

**EFFECT OF STRATEGIC PLANNING ON IMPLEMENTATION OF
GOVERNMENT FUNDED PROJECTS IN STATE
CORPORATIONS IN KENYA: A CASE OF
KENYA PORTS AUTHORITY**

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DECLARATION AND APPROVAL

Student's Declaration

This submission represents my unique contribution and had not been submitted for a degree or any other accolade at a different university.

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ABSTRACT

The strategic planning process provided a structured approach aimed at developing and executing a comprehensive strategic business plan. This study aimed to examine the impact of strategic planning on the implementation of government-funded projects at the Kenya Ports Authority. Specifically, it sought to determine the effects of organizational culture, organizational structure, and corporate leadership on project implementation. Additionally, it investigated the extent to which financial resources influenced the implementation of government-funded projects at the Kenya Ports Authority. The study was grounded in the industrial organization theory, resource-based view, synoptic theory of strategic planning, and systems theory. A descriptive research design was employed, targeting a population of 1,210 management staff at the Kenya Ports Authority's Mombasa headquarters. The Slovin's Formula was applied to determine the sample size, while a stratified random sampling method was employed to select 300 participants from the total population. The study incorporated both primary and secondary sources of data. Semi-structured questionnaires were used for primary data collection, generating quantitative data from closed-ended questions and qualitative data from open-ended questions. Quantitative data underwent analysis employing both descriptive and inferential statistical methods. Descriptive statistics involved the examination of data through percentages, mean, and standard deviation, while inferential statistics utilized Pearson's product moment correlation (r) and multiple regression analysis to assess hypotheses at a 95% confidence level. Reliability was assessed using Cronbach's alpha coefficient. Objectives were scrutinized using mean and standard deviation, while the impact of strategic planning on project implementation of government funded project in KPA was analyzed through regression analysis. All independent variables (IVs) demonstrated a statistically significant influence on efficiency. Specifically, Organization Culture ($p=0.12$), Organization Structure ($p=0.001$), corporate Leadership ($p=0.000$), and Financial Resource ($p=0.004$) were found to significantly impact project implementation. The findings underscored the significant influence of strategic planning on implementation of government funded project in KPA. Consequently, the management of the corporation should strategically leverage both internal and external aspects of strategic planning to substantially enhance project implementation.

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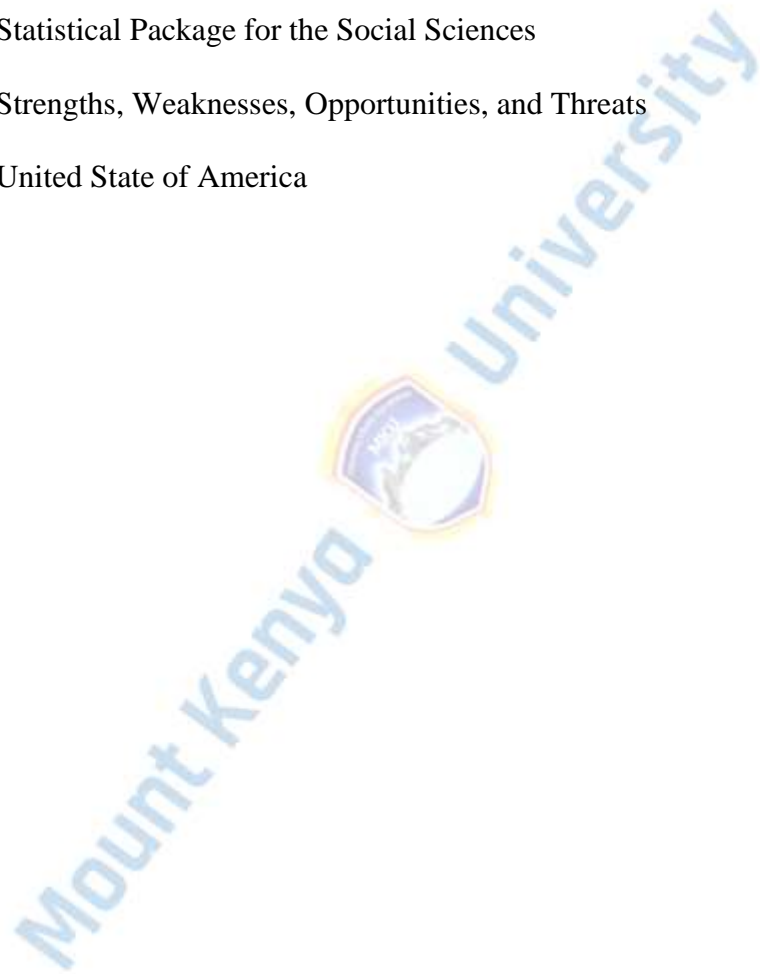
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ABBREVIATION AND ACRONYMS

GPRA:	Government Performance and Results Act
HQ:	Headquarters
KPA:	Kenya Ports Authority
KPIs	Performance Indicators
NACOSTI:	National Commission for Science, Technology and Innovation
SPSS:	Statistical Package for the Social Sciences
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
USA:	United State of America



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The process of strategic planning was essential for moving an organization towards the achievement of its objectives, which includes fulfilling its mission and realizing its vision. It represented the practical realization of strategic intentions (MacLennan, 2019).

While crafting an innovative and distinctive strategy was often seen as critical to a firm's success, the effectiveness of implementing such a strategy was equally important. The high rate of failure in strategic planning suggested a need for greater emphasis on this phase by executives. Challenges in strategy execution were multi-dimensional and can be attributed to various factors, such as leadership styles, the availability and accuracy of information, levels of uncertainty, the organizational structure, culture, human resources, and technological capabilities. Despite a general agreement on the influence of these factors, their specific impacts and the extent to which they affected strategic planning differ significantly (Rajasekar, 2018).

Leadership style was crucial as it influenced the organization's approach to strategy execution, affecting how strategic directions were communicated and embraced across different levels of the organization. Effective leadership fostered a culture of openness, adaptability, and clear communication, which was vital for the successful implementation of strategies (MacLennan, 2019). The role of information in strategic planning could not be understated; accurate and timely information was fundamental for informed decision-making and strategic alignment. Furthermore, the ability of an organization to adapt to uncertainty—both internal and external—was a critical factor in the successful execution of strategies (Rajasekar, 2018). Organizational structure directly impacted the efficiency of operations and the flow of information, playing a key role in

the execution of strategic plans. The culture of an organization, reflecting its values, beliefs, and behaviors, significantly influenced the motivation and engagement of employees in strategic initiatives. The availability of skilled human resources ensured that the organization had the necessary talent to execute its strategies effectively. Lastly, technology served as a facilitator for strategy implementation, offering tools and platforms that enhance organizational capabilities and process efficiencies. Addressing these aspects thoughtfully and systematically was indispensable for achieving strategic goals and ensuring the long-term success of an organization.

Hrebina (2018) highlighted the significant challenges faced during the execution or implementation of strategies, pointing out that the process was fraught with numerous obstacles. These included the necessity to involve a broader range of personnel in the execution phase compared to the planning stage, the extended timelines required for implementing strategies which increased the likelihood of shifts in competitive dynamics, and the myriad of factors that potentially impacted the execution's effectiveness. Addressing these variables was critical to achieving the desired outcomes. Furthermore, the importance of strategic planning was increasingly recognized by top management, with a growing understanding that developing capabilities in this area was crucial for maintaining a competitive edge in the market (Verweire, 2020). This perspective underscored the dual challenge of navigating the inherent difficulties of strategy execution while acknowledging its central role in sustaining competitive advantage.

Companies often faced considerable challenges in translating their strategic vision into tangible actions and outcomes. Crafting a cohesive strategy presented a substantial challenge for any management team. Yet, the task of embedding this strategy within the organizational fabric, ensuring its implementation across various levels, was even more

daunting (Verweire, 2020). Robinson (2019) emphasized the necessity of addressing several key factors to guarantee the effective execution of a chosen strategy. A fundamental aspect of this process was ensuring comprehensive understanding of the strategy and its associated actions by all employees, regardless of their position within the organization. To support employees in executing their responsibilities effectively, it was crucial to provide them with performance indicators. These indicators served as early-warning systems, alerting to deviations from strategic objectives, thus enabling timely corrective measures to avert potential crises. This approach underscored the importance of clarity, communication, and feedback mechanisms in the successful implementation of strategic initiatives.

Daft (2018) noted that while many managers were confident in their strategic choices for achieving competitive advantage, there was a prevalent concern regarding their capacity to effectively implement these strategies. To navigate the complexities of implementation, managers were encouraged to embrace a global perspective, acknowledging the diverse challenges that arose across different contexts. Essential to this process was the development of flexibility and openness as critical leadership competencies. Additionally, fostering a corporate culture that was not only cohesive but also strategically aligned and performance-oriented was vital. In the face of volatile market conditions, managers were also urged to prioritize innovation, leveraging advancements in internet and information technology. This approach underscored the necessity for adaptability and proactive engagement with emerging tools and methodologies to ensure the successful realization of strategic plans.

