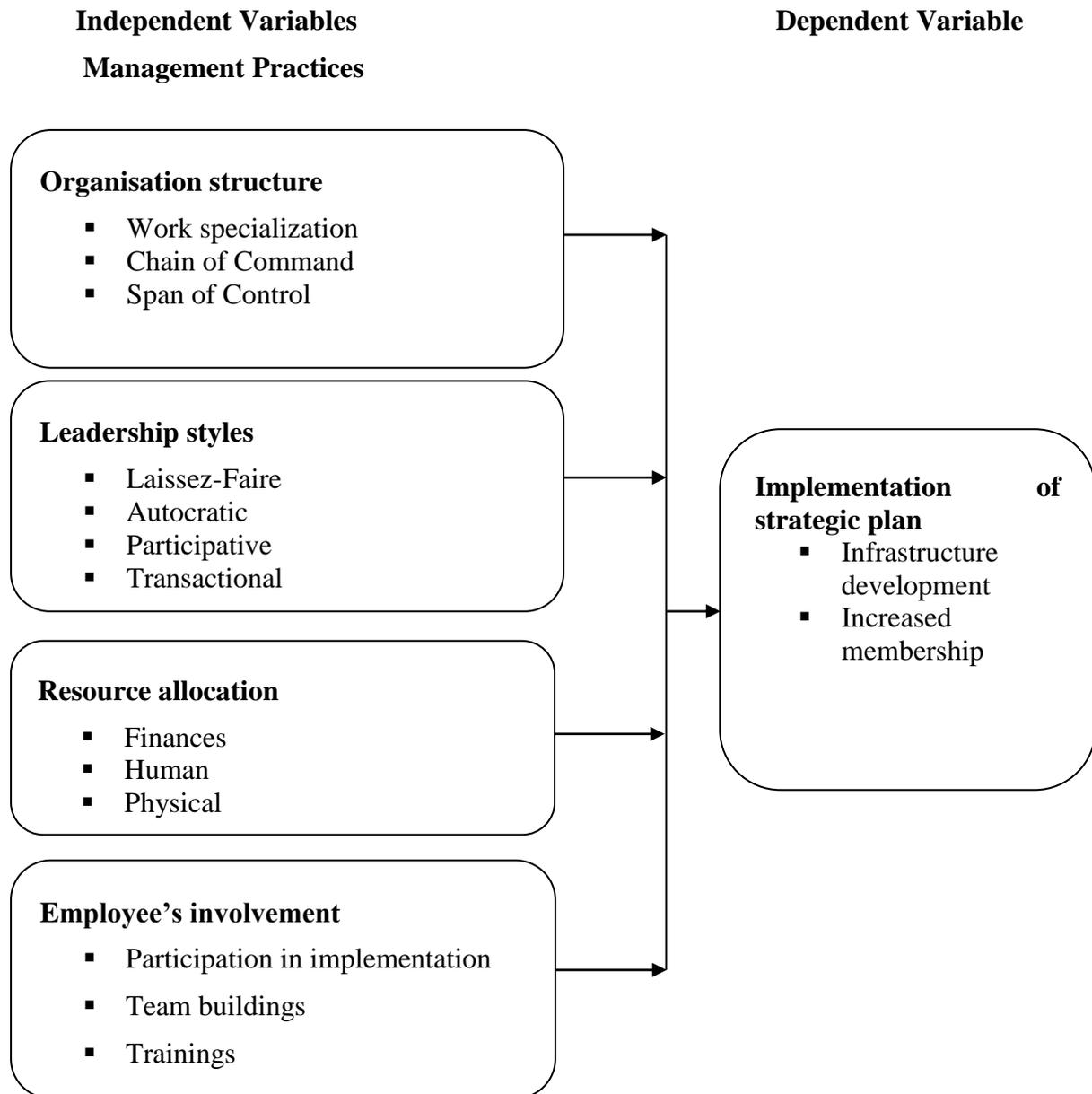
The main proponents of organization structure theories include Taylor, (1947); Weber, (1947) and Fayol, (1949). Taylor presented scientific management concepts, Weber gave the bureaucratic approach, and Fayol developed the administrative theory of the organization. They all contributed significantly to the development of classical organization theory. Up to this point, almost all associations took after Weber's idea of bureaucratic structures. The expanded multifaceted nature of multinational associations made the need of another structure that Drucker called (1974) "government decentralization". In government decentralization, an organization is composed so that there are various autonomous units working at the same time. Every unit has its own administration which, basically, maintains its own particular self-sufficient business.