Horvits (2019) articulated that strategic planning was a universally adopted concept, practiced at international, regional, and local levels. The Harvard Business School stood as a prime example of strategic planning on a global scale. Its policy model, which had

been imparted to its students for generations, included the development of the SWOT analysis. This analytical tool assessed an organization's strengths, weaknesses, opportunities, and threats, demonstrating the model's comprehensive approach to strategic planning. This practice had become a foundational management tool across various industries in sub-Saharan Africa and was prevalent in both the private sector of developed and developing nations globally. Additionally, the public sector had progressively adopted strategic planning, driven by reformers' ambition to manage government operations with business-like efficiency. This shift signified the broadening scope and acceptance of strategic planning as a critical component of organizational management and development.

Oregon and Texas were recognized as trailblazers in the United States for adopting strategic methodologies in public sector planning, particularly following the enactment of the Government Performance and Results Act (GPRA) in 1993. Under this legislation, all federal states in the USA were mandated to create a strategic plan. Such a plan was comprehensive, including a mission statement, goals that were outcome-oriented, a detailed description of the strategies to achieve these goals, the necessary resources, and how these objectives were connected to performance plans. Additionally, the strategic plan outlined external factors that could impact the evaluation schedule of the program's objectives. The GPRA also obligated all federal agencies to draft an annual performance plan and to submit an annual performance report each year. This requirement facilitated the comparison between actual performance and planned targets, thereby ensuring accountability and fostering a culture of transparency and continuous improvement within the federal government (Arabia, 2017).

In the realm of strategic planning implementation, the product-market growth strategy outlined by Igor and Soff (2019) served as a fundamental tool for international

corporations. This approach, often referred to as the product portfolio model or matrix, focuses on the dynamic relationship between market share and market growth. Its application was particularly prevalent among organizations in developed countries. Furthermore, the Business Strategy model, famously known as Porter's Five Forces analysis, was conceptualized by Michael Porter. This model comprised five critical components: the bargaining power of suppliers, the bargaining power of customers, the threat of new entrants, the threat of substitute products or services, and the competitive rivalry within the industry. These elements collectively provided a framework for evaluating the competitive landscape and strategic positioning within an industry (Williams, 2019). This analytical model had become a cornerstone in strategic planning, offering valuable insights into the external factors that impact a company's ability to achieve a competitive advantage.

Regionally, research into the interplay between organizational structure and strategy implementation within the telecommunications sector in Nigeria by Akpan and Waribugo (2021) concluded that a specialized structure enhances the execution of strategic initiatives. Conversely, a centralized organizational structure was found to negatively impact strategy implementation in these firms. This finding underscored the importance of organizational design in facilitating or hindering strategic goals.

In a related study, Aseffa (2020) explored the dynamics of strategy management culture within the Ethiopian Sugar Corporation. The investigation identified five critical elements essential for the effective implementation of strategies: human resources, leadership, technology, organizational structure, and information systems. These components were pivotal in creating a conducive environment for strategy execution, highlighting the multifaceted nature of successful strategic implementation. Together, these studies offered valuable insights into the factors that contribute to or detract from

the successful implementation of strategies in different regional contexts, underscoring the importance of organizational characteristics in achieving strategic objectives.

At a local level, Mungai (2021) identified key elements that significantly influence the execution of strategic plans within organizations: resource allocation, organizational structure, and communication. Mungai emphasized the critical need for organizations to allocate more resources towards the implementation phase of strategic plans to ensure their success. Moreover, there was a call for increased government budgetary support for enterprises to enhance their financial capabilities for executing these strategies. The study also highlighted the importance of revisiting and potentially redesigning existing organizational structures to better support strategy implementation. Such structural adjustments aimed to align organizational capabilities with strategic objectives more effectively. Furthermore, Mungai pointed out the necessity of improving communication channels within organizations. A concerted effort to keep all employees informed about the progress of strategy implementation phases was crucial. This included the training of staff on the specifics of the strategic plans, ensuring they understood both the content and the process of implementation. Such an approach not only fostered a well-informed workforce but also contributed to more effective and efficient service delivery in the long term (Mungai, 2021). This research underscored the multifaceted approach required to tackle the challenges of strategic plan implementation, highlighting resource management, organizational design, and communication as pivotal areas of focus.

1.1.1 Strategic Planning.

The strategic planning process was a structured series of actions aimed at the formulation and realization of a comprehensive strategic business plan. This process incorporated quality control measures at various stages to identify and rectify errors as early as

possible. Additionally, it included specific steps designed to enhance organizational involvement and contributions. The ultimate goal of all these activities was to align with and fulfill the strategic intent of the business, which reflected the company's long-term goals and aspirations (Boar, 2018). Michael Cowley and Ellen Dumb (2017) further elucidated that strategic planning involves identifying the critical objectives an organization aimed to accomplish and devising strategies to achieve them. The primary objective of strategic planning was to set a course for the organization that enhanced its chances of sustained success and growth, ensuring its survival and prosperity in the long term. This perspective underscored the importance of strategic planning as a tool for guiding organizational direction and decision-making, aiming for a successful future.

Strategic planning was crucial as it offered a thorough framework for undertaking all necessary actions and sub-actions, from evaluation to strategy formulation and implementation, ensuring a holistic approach. It fostered unity among planners by harmonizing different viewpoints. The need for such a methodical approach stemmed from the irreversible nature of commitments, the challenge of achieving organizational coherence, the duration required to develop and maintain distinct sustainable benefits, the efforts needed to maximize leverage, and the complexities involved in directing organizational transformation. This process resulted in the formulation of a deliberate and clear strategy, as opposed to strategies that arise spontaneously and were implicit.

Strategy implementation served as the crucial bridge between strategic planning and the realization of outcomes, transforming strategic goals into actionable objectives and tangible results (Pearce and Robinson, 2019). This process involved converting long-term strategic directions into short-term actionable strategies and daily operational tasks, ensuring that the overarching aimed of the organization were reflected at every level of operation. The success of strategy implementation hinged on achieving alignment among

various critical elements, which were broadly classified into structural and process-oriented components.

Chandler (2020) discussed the importance of these elements in facilitating effective strategy implementation. The structural elements referred to the organization's configuration, illustrating the relationships among different parts of the company. This structural framework was essential for defining how tasks were coordinated and executed, and it influenced the flow of information, decision-making processes, and resource allocation within the organization. Understanding and optimizing the structure of an organization were key steps in ensuring that strategic goals were achievable and aligned with the company's operational capabilities and resources.

The process elements critical to strategy implementation encompass leadership, culture, resources, and various administrative processes. These components played a vital role in how effectively a strategy was executed within an organization. The alignment between a company's structure and its chosen strategy was essential for successful implementation. In cases where there was a mismatch or incongruence between the structure and the strategy, adjustments were necessary to either one or both to ensure alignment and effectiveness in achieving strategic goals. Chandler (2020) emphasized the pivotal relationship between structure and strategy with the assertion that "structure follows strategy." This principle suggested that organizational structure should be designed and adjusted based on the strategic objectives and directions chosen by the organization. While Chandler's viewpoint was widely supported, indicating that the structure was adapted to facilitate strategic ambitions, there was also evidence suggesting that in certain contexts, the structure itself can influence the choice and adaptation of strategy. This reciprocal relationship highlighted the dynamic interplay between structure and strategy, underlining the need for a flexible and responsive approach in

organizational design and strategic planning to ensure that both were mutually supportive and conducive to achieving the desired outcomes.

1.1.2 Strategic Planning and Implementation in the Public Sector.

Johnson and Scholes (2020) asserted that the principles of strategy and strategic management hold equal significance in both the public and private sectors. The public sector's environment, however, presented unique challenges that have not been fully understood, according to Edwards (2022). This environment was inherently more volatile and less predictable than its private sector counterpart, primarily due to the substantial influence of socio-political factors. Edwards pointed out that public organizations face a multitude of goals that were often vague and closely tied to shifting conditions. These goals also rapidly changed in priority based on the fluctuating opinions of the public and lawmakers. Such constraints prevented public sector managers from effectively optimizing organizational performance towards a clear set of objectives. This complexity in managing strategic direction and priorities contributed to difficulties in executing strategies effectively within public sector entities.

The imperative for sustained economic growth, which was essential for generating wealth and creating jobs, necessitates a significant transformation of the public service. It became more targeted, efficient, and responsive to the needs of the populace. There was a crucial need for an overhaul in the mandate, structure, and operational processes of the public service to boost its productivity, thereby enabling it to contribute more effectively to national development. By streamlining the public service to focus on executing its core functions and policy objectives efficiently and making better use of resources, it was in a stronger position to support Kenya's economic advancement. This

approach emphasized the importance of a lean public service structure that aligned closely with strategic development goals.

1.1.3 Kenya Ports Authority

The Kenya Ports Authority, a key revenue generator for the nation and a crucial hub for the entry and exit of cargo freight for many years, faced challenges in maintaining efficiency in its operations. Despite its significant role in the transport sector and the presence of strategic plans, the Authority struggled to stay competitive. The inefficiency at KPA was attributed to a failure to follow through on main strategic priorities, underscoring the need for robust strategic leadership. Research indicated that the implementation of strategic leadership measures could lead to the introduction of policies aimed at revitalizing KPA and achieving its objectives. Furthermore, as part of the country's Big Four Agenda, the Kenya Ports Authority had made strides towards operational efficiency, demonstrating the impact of focused government initiatives on its performance.

Aligned with the 2030 Vision, which aimed to transition the country into a globally competitive and prosperous middle-income economy through enhanced living standards, improved healthcare access, and better infrastructure, the Kenya Ports Authority (KPA) was integral to the economic and infrastructure pillar of this agenda. This vision identified the growth of infrastructure and transportation as key drivers for advancing sectors deemed critical for development. KPA occupied a strategic position in facilitating seaborne trade, not just for Kenya but also for landlocked nations such as Uganda, Rwanda, the Democratic Republic of Congo, South Sudan, Burundi, Ethiopia, Somalia, and Northern Tanzania. It was instrumental in handling over 30 percent of the annual cargo throughput at the Port of Mombasa, thus significantly contributing to the maritime sector's growth.

The Port of Mombasa was a vital source of direct employment within the maritime field and played a significant role in creating indirect and induced job opportunities along the industry's supply chain. Through strategic leadership and effective strategy implementation, KPA was poised to continue contributing to job creation and enhancing living standards in Kenya, aligning with the broader objectives of the country's development agenda.

1.2 Statement of the Problem

Pella et al. (2019) highlighted that a company's successful strategy execution hinged on its capability to navigate through the challenges that impeded effective implementation. While devising a coherent strategy posed a considerable challenge for any management team, Hrebiniak (2018) emphasized that the actual execution of this strategy across the organization was an even more daunting task. The transition from strategic planning to organizational action was influenced by a complex array of factors, making strategy implementation a nuanced art rather than a precise science, as noted by Noble (2019). This observation underscored the fragmented and eclectic nature of research in this field. Therefore, it was not uncommon for organizations to encounter significant hurdles in the implementation phase, even after a thorough strategy or a single strategic decision had been crafted.

Laan and Yap (2021) identified in their book that the rate of strategy implementation failures, or cases where implementations did not fulfill the expectations set by their business cases, surpasses 70%. This statistic underscored a significant gap in the research, which had sparingly addressed the factors influencing the execution of strategic plans. For instance, Rajasekar's (2018) research shed light on the elements that impacted the effectiveness of strategy implementation within the service industry. A key insight from this study was the assertion that the process of strategy implementation could not

be examined in isolation; it considered the specificities of the national, industrial, and organizational contexts, including culture and environment.

Further exploring the theme of effective execution, Speculand (2020) delved into the necessity of closing the gap in strategy implementation skills. His research emphasized that successful leaders were those who possessed not only the acumen to develop an appropriate strategy but also the competencies required for its effective implementation. These findings highlighted the critical need for a comprehensive understanding of both the strategic formulation and the practical, contextual challenges of implementation to ensure organizational success.

Teressa, Kenneth, and Mwamisha (2021) conducted a focused study on the elements influencing the successful implementation of strategic plans within non-governmental organizations in Kenya, shedding light on the specific challenges and considerations in this sector. Similarly, Maxwell, Kepha, and Joseph (2019) honed in on the factors that impact the effective execution of strategies aimed at achieving Millennium Development Goal 5, particularly among international reproductive health NGOs in Kenya. Their work emphasized the critical role of strategic implementation in the success of NGOs' missions and objectives.

Messah and Paul (2019) ventured into the academic domain, investigating the dynamics affecting the execution of strategic plans in governmental tertiary institutions. This research provided insights into the complexities and unique challenges faced by educational institutions in aligning their strategic objectives with operational realities. Building on this foundation, an upcoming study aimed to delve into the Kenya Ports Authority's approach to developing and executing strategic plans, as well as establishing related performance metrics. This research intended to uncover the potential misalignment between the strategic goals of the Kenya Ports Authority and the practical

steps taken to translate these objectives into actionable measures that enhance the effectiveness of strategy implementation. Such a study offered valuable perspectives on bridging the gap between strategic intent and execution, contributing to the broader discourse on strategic management within public sector entities.

1.3 Purpose of the Study

The purpose of this study was to investigate the effect of strategic planning on implementation of government funded projects at Kenya Ports Authority.

1.4 Specific Objectives

The study was set to realize the following objectives:

- i. To establish the effect of organizational culture on the implementation of government funded projects at Kenya Ports Authority.
- ii. To determine the effect of organizational structure on the implementation of government funded projects at Kenya Ports Authority.
- iii. To analyze the influence of corporate leadership on the implementation of government funded projects at Kenya Ports Authority.
- iv. To establish the extent to which financial resources influence the implementation of government funded projects at Kenya Ports Authority.

1.5 Research Questions

- i. What was the effect of organizational culture on the implementation of government funded projects at Kenya Ports Authority?
- ii. What was the effect of organizational structure on the implementation of government funded projects at Kenya Ports Authority?
- iii. What influence did the corporate leadership on the implementation of government funded projects at Kenya Ports Authority?

- iv. To what extent did financial resources influence the implementation of government funded projects at Kenya Ports Authority?

1.6 Significance of the Study

This investigation provided invaluable insights for policymakers, particularly within the Kenyan government, illuminating the critical need for adaptability and commitment to strategic change within public organizations. It underscored a common reticence among public officials to initiate changes that disturbed the established order, even in the face of organizational inefficiencies or challenges. By highlighting the importance of steadfastness and dedication to implementing new operational methods, this study advocated for a dynamic approach to managing public entities.

The research emphasized that real progress post-strategy formulation was contingent upon continuous performance monitoring, progress evaluation, and the effective mentorship of strategy implementation teams. Such processes were pivotal to realizing the envisioned goals, suggesting that a systematic and engaged approach to strategy execution significantly influenced the outcome of strategic initiatives.

Moreover, the study was poised to serve as a foundational resource for future scholars and researchers, offering a platform from which to explore new research avenues within the realm of strategic management and implementation. It aimed to be a purposeful repository of knowledge, potentially safeguarding against the misattribution of responsibility for past decisions or actions, and enhancing the reputation of involved entities by documenting their efforts and adaptations in the face of change. This contribution to academic and practical knowledge in strategic management was envisioned to foster a culture of continuous improvement and innovation in public sector management and beyond.

1.7 Scope of the Study

The study was limited to analysis of the effectiveness of strategic planning on implementation of government funded projects influence the implementation of government funded projects and the focus was at Kenya Ports Authority in Mombasa County. The specific factors that were identified as influencing the execution of strategic goals were the company's culture, structure, leadership, and financial resources.

1.8 Limitations of the Study

In order to keep the data valid and reliable, the researcher ran into certain problems with the sample size and the research methodology. Participants was not keen to unpack full information owing to the sensitive nature of financial information. To deal with this challenge, the researcher enlightened the respondent about the aim of the research which was for education purposes.

The researcher was restricted by unwillingness of some of respondents to attend surveys at the appointed time and some might not attend to them at all. This reduced the number of respondents who answered the questions. However, the participants were updated about the potential benefits of the research to them as well as to the researcher. The researcher also encountered some challenges when collecting the data from the respondents considering the area of study was busy.

1.9 Delimitations

To overcome the challenges, the researcher explained to the respondents the reasons as to why they should cooperate and answer the questions. One being that the investigation was for learning only. The researcher also overcame the limitations by guaranteeing the respondents that their names was kept unidentified and that the information given was handled with maximum concealment and dedicated for educational only.

1.10 Assumptions of the Study

The assumption of this research was as follows;

The participants were anticipated to contribute in offering the preferred evidence in lieu of the research, besides that, they were honest, authentic as well as impartial to the surveys particularly after being certain that the evidence was used for academic drive.

The depiction of the real condition with reverence to the query being inquired was what the respondents had.



1.11 Operational Definition of Key Terms

- Strategic Plan:** A strategic plan outlining the methods by which a company aimed to achieve predetermined goals.
- Strategy Implementation:** A methodical approach used to convert a planned business strategy into desired outcomes.
- Organizational Culture:** A unique set of principles, standards, convictions, and perceptions embraced by individuals and groups within a company, guiding their interactions amongst themselves and with external stakeholders.
- Organizational Structure:** The structured distribution of roles within an organization that outlines the allocation of authority and duties towards the fulfillment of a collective objective.
- Corporate Leadership:** The capacity of an organization to guide its employees towards a specific goal through effective leadership.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The goal of this section was to assess works that were relevant to the reviewed topic. Included in this section were discussions of the study's theoretical framework, empirical literature, and a brief overview of the research.

2.2 Theoretical Framework

Following these hypotheses, the research was conducted: In order to determine the impact of both independent and dependent factors, systems theory, the resource-based view, industrial organization theory, and the synoptic theory of strategic planning.

2.2.1 Industrial Organization Theory

This analytical model, devised by scholars in the field of strategic marketing, underscored the pivotal role that the architecture of an industry plays in steering a firm's success. The seminal works of Bain (1959) and Porter (1980) were foundational in this regard, illuminating how the structural elements of sectors critically influence corporate outcomes. Porter's introduction of the Five Forces framework in 1980 revolutionized the approach to assessing competitive dynamics at the industry level. This model delineated five primary forces that govern the competitive landscape and, by extension, the potential for profitability within an industry. The premise of Porter's theory was that the degree to which these forces exerted pressure on a company's competitive environment directly correlates with their significance in strategic decision-making processes (Porter, 1980).