The project management organizational structure has been used effectively in highly dynamic and technological environments (Kast & Rosenzweig, 2011). The project manager becomes the focal point for information and activities related to a specific project. The goal is to provide effective integration of an organization's resources towards the completion of a specific project. This hypothesis sees authoritative structure as the built up example of connections among the parts of the association (Rosenzweig, 2011). Of specific significance are the examples seeing someone and obligations. These incorporate topics of 1) reconciliation (the way exercises are facilitated), 2) separation (the way errands are isolated), 3) the structure of the various leveled connections (expert frameworks), and 4) the formalized arrangements, methodology, and controls that guide the association (managerial frameworks). The connection between the environment and authoritative structure is particularly critical. organisations are open frameworks and rely upon their condition for help. For the most part, more intricate conditions prompt more noteworthy separation. The pattern in associations is at present far from stable structures to more versatile structures. The preferred standpoint is that associations turn out to be more unique and adaptable. The impediment is that reconciliation and coordination of exercises require additional time and exertion (Forman, 2015).

### **5. CONCEPTUAL FRAMEWORK**

A conceptual framework is a schematic showing the relationship between the study variables. The dependent variable is the Implementation of strategic plan while the independent

variables includes organisation structure, leadership styles, resource allocation and employee’s involvement.



*Figure 2.1: Conceptual Framework*

## 6. RESEARCH METHODOLOGY

The research design that was employed in this research was both descriptive and explanatory research design. The study target population which formed our unit observation was ACK Head Office in Nairobi County. The study unit of observation was made up 5 top management, 20 members of clergy, 35 staff members working in different departments in the head office and 60 church council members representing Church Councils in Nairobi County. The said target population was critical to this study because it gave first-hand information to the researcher. A census survey was employed in this study, which means all the 120 employees at the ACK Head Office were the respondents for the study. A census design was the best in this study based on the population accessibility. One of the major advantages of this design is that all employees have an equal opportunity to express their

views. The study used questionnaire to collect primary data, which consisted of both open-ended and close-ended question. Secondary data was obtained from relevant publications and literature review from ACK Archive and other libraries. The data collection process began by the researcher seeking authorization from the leadership of ACK. Raw data obtained from the study field in raw form is sometimes difficult to analyse, such data must be cleaned, coded and keyed into a computer and analysed (Mugenda & Mugenda, 2012). Data was tabulated and analysed for purpose of clarity, using SPSS Version 21 software. The descriptive statistical tools were used to analyse the collected data. Descriptive statistical tools were used to analyze quantitative data whereby computers software's were used to generate tabulations, percentages, and measures of central tendency.

## 7. RESEARCH FINDINGS

Correlation analysis was done to determine the relationship between the study objectives. On the correlation of the study variable, a Pearson moment correlation was conducted.

**Table 2: Correlation Analysis**

		Implementation of strategic plan	Organization structure	Leadership styles	Resource allocation	Employee's involvement
Implementation of strategic plan	Correlation Coefficient	1.000	.653	.633	.602	.648
	Sig. (1-tailed)	.	.476	.439	.335	.958
	N	116	116	116	116	116
Organization structure	Correlation Coefficient	.653	1.000	.142	.037	.001
	Sig. (1-tailed)	.000	.	.000	.003	.002
	N	116	116	116	116	116
Leadership styles	Correlation Coefficient	.633	.142	1.000	.046	.008
	Sig. (1-tailed)	.002	.001	.	.000	.000
	N	116	116	116	116	116
Resource allocation	Correlation Coefficient	.602	.037	.046	1.000	.124
	Sig. (1-tailed)	.002	.000	.001	.	.002
	N	116	116	116	116	116
Employee's involvement	Correlation Coefficient	.648	.001	.008	.124	1.000
	Sig. (1-tailed)	.000	.001	.003	.000	.
	N	116	116	116	116	116

From the finding in the table above, the study found that there was strong positive correlation coefficient between implementation of strategic plan and organization structure, as shown by correlation factor of 0.653, this relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. The study found strong positive correlation between implementation of strategic plan and leadership styles as shown by correlation coefficient of 0.633, the significant value was 0.002 which is less than 0.05. The study found strong positive correlation between implementation of strategic plan and resource allocation as shown by correlation coefficient of 0.602, this too was also found to be

significant at 0.002 and finally the study found strong positive correlation between implementation of strategic plan and employee's involvement as shown by correlation coefficient of 0.648 at 0.000 levels of confidence.

In this review, a numerous relapse investigation was directed to test the impact among indicator factors. The examination utilized (SPSS V 21.0) to code, enter and process the estimations of the numerous relapses. The model summary is presented in Table 2.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 <sup>a</sup>	.669	.652	.37290

The study used coefficient of determination to evaluate the model fit. The adjusted R<sup>2</sup>, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R<sup>2</sup>) of 0.652 and which implied that 65.2% of the variations in implementation of strategic plan are explained by the independent variables understudy (Organization structure, leadership styles, resource allocation and employee's involvement).