Beyond the structural considerations, Porter's framework also brought to the fore the significance of leadership style, the prevailing organizational culture, and the level of managerial expertise as determinants of strategic formulation and implementation. According to Spanos and Lioukas (2020), these factors were integral to understanding

the nuances of strategy creation and execution within any entity. The leadership approach adopted by an organization profoundly influenced its strategic direction, while the culture within the organization can either facilitate or hinder the implementation of these strategies. Similarly, the expertise and skills of the management team were crucial in navigating the complexities of strategic execution, ensuring that plans were not only devised but also effectively operationalized.

The integration of Porter's Five Forces with the internal dynamics of leadership style, organizational culture, and management expertise offered a holistic lens through which to examine strategic planning and implementation. This dual focus on external competitive forces and internal organizational capabilities provided a comprehensive framework for analyzing the multifaceted influences on strategic success. The relevance of this theoretical perspective lied in its ability to elucidate the interconnectedness between the formulation of strategic plans and the myriad forces and factors, both external and internal to the organization, that shape their execution (Porter, 1980; Spanos & Lioukas, 2020).

2.2.2 The Resource-Based View

According to this theoretical perspective, a firm's competitive advantage is largely determined by its distinctive collection of resources (Barney, 1991; Grant, 1991). Grant (1991) further classified these resources and capabilities, which are among the five key variables examined in this study. The function of resources in the strategic planning process was conceptualized as the accumulation of assets (Amit & Schoemaker, 2013), while capabilities were described as the firm's adeptness in utilizing and harmonizing these assets to gain a competitive edge.

Lynch and Baines (2013) advocated for adopting the resource-based view (RBV) as a strategic framework in the manufacturing sector, highlighting its relevance in both

devising and executing strategic endeavors. This approach emphasized the importance of a firm's internal resources and capabilities in strategy formulation and implementation. Teece, Pisano, and Shuen (2019) further proposed that an integrated approach, combining insights from both the Industrial Organization framework and the RBV, offered a more comprehensive methodology for strategy development and implementation. Despite their differing viewpoints, integrating these theories provided a thorough comprehension of the factors influencing strategic outcomes in manufacturing industries.

The integration of various theoretical perspectives proved invaluable in investigating the influence of organizational culture, structure, leadership, and financial resources on strategic plan execution within manufacturing contexts. The RBV, notably, emphasized the pivotal role of resource availability in enabling the efficient implementation of strategic plans. It elucidated a direct connection between possessing financial resources and effectively carrying out strategic initiatives, thereby addressing the central research question concerning the impact of resource availability on strategic implementation processes in manufacturing industries.

In essence, this theoretical foundation offered a nuanced understanding of how various organizational and strategic factors, including culture, structure, leadership, and resource allocation, converge to influence strategic plan implementation. By recognizing the inherent value of a firm's resources and capabilities, alongside the structural and cultural dynamics, this framework equipped researchers and practitioners alike with the necessary insights to navigate the complexities of strategy execution in the competitive landscape of manufacturing industries.

2.2.3 Synoptic Theory of Strategic Planning

In 1979, Hudson first proposed the Synoptic Theory as a framework for strategic planning closely with the principles of the rational planning model. This theory encapsulated four fundamental stages: setting objectives, generating alternative strategies, evaluating these strategies against set goals, and implementing chosen strategies. Over time, the strategic planning process had been refined and expanded upon by scholars such as Bryson (2019) and Nutt & Backoff (1992), who emphasized the significance of interaction, dialogue, and collective learning within the planning process. This evolved approach to strategic planning encompassed a broad range of activities including mission and value clarification, future visioning, external and internal analysis, goal and objective formulation, strategic issue identification, strategy development and assessment, and action planning. The Synoptic Theory, particularly in the context of educational institutions, focused on the content of strategic plans, as well as the processes of involvement, participation, and approach (Toft, 1989). Despite the comprehensive nature of this theory, the critical challenge it identified was the effective implementation of these strategic plans.

Mintzberg (1994) had been a prominent critic of traditional strategic planning, arguing that such planning often lacked a tangible connection to performance measurement and resource allocation within organizations. From Mintzberg's perspective, the disconnect between planning and actual performance outcomes underscored a fundamental flaw in the synoptic approach to strategic planning. According to the Synoptic Theory, the essence of strategic planning lied in the thorough analysis of current decision-making options, guided by available data and a forward-looking assessment of potential impacts and outcomes. This theory advocated for a strategic planning process that was deeply

analytical, focusing on the anticipation of future challenges and opportunities, with an aim to leverage organizational strengths and mitigate weaknesses.

In summary, the Synoptic Theory of strategic planning presented a structured, rational approach to decision-making and strategy implementation, emphasizing the importance of comprehensive analysis, stakeholder engagement, and adaptive learning in the planning process. However, the critique by Mintzberg highlighted the necessity for integrating strategic planning with practical mechanisms for performance evaluation and resource management, ensuring that strategic plans were not only conceived in a thoughtful manner but were also actionable and aligned with organizational capabilities and market realities.

2.2.4 Systems Theory

Systems theorists would have us believe that strategic planning forward-looking and long-term orientation. However, it often veered towards a short-term, reactive approach, prioritizing immediate financial gains over sustainable value creation for shareholders in the long run (Senge, 1990). Systems theory conceptualized organizations as living organisms, interconnected with and reliant upon both their internal components and the broader external environment for sustenance and success (Ansoff et al., 1998). This holistic viewpoint emphasized the interdependence of organizational units and the critical role of the external milieu in providing essential resources and opportunities necessary for the organization's continuity and goal achievement.

The theory underlined the importance of cultivating visions that resonated across the organization, rather than visions that were solely crafted by the upper echelons of management. Senge (1990) argued that strategic leadership should focus on establishing goals that foster collective commitment, thereby cultivating a shared vision within the organization. The essence of such a vision lied in its ability to inspire and reflect the

personal stake of every member of the organization, ensuring that the strategic direction embodies a sense of ownership across all levels.

A paradigmatic example of strategic planning from a systems theory viewpoint was Interactive Planning. Unlike conventional strategic planning methodologies, which often relied on forecasting and preparing for a preconceived future, Interactive Planning was predicated on the notion that the future could be creatively designed (Hill & Jones, 2013). This approach adopted a hypothetical scenario where the organization was envisaged as being completely rebuilt from scratch, thereby allowing for the conceptualization of an ideal system. Key to Interactive Planning was the democratization of the planning process, enabling every employee to participate in decision-making processes that impacted their roles. This inclusive approach was facilitated through a network of interconnected boards, comprising managers, their superiors, and subordinates. These boards played a pivotal role in shaping the organization's vision, developing guiding policies, ensuring the integration of activities and policies across different levels, fostering horizontal coordination, and evaluating managerial performance (Hrebiniak, 2018).

Interactive Planning's distinctive attributes encompassing comprehensive involvement, policy formulation, cross-level integration, horizontal coordination, and performance evaluation underscored the systems theory's emphasis on organizational interconnectedness and the significance of a participative, forward-thinking approach to strategic planning. This perspective championed the idea that a truly effective strategic vision and planning process had to be collectively shaped, actively engaging the diverse insights and energies of the entire organization.

2.3 Empirical Literature Review

This portion of the research analyses the previously published works that are pertinent to the present investigation. done by the various scholars.

2.3.1 Organizational Culture and Project Implementation

Studies in sociology, anthropology, and social psychology had been primarily responsible for the development of the idea of culture (Schroander, 2019). These studies focused on the examination of distinctions between different nations and ethnic groups. The term "culture" referred to the patterns of behavior that contributed to the formation of a long-lasting template that allowed for the transmission of ideas and images from one generation to the next or from one group to another. There were three components that made up culture. To begin, there was the transfer of behavior as the first component. There is zero evidence that this occurrence was caused by genes. According to Schroander (2019), it happened because of the group's social interactions.

One way to think about culture was as a component of the overall strategy of a company. On account of this, it was a stealth weapon. It was possible for its returns on investment to be rather outstanding. These returns occurred as a consequence of factors such as employee loyalty and organizational continuity, service to individuals who were not affiliated with the business, enhanced productivity, and a selfless mindset toward people who were employed by the organization. It had the potential to assist in the establishment of expectations, the cultivation of trust, the facilitation of communication, and the reduction of ambiguity in relationships between individuals. Because of this, it had the potential to contribute to results that were more productive (Heskett, 2022). Traditionally, the culture of an organization was considered to be an asset of the firm, but it was not considered to be an essential strategic resource. Because neither the

existence nor the nature of the effect of culture on performance was clearly defined, this was the case (Miroshnik, 2019).

The many parts of a culture, as proposed by the culture pattern theory, usually coalesced into a relatively stable and harmonious whole. That is why any cultural template could be both flexible and long-lasting. Thirdly, there was the idea that culturally connected ideas and images acted as a guide for what was deemed proper conduct. Organizational theorists originally used the metaphor of culture to study organizations as spaces where people created and expressed meaning via social interactions. As the term "culture" entered common use, more and more scholars began to use it as a variable, not a root metaphor. To rephrase, the idea that culture is something an organization possesses rather than something it actively creates was held (Schaap, 2021).

The concept of culture as an internal variable within organizations has its roots in organization development literature, with references dating back to earlier studies. Scholars, including Schaap (2021), have increasingly linked various types of cultures to specific outcomes, such as performance and internal integration. Consequently, culture has transformed into a mechanism employed to achieve management control and enhance effectiveness.

Markovic (2020) identified four primary roles of organizational culture: providing employees with a sense of identity within the organization, defining employee behavior and aiding in their adjustment to the work environment, promoting social stability and setting clear standards, and encouraging employees to align their personal interests with organizational goals. Organizational culture also provided insights into the internal environment and mindset, reflected in factors such as openness, customer orientation, work quality, and adaptability to change.

Research by Mutai (2021) on Airtel Kenya highlighted that organizational culture significantly influenced staff attitudes toward strategic plan implementation, a finding echoed by Bateta (2019) in her study on non-governmental organizations in Nakuru County, Kenya. Similarly, Isaboke's (2023) research on universities in Kenya emphasized the importance of aligning organizational culture with strategic goals to achieve desired outcomes. In essence, a misalignment between organizational culture and business goals hindered effective strategic plan execution within the organization.

The unique organizational culture of a multinational corporation served as a valuable asset, challenging to replicate, and with the potential to significantly influence the overall success of the company. The transfer of organizational culture from the parent operation's headquarters (HQ) to its subsidiaries emerged as a crucial technique for managing foreign subsidiaries (Baus, 2020). Management's role in crafting a strategy was thus centered on fostering a culture that facilitated the production, dissemination, and utilization of knowledge as a regular function within the company, forming the foundation of the strategy (Zyngier, Burstein, & McKay, 2019).

2.3.2 Organizational Structure and Project Implementation

There was a significant impact that a company's strategies had on its organizational structure. In order to differentiate strategy from structure, there were three aspects that needed to be taken into consideration. Among these responsibilities are the assignment of resources, the formulation of both long-term and short-term objectives, and the evaluation of the strategies that were used in order to achieve those objectives. In the context of carrying out plans, structure referred to the process of developing elements such as these. In a nutshell, structure consisted of corporate hierarchy, job delegation, division of labor, and continuous communication in both directions throughout the organization. In addition, there was information on the founding of the group as well as

its current problems (Nyakeriga, 2023).

For example, planning and budgeting are two of the tasks that are involved in the process of putting a strategy into effect. The approach that was created was followed in order to ensure that all applicable policies and procedures were put into effect. In addition to requiring modifications to the company's management system and organizational structure, it also required alterations to the culture of the organization. There was also the possibility that it would have required a comprehensive evaluation of all of the aforementioned areas. After the plan was approved by the upper-level managers, the middle-level managers were the ones who were responsible for implementing it more specifically. In the event that it was not absolutely required to make a wide range of alterations to the way the organization was operating, this took place. In the process of putting a strategy into action, which was also referred to as operational planning, all of the features that were considered to be two sides of the same coin were included within the execution of the strategy. Prior to commencing the process of implementation, the approach offered answers to three questions that were being asked.

Among these questions, Sanchez (2019) identified the following: who was responsible for putting the strategic plan into action? What course of action should they take? What was their specific strategy for implementing it? On top of that, basic policies could be affected at the operational level of a company. There was a possibility that the broad fundamental policies was affected by a choice on the planned application of a specific design. There was a certain kind of departmentalization that was used in order to get more benefits for a business. It was important to take into consideration the following components in order to establish a link between structure and strategy that was both adaptable and confrontational. First, determining the degree of flexibility of the structure; second, determining the differences between centralization and decentralization; third,

determining the link between the structure and the strategy; fourth, determining how to acquire and distribute information across the organization; and finally, elucidating the roles and duties (Sanchez, 2019).

Schaap (2021) found that, contrary to what many business leaders believe, the level of organizational structure is often important for industrial growth and, when it really matters, it is associated with greater economic efficiency. This is based on an analysis of the role of structure in the successful implementation of strategy in the Nevada Gaming Industry. The topic of strategic planning in American nonprofits was also the subject of Ogonji (2019). He found that in most government-run nonprofits, the way an industry was structured greatly affected the part of implementing strategic plans, especially if it permitted lower-level staff to be involved. His investigation yielded this result, among others.

Research by Muema (2021) examined how leadership style and organizational structure affected the implementation of strategy in the hotel industry. The study was place in Nairobi, Kenya, at the Safari Park Hotel and Casino. This research led to the conclusion that, similar to the leadership style of an organization, the structure of any company was a component that contributed to the effective execution of a successful plan. According to the findings of the research, the implementation of strategic plans became a challenging endeavor when the structure of an organization was inflexible or closed. On the other hand, an open structure ensured that the implementation of strategy was carried out without any complications.

2.3.3 Corporate Leadership and Project Implementation

It was essential that all of the representatives of the firm put their efforts in the same goal. If you want to successfully execute a plan, having such unity of direction was absolutely necessary. When it came to giving leadership, the Chief Executive Officer needed to be

at the forefront. The vision, initiative, drive, and inspiration that he provided had to be provided by him. It was important for him to foster a sense of team spirit and serve as a catalyst during the whole process of plan implementation (Aosa 2023).

According to studies done by Koske (2022), strong leadership is typically considered a key component in a company's success. When it came to giving vision, initiative, motivation, and inspiration as well as inspiration, the leadership of the business should be at the forefront. It was the responsibility of management to foster a sense of team spirit and to serve as a catalyst throughout the whole process of plan execution. According to Bryson (2019), the leadership of the company made every attempt to fill important roles with talented individuals who were dedicated to the change initiatives.

It was the responsibility of strategic planners to implement an efficient management style. This was done in such a manner that it encouraged the company to take advantage of possibilities for development. Planners of strategic plans played a significant part in the development of one's own capacities and in the encouragement of entrepreneurial endeavors. It was for this reason that they placed a high priority on strengthening the talents of important personnel and inspiring individuals. In contrast to the fact that strategy was a matter of choice, the fundamental problem that managers faced was the creation of chances for workers to engage successfully. It was not appropriate for this to fall within the overall responsibilities' coverage.

When it came to carrying out their responsibilities, strategic planners should be able to focus on commercial prospects that were often overlooked by other individuals. In addition to this, they were able to focus on commercial chances that were overlooked by others while they were executing their responsibilities. In addition to this, they were aware of how to make good use of opportunities, with a particular focus on sensitivity and the empowerment of human resources (Schroander, 2019).

These roles necessitated adaptability, a loss of rigid hierarchies in the workplace, a willingness to adapt quickly to new circumstances, and the ability to handle ambiguity and complexity well. The appropriate organization of responsibilities and duties was the most important aspect of the situation. As a consequence of this, it was impossible to avoid tight coordination with managers of human resources. The responsibility for making strategic decisions lies with the Chief Executive Officers and Board Directors.

General managers were assessed based on their performance in three distinct capacities, as stated by Mukhalasie (2021). Among these responsibilities was overseeing manager training, managing partnerships, and strategic processes. The distinction between proactive and reactive management was an essential component of management style. Atieno (2023) asserted that a few years ago, it was possible to develop and run a firm by responding to and meeting changes in preferences, costs, and pricing. There were several instances in which this reactive management approach was sufficient to keep the organization operating. In the modern era, changes occurred and originated from a variety of sources. It was possible that a reactive manager may lose a significant number of clients, potentially for good, by the time they were able to implement the required modifications.

Proactive planning, in contrast, entails looking forward to when things will happen. In this setting, predictions about environmental conditions in the future were more important than reacting to individual crises as they developed. Proactive preparation was crucial for achieving success in almost any activity in a technologically driven and notoriously unstable business atmosphere. To accomplish this, one had to plan ahead by analyzing environmental factors and making decisions about resource allocation, rather than reacting to changing circumstances. One achieved the following month's, year's, and decade's worth of success for their business by taking this step. A consultant with

expertise in small company management, Barry Worth, thinks that today's entrepreneurs need to have a firm grasp of business architecture.

In the contemporary business setting, each and every item that was built had to have a comprehensive plan or strategy outlining how to succeed. Nyakeriga (2023) claims that the company owner used the business plan as a template. Ogal and Otieno (2019) came to the conclusion that the participative leadership style was the most successful in boosting strategy implementation based on their study on the influence of leadership styles on the execution of strategic plans in non-governmental organizations in Kisumu County, Kenya. The findings matched those of a prior research conducted in the Thika Sub-County, Kenya, by Kihara, Bwisa, and Kihoro (2022) that examined the relationship between leadership styles and the performance of SMEs in the manufacturing sector. Muema (2021) conducted a case study of the Safari Park Hotel and Casino in Nairobi, Kenya, to examine the influence of organizational structure and leadership style on the implementation of strategies in the hospitality industry. According to this research, a company's management style had a significant impact on how well its plans were implemented.

2.3.4 Financial Resources and Projects Implementation

It was necessary to allocate more funds in order to carry out a plan. To ensure a plan's smooth execution, the implementation team was in charge of figuring out the company's capital structure, which included identifying funding sources with the right balance of debt and equity.. For the purpose of financing the execution of strategies, organizations set aside certain amounts in their budgets. It was possible for an organization to generate cash for the execution of a plan by using either debt or shares (David, 2022).

According to Kaplan and Norton (2020), "a strategy was a set of hypotheses about cause and effect." To promote alignment on the input or output side of strategy, you need to have a solid understanding of the main cause-and-effect linkages that link strategic drivers, Critical Success Factors, and strategic outcomes. These were time-lag interactions that happened one after the other. These connections largely formed as a result of an unconscious process that occurred naturally whenever a person with a synthesis-capable mind actively chose to engage with the activity and the data. Covey would call this procedure the continual "sharpening of the saw."