The study further tested the significance of the model by use of Analysis of Variance (ANOVA) technique. The findings are tabulated in Table 3.

**Table 3: Summary of One-Way ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	0.282	3	0.094	11.75	.001 <sup>b</sup>
1	Residual	0.896	112	0.008		
	<b>Total</b>	<b>1.178</b>	<b>115</b>			

Critical value =1.96

From the ANOVA statics, a significance level of 0.1% was established. This means that the information in this study was perfect for making a conclusion on the populace parameters as the estimation of noteworthiness (p-value) was under 5%. The calculated value was greater than the critical value (11.75 > 1.96) an indication that organization structure, leadership styles, resource allocation and employee's involvement have a significant effect on implementation of strategic plan. The significance value was less than 0.05 indicating that the model was significant.

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table below.

**Table 4: Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.176	0.317		0.555	0.002

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Organization structure	0.417	0.096	0.397	4.344	0
Leadership styles	0.596	0.143	0.67	4.168	0.001
Resource allocation	0.569	0.118	0.394	4.822	0
Employee's involvement	0.492	0.122	0.413	4.033	0.003

As per the SPSS generated output as presented in table above, the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ ) becomes:

$$Y = 0.176 + 0.417X_1 + 0.596X_2 + 0.569X_3 + 0.492X_4$$

From the regression model obtained above, a unit increase in organization structure would lead to an increase in implementation of strategic plan by a factor of 0.417; a unit change in leadership styles increase implementation of strategic plan by a factor of 0.596, a unit increase in resource allocation would lead to an increase in implementation of strategic plan by a factor of 0.569 and a unit change in employee's involvement would lead to an increase in implementation of strategic plan by a factor of 0.492 and vice versa. The criteria for comparing whether the predictor variables were significant in the model was through comparing the obtained probability value and  $\alpha=0.05$ . If the probability value was less than  $\alpha$ , then the predictor variable was significant otherwise it wasn't. All the predictor variables were significant in the model as their probability values were less than  $\alpha=0.05$ .

## 8. CONCLUSIONS

The study research on the first objective revealed that the Anglican Church structure plays a role in coordination and supervision of a strategic plan implementation and that, the church structure allows leaders to better evaluate the work of their subordinates. Thus, the study concludes that successful strategy implementation depends largely on the primary organizational structure of the church. On the influence of leadership styles on implementation of strategic plan in the Anglican Church, the study concludes that leadership acts as the catalyst that makes all other organs at church to work together and also that leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions. The study also concludes that lack of adequate resources namely funds, machinery/equipment, human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya. Further financial resources are the major determining factors of strategy implementation processes at Anglican Church of Kenya. Study concludes that employees are aware and own the church strategic plan. Employees are closely involved in progressive implementation of the Church strategy plan. The study also concludes that employee's involvement affects to a greater extent implementation of strategic plan at Anglican Church of Kenya. According to the regression analysis there is a significant relationship between the four independent variable and implementation of strategic plan.

## 9. RECOMMENDATIONS

The study research established that the Anglican Church structure plays a role in coordination and supervision of a strategic plan implementation and hence the structure helps the church to manage change. Thus, the study recommends that direction given by top management in ACK should be adequate, accessible and open to juniors or all staff. The same should be communication to all the stakeholders for effectiveness. Further the study revealed that team leaders shape collective norms and coordinate collective action in the church. Effective

leadership styles facilitate smooth implementation of strategic plan at Anglican Church of Kenya. Thus, the study recommends that the church leadership should be visionary and create enabling environments for smooth implementation of strategic goal. The study also recommends that top leadership in church must emphasize the various interfaces within the organization.

The study established that overprotection of resources and lack of sufficient knowledge prohibits effective resource allocation. Thus, the study recommends that the church leadership should seek to acquire more skills and knowledge to be able to allocate financial resources appropriately for better strategy implementation. With regards to employee's involvement the study research revealed that Anglican Church of Kenya empowers employees to be more autonomous, which greatly improves morale towards strategy plan implementation. The church cultivates innovation/creativity and participatory culture through employee motivation, involvement and training. Church leadership should recruit human resources who have diverse skills that for effective implementation of strategic plan. According to regression analysis, there is significant relationship between the four independent variables and the implementation of strategic plan and therefore further research need to be undertaken to establish how other factors like organizational politics, general political atmosphere and information technology affect implementation of strategic plan.

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