No other department could possibly be more responsible for this ongoing process than Finance. Strategy was centered around the process of deciding what to do over the next few years. Involved in this process was a comprehensive analysis of new product and market potential, as well as new skills inside the organization. The phase of strategy development often concluded with just directed commitments to certain sorts of possibilities that make sense from a strategic perspective. Continuing to pursue these possibilities was a component of the strategy for implementation. Finance exercised its regular review function in situations where there were several choices or when there was an investment involved. This evaluation role took into consideration not just the financial return of the project but also how well it aligns with the overall strategy (Owino & Alako, 2019).

The procedure for deciding what to do in the years that followed was the focus of strategy. Involved in this process was a comprehensive analysis of new product and market potential, as well as new skills inside the organization. The phase of strategy development often concluded with just directed commitments to certain sorts of possibilities that made sense from a strategic perspective. Continuing to pursue these possibilities was a component of the strategy for implementation. Finance exercised its

regular review function in situations where there were several choices or when there was an investment involved. This evaluation role took into consideration not just the financial return of the project but also how well it aligned with the overall strategy (David, 2022). One of the functions of finance was to ensure the availability of cash over the long term, which was basically simply an extension of the role that it performs in the short term. A comprehensive grasp of the future capital restrictions envisaged by Finance was necessary for the successful formulation of strategy, which needed the strategic planning team to have this insight. Iteratively exploring alternative strategic methods started if the created strategy surpassed those constraints, which in turn made the requirement for new funding sources a strategic dilemma. The accounting team needed to be prepared to offer reasonable guesses for these possibilities, based on their knowledge of potential funding sources and preliminary study into those sources.

Within the context of the whole implementation process, it was essential that the deployment of resources be considered as early as feasible. According to Owino and Alako (2019), the budget of the firm included resources such as financial, human, and time from the very beginning of an organization's existence. In their study on strategic plan implementation at middle level colleges in Thika, Kenya, Mwangi, Oloyo, and Simiyu (2020) found that natural and human resource endowments are significant and predictable factors in any organization's strategic plan implementation. In instance, a company's strategic management was significantly and directly affected by the competence of its human resources. Consequently, the government's approach for resource mobilization included a variety of tactics for directly funding its own output. Also, it improved industrial expansion by creating conditions that were favorable to it, which meant that industrial operations might grow in an egalitarian, transparent, sustainable, and efficient manner.

The government had direct access to a variety of channels for the purpose of mobilizing resources for the manufacturing sector, including user fees, insurance, tax income, and donor money. For the purpose of satisfying its financial needs, the government may decide to use any one of them or a combination of several of them. The strength of resources was largely determined by the planning of those resources. According to Mwangi, Oloyo, and Simiyu (2020), this presented an opportunity to build planning tools for strategic plans that were based on material, ones that offered services, and those that provide both services and materials.

The effectiveness of strategic plan implementation was determined to be heavily influenced by the strength of available resources, according to research by Ochieng, Gakobo, and Mwaura (2019) on the effects of resource allocation on strategy implementation in Nairobi County's Kenya Police Service. Ager (2021) studied the impact of funding on the Ministry of Land, Housing, and Urban Development's ability to implement strategic plans in Meru County, Kenya. The results of that study were consistent with this conclusion. Both studies highlighted the significance of financial resources as the main determinant in the efficient execution of corporate strategies.

2.3.5 Strategic Planning Practices in State Corporations from Kenya Ports

Authority

Strategic planning is a critical aspect of organizational management, particularly in state corporations like the KPA. This research delves into strategic planning practices within KPA, focusing on its significance, challenges, and outcomes.

A comprehensive analysis reveals that strategic planning in KPA is meticulously designed to align with its organizational objectives and operational framework. The process involves setting long-term goals, formulating strategies, and implementing action plans to achieve desired outcomes. KPA's strategic planning practices encompass

various stages, including environmental scanning, SWOT analysis, goal setting, strategy formulation, and performance monitoring.

One of the key findings of this research is the pivotal role of strategic planning in guiding decision-making processes within KPA. By establishing a clear vision and mission, KPA's strategic planning practices provide a roadmap for organizational growth and development. Moreover, strategic planning serves as a proactive mechanism to anticipate and address emerging challenges in the maritime industry, ensuring KPA's resilience in a dynamic operating environment.

Despite its significance, strategic planning in KPA is not devoid of challenges. One notable challenge is the complexity of the maritime industry, characterized by geopolitical dynamics, technological advancements, and regulatory frameworks. Navigating these complexities requires KPA to continuously adapt its strategic plans to remain competitive and sustainable.

Another challenge identified in this research is stakeholder alignment and engagement. As a state corporation, KPA interacts with various stakeholders, including government agencies, private sector partners, and international organizations. Effective strategic planning necessitates collaboration and coordination among these stakeholders to ensure collective buy-in and support for KPA's strategic objectives.

Additionally, resource allocation emerges as a critical aspect of strategic planning within KPA. Limited financial resources, infrastructure constraints, and human capital challenges pose significant hurdles to the implementation of strategic initiatives. As such, KPA must prioritize resource allocation to initiatives that yield the highest impact and align with its strategic priorities.

Despite these challenges, strategic planning in KPA yields tangible outcomes and benefits. Improved operational efficiency, enhanced customer satisfaction, and increased

competitiveness are among the positive outcomes attributed to effective strategic planning practices. By aligning its resources and efforts towards common goals, KPA can maximize its impact and achieve sustainable growth in the maritime industry.

Strategic planning practices in state corporations like the Kenya Ports Authority play a crucial role in driving organizational success and sustainability. Despite facing challenges, KPA's strategic planning practices are designed to navigate complexities, engage stakeholders, and optimize resource utilization. Through effective strategic planning, KPA can position itself as a leading maritime hub in the region, driving economic growth and development for the benefit of all stakeholders involved.

2.3.6 The Influence of Strategic Planning on Project Success in State Corporations

Strategic planning is widely recognized as a cornerstone of organizational success, particularly in state corporations tasked with overseeing critical infrastructure and operations. This research delves into the influence of strategic planning on project success within the KPA, a key player in the maritime industry.

At the heart of this study lies a comprehensive examination of strategic planning practices within KPA and their impact on project outcomes. Strategic planning in KPA is a multifaceted process that involves setting long-term objectives, formulating strategies, and aligning resources to achieve project goals. Through a combination of environmental analysis, stakeholder engagement, and performance monitoring, KPA's strategic planning framework provides a roadmap for project implementation and success.

One of the central findings of this research is the significant influence of strategic planning on project success in KPA. By establishing clear objectives, identifying potential risks, and allocating resources effectively, strategic planning sets the stage for successful project execution. Projects that are aligned with KPA's strategic priorities and

supported by robust planning processes are more likely to achieve their intended outcomes within established timelines and budgets.

Moreover, strategic planning serves as a mechanism for organizational alignment and coordination. Within the complex ecosystem of state corporations like KPA, where multiple stakeholders and departments are involved in project implementation, strategic planning ensures cohesion and synergy across different levels of the organization. By fostering collaboration and communication, strategic planning minimizes conflicts and enhances the overall effectiveness of project teams.

Another key aspect illuminated by this research is the role of strategic planning in risk management. In the maritime industry, projects are often exposed to various risks, including geopolitical factors, regulatory changes, and operational challenges. Strategic planning allows KPA to anticipate potential risks, develop contingency plans, and mitigate adverse impacts on project outcomes. By integrating risk management into the strategic planning process, KPA enhances its resilience and adaptability in a dynamic operating environment.

Additionally, strategic planning facilitates performance measurement and evaluation. Through KPIs and monitoring mechanisms, KPA assesses the progress and effectiveness of project implementation, identifies areas for improvement, and adjusts strategies accordingly. This iterative approach to strategic planning ensures that projects remain on track and aligned with organizational objectives throughout their lifecycle.

Despite its evident benefits, strategic planning in KPA is not without challenges. Limited resources, bureaucratic hurdles, and external uncertainties pose significant obstacles to effective planning and execution. Moreover, organizational culture and resistance to change may impede the adoption of strategic planning practices, particularly in state corporations with entrenched traditions and structures.

This research underscores the critical importance of strategic planning in driving project success within state corporations like the Kenya Ports Authority. By providing a structured framework for goal setting, resource allocation, risk management, and performance evaluation, strategic planning enhances the likelihood of project success and organizational effectiveness. Moving forward, KPA must continue to invest in robust strategic planning processes, embrace innovation and flexibility, and foster a culture of collaboration and accountability to maximize the impact of its projects and sustain long-term growth in the maritime industry.

2.3.7 Challenges of Strategic Planning Implementation in State Corporations from Kenya Ports Authority

Strategic planning implementation is a critical aspect of organizational management, especially within state corporations tasked with overseeing vital infrastructure and operations. This research delves into the challenges faced by the KPA in implementing strategic planning initiatives, providing valuable insights into the complexities and nuances of strategic management in a state-owned enterprise.

At the core of this study lies an in-depth exploration of the obstacles and barriers encountered by KPA in the execution of strategic planning processes. Strategic planning implementation in KPA involves translating strategic objectives into actionable plans, allocating resources effectively, and aligning organizational efforts to achieve long-term goals. However, the journey from strategy formulation to execution is fraught with challenges that can hinder progress and undermine the effectiveness of strategic initiatives.

One of the primary challenges identified in this research is the issue of resource constraints. KPA operates within a resource-constrained environment where budgetary limitations, competing priorities, and bureaucratic processes often impede the

implementation of strategic plans. Limited financial resources may restrict the organization's ability to invest in critical infrastructure, technology upgrades, and human capital development, thereby hampering the execution of strategic priorities.

Moreover, bureaucratic hurdles and institutional inertia pose significant obstacles to strategic planning implementation in KPA. As a state-owned enterprise, KPA is subject to complex regulatory frameworks, hierarchical decision-making structures, and bureaucratic red tape that can slow down the pace of strategic initiatives. Administrative bottlenecks, lengthy approval processes, and interdepartmental conflicts may hinder the timely execution of strategic plans, leading to delays and inefficiencies.

Another key challenge highlighted in this research is the issue of organizational culture and resistance to change. KPA operates within a unique organizational culture characterized by traditional norms, hierarchical structures, and resistance to new ideas. The entrenched culture of complacency and resistance to change may impede the adoption of strategic planning practices, as employees may be reluctant to embrace new processes, tools, or ways of working.

Furthermore, external uncertainties and environmental factors pose additional challenges to strategic planning implementation in KPA. The maritime industry is subject to various external pressures, including geopolitical tensions, regulatory changes, and economic fluctuations, which can disrupt strategic planning efforts and derail project implementation. Uncertainties in market conditions, trade dynamics, and global supply chain disruptions further complicate strategic decision-making and resource allocation.

This research sheds light on the multifaceted challenges faced by the Kenya Ports Authority in implementing strategic planning initiatives. From resource constraints and bureaucratic hurdles to organizational culture and external uncertainties, KPA grapples with a myriad of obstacles that can impede the execution of strategic priorities.

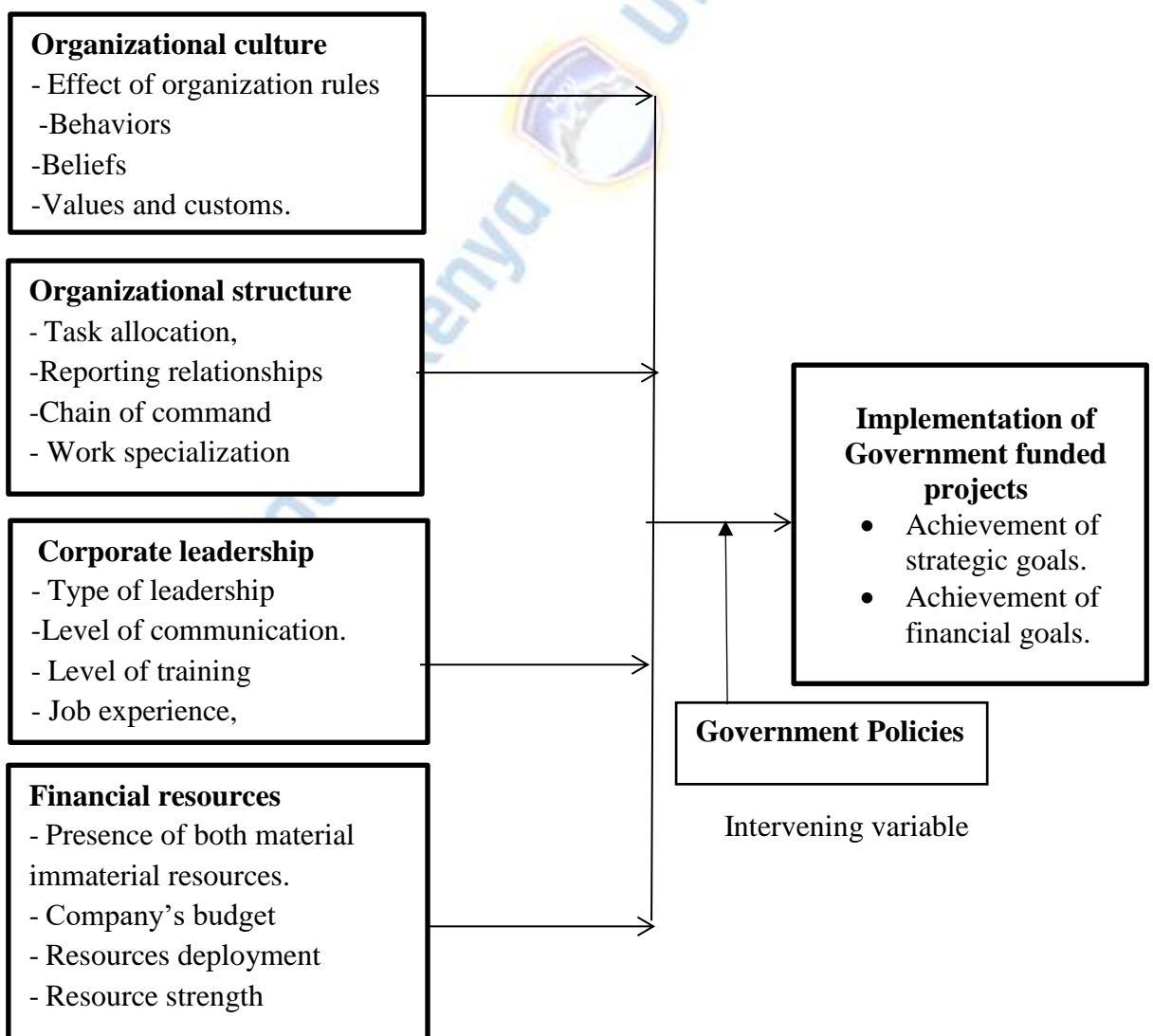
Addressing these challenges requires a concerted effort from organizational leadership, policymakers, and stakeholders to foster a conducive environment for strategic planning implementation. By addressing systemic barriers, promoting a culture of innovation and adaptability, and enhancing collaboration and communication across departments, KPA can overcome challenges and realize its strategic objectives effectively.

2.4 Conceptual Framework

Kenya Ports Authority's execution of publicly financed projects was the dependent variable in the framework that follows, with organizational culture, structure, corporate leadership, and financial resources serving as the independent factors.

Independent Variables

Dependent Variable



Source: Researcher (2024)

Figure 1: Conceptual Framework.

Source: Researcher (2024)

2.5 Recap of literature Review

Participatory decision-making at lower administrative levels was fostered by the implementation of strategic plans. As a result, managers at all levels have been more attentive to the needs of the strategy implementation process as a whole, with a particular emphasis on the organization's goals and risk management. The quality and breadth of a company's strategic plan, as well as employee sentiment towards that plan, can be greatly improved with the introduction of relevant information prior to its implementation. Mwangi et al. (2020) states that decisions at all levels were supported by a more comprehensive timeline, an improved budgeting procedure, and more accurate information. The study's key takeaway is that an organization's ability to put its strategic plans into action is heavily dependent on its endowments of people and natural resources.

Organizational strategic management was found to be directly and significantly affected by human resource capabilities. Atieno (2019) found that public secondary schools can benefit from strategic planning to improve their performance. To improve this performance, she included technology, competent staff, influence from stakeholders, and government policy. The research found that managerial skill and resource capability both significantly impacted the success of putting strategies into action.

Mutuva (2015) endeavored to evaluate the elements impacting the execution of strategic goals within the Kenyan Independent Electoral and Boundaries Commission. A favorable and statistically significant effect of IT adoption on the execution of strategic plans was found in the study. The study also found that stakeholders' involvement leads

to effective strategic plan implementation and that adoption of IT speeds up the implementation process.

According to the findings of another research conducted by Mumbua and Mingaine (2015) on the variables that influence the execution of strategic plans in the Machakos municipal council at the time, it is essential to properly align resources in order to make use of learned skills and to make both human and physical capital accessible. In addition, lower-level staff members should get enough training and instruction in order for them to be able to successfully execute strategy implementation plans. According to the findings of a study that Schaap (2021) conducted on the subject of senior-level leadership and strategy implementation in the Nevada gaming industry, the author discovered that, contrary to what many business leaders had anticipated, the level of strategy implementation was actually related to industrial growth and, more importantly, to greater economic efficiency.

2.6 Research gaps

A study topic that encompassed a variety of subfields within the social sciences, such as organizational theory, strategic management, and organization development, was the implementation of strategic plans inside organizations. According to Hitt et al. (2020), a comprehensive investigation was launched to provide a universal model of reality and ideal-think that supports the idea of strategy execution as a result of this interwoven complexity. This result was a proper interpretation. When it comes to determining the operational scopes of the majority of studies, there was a clear geographical bias, despite the fact that there was a greater emphasis on the formation of strategic plans as opposed to their execution.

Despite Ogonji's (2014) focus on nonprofit strategic planning, he found that lower cadre staff in most government and nonprofit organizations lacked knowledge on how to manage the subject of strategic plan execution. A significant amount of literature had been compiled on strategic plans; nevertheless, there was a dearth of documentation on the many concerns that had been brought up by the implementation of these plans, particularly with regard to the subject of the research. The researcher decided to evaluate the effectiveness of strategic planning on the execution of government-sponsored projects within the Kenya Ports Authority because no such studies had been undertaken inside the organization.

This is why most of the broad assumptions regarding the implementation of strategies were based on populations that were collected from industrialized economies and sophisticated organizational setups, as opposed to populations that were extracted from tiny and emerging settings. If objectivity and exclusivity were the foundations upon which deductions were based, then this was a positive sign for a subjective reference, but it did not offer much value. It was this reasoning that serves as the basis for the design of this research, which was unlike any other study that had been carried out with the intention of incorporating a wider range of perspective into the current body of subjective knowledge.

The ideals of fair inclusion and geographical representativeness were deemed crucial components in constructing universal theory. These ideas informed the selection of the Kenya Ports Authority as the research site and the variable scope. We had high hopes that our study would reignite interest in studying the relationship between the institutional components of an organization and the most effective way to put its strategic plan into action. This was determined by applying the proposed study design and methodology to the study's target population.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The section outlined the procedures and techniques utilized in the research. It detailed the approach employed for the investigation, delineating the design, sampling techniques, sample size, and analysis methods.

3.1 Research Methodology.

This study utilized a cross-sectional research survey as it allowed the researcher to gather a lot of information without interfering with environment and thus it enabled the research to get large amount of data deriving from bigger population in an absolute efficiency, simple and economical way by utilization of questionnaires. This research utilized the data analysis methods of qualitative and quantitative because combination of both methods produced a greater assumption of the research problem than only approach of the research. Saunders et/al, (2012) recommended strongly that employing more than one design method in doing the research enhancing the study and enabling the achievement of optimal results.

3.2 Research Design

A descriptive research design was selected for this study due to its ability to exploration of a broader population and enabled real-time reporting on the current situation. This layout worked well because it highlighted the current state of affairs concerning the Kenya Ports Authority's ability to put government-funded initiatives into action through strategic planning.

3.3 Location of the Study

The target of this investigation was the Kenya Ports Authority. Data collection from the Kenya Ports Authority's Port of Mombasa was the formal goal of the study. The purpose

of this research was to examine how well the Kenya Ports Authority's strategic planning has facilitated the execution of projects supported by the government.

3.4 Target Population

By "population," Kothari and Garg (2019) meant everything that was being thought about. The ports of Mombasa, Nairobi, Kisumu, Eldoret, Naivasha, and Funzi, as well as smaller ports like Vanga, Mtwapa, Kilifi, Malindi Lamu, and Kiunga, were all a part of the Kenya Ports Authority. The Authority had employed seven thousand people around the country, as stated in a KPA report from 2020. The 1,210 people working out of KPA's main office were the focus of the study. There were seven departments that made up KPA: HR, Legal, Administration, Operations, Engineering, Finance, Corporate, and Infrastructure Development.

The 1,210 participants were selected from among the seven divisions in Port of Mombasa that make up the KPA headquarters. As the demographic's strategic leaders and champions, 70 senior managers, 140 department heads, and 1000 supervisors were the intended recipients. The researcher zeroed in on this group to accomplish the study's objectives. The target population was shown in Table 1.

Table 1: Target Population

Categories	Target population	Percent
Senior managers	70	5.8
Head of department	140	11.6
Supervisor	1000	82.6
Total	1210	100

Source: KPA Human Resource report (2023)

3.5 Sampling Techniques and Procedure

Sampling is described by Mugenda & Mugenda (2014) as picking a portion of a larger population to investigate in order to draw conclusions about the whole. The study's target audience included supervisors, department heads, and senior managers; to choose respondents from this group, a mix of stratified and basic random sampling methods was used. In simple random sampling, as described by Alvi (2016), each element of the sample frame had an equal probability of being chosen.

3.6 Sample Size

For this study, a simple random sampling method was employed, with an analysis of ten percent (10%), to establish the sample population. This approach was chosen because the target population was 121, which was less than ten thousand, making a sample size between 10% and 30% suitable for representing the target population (Mugenda and Mugenda, 2014). The researcher utilized Slovin's Formula to calculate the sample, as it was deemed simpler to use. The formula used was;

$$n = \frac{N}{1 + N(e)^2}$$

Whereby population target = N, size of the sample = n, precision level = e and in this study, 95% level of sureness was applied which gives 0.05 chance of deviation from the actual. Thus;

$$N = 1210$$

$$e=0.05$$

$$n = \frac{1210}{1+1210(0.05)^2}$$

$$n = \frac{1210}{4.025}$$

$$n = 300 \text{ as a sample size}$$

the sample size for each category was distributed proportionally

Table 2: Sample Size

Categories	Target population	Sample size	Percent
Senior managers	70	17	5.8
Head of department	140	35	11.6
Supervisor	1000	248	82.6
Total	1210	300	100

Source: Researcher (2024)

3.7 Research instruments

The researcher utilized a questionnaire to collect data for this investigation. All of the survey questions were carefully crafted to address the research objective. The questionnaire was appropriate for this research because it was realistic and useful in collecting information in a limited time from many individuals and in a comparatively cost-effective manner. The piloting was performed to assess the instrument quality and reliability.

3.8 Pilot Test Study

According to Creswell (2013), a pilot study is a short-term examination that helps researchers get a feel for research methods, tools, and procedures before committing to a longer-term, more extensive study. Before the actual data collection, piloting was done among 20 employees of the port of Mombasa. The researcher used 20 respondents because the number enabled him to get the true picture of what he was to expect when collecting the actual data for the study. Only those who participated in the pretest were to be included in the final analysis. The reason for piloting test was to ensure research instrument was free from errors. Piloting enabled the researcher to know whether he was in a position to achieve his objective when collecting the data.

3.8.1 Testing of Validity of the Research Instrument

After ensuring the research instrument met content validity standards, the researchers assisted by the research specialist. Nevertheless, a valid instrument measured what was supposed to be measured in accurate way. The research instrument was pretested with ten individuals in the research area. These designated respondents were not included in the actual research as they were similar to the samples that were used. Their responses were utilized to validate the tools in preparation for the main study. The data collected from these individuals accurately reflected the variables under investigation and had been instrumental in refining the research instruments for the chosen study.

3.8.2 Testing of reliability of the Research Instrument

Reliability is defined by Mugenda & Mugenda (2003) as the degree to which a researcher's instruments consistently produce the same data results when tested repeatedly. They also suggest that random error plays a role in research reliability, as an increase in random error typically correlates with a decrease in reliability. Random error refers to discrepancies in measurements stemming from factors not adequately accounted for by the researcher. Mistaken coding, bias on the part of researchers or respondents, and exhaustion on the part of researchers are all potential contributors. Preliminary testing was carried out to determine the instrument's dependability. To check for reliability, the researcher gave the survey to a subset of the population and analyzed the results. During this preliminary round of testing, participants were selected at random from outside the target group. Prior to the primary study, the questions were thoroughly reviewed, reorganized, and revised as necessary.

The study instrument's reliability was evaluated using Cronbach's alpha coefficient. Typically, reliability values below 0.60 are deemed inadequate, those falling within the

0.7 range are deemed satisfactory, and those surpassing 0.8 are considered strong (Sekaran, 2003). The reliability test outcomes are presented in the table.

Table 3: Strategic Implementation Reliability Statistics

Construct	Cronbach's Alpha	No. of Items
Strategic planning	.886	24
project implementation	.796	12

Source: Researcher (2024)

Reliability testing for strategic planning yielded a robust Cronbach's Alpha value of 0.886, indicating strong reliability. Similarly, reliability testing for the implementation of government-funded projects showed a strong Cronbach's Alpha value of 0.796, affirming the high reliability of the tests.

3.9 Data Collection methods and procedures.

Data interpretation involves organizing or expressing existing information or knowledge in a manner suitable for effective utilization or processing. In this study, both primary and secondary approaches were employed to collect data. The primary method involved distributing questionnaires to respondents across all divisions in the port of Mombasa. Additionally, secondary data was gathered from sources such as the KPA strategic plan 2018/2022 handbook, journals, and business magazines. The researcher distributed the questionnaires to selected respondents and collected them after three days.

According to Kothari (2019), primary data refers to information gathered firsthand, while secondary data is information that has already been collected and processed through statistical methods. Orodho and Kothari (2003, 2009) emphasize the questionnaire method as a crucial means of data collection. However, for this research, the questionnaire method was specifically chosen, featuring both closed and open-ended questions to allow respondents to provide detailed insights within the questionnaire format..

3.10. Data analysis techniques and procedures

Kombo & Tromp (2011) elucidated that data analysis involved a methodology wherein collected information was organized systematically, arranging its significant components in a manner conducive to effective communication. Quantitative methods were employed for data analysis to generate descriptive statistics such as mean, frequencies, and percentages, ensuring reliability. The study's findings were presented using frequency tables, charts, and figures. Additionally, the regression equation below was utilized to investigate the relationship between the effectiveness of strategic planning and the implementation of government-funded projects.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby;

Y –Implementation of government funded projects

X₁– Organizational culture

X₂– Organizational structure

X₃ – Corporate leadership

X₄ – Financial resources

α– was the constant (intercept), and

β₁.....β₄the coefficients giving the direction and influence of the association among the variables of independent and dependent.

ε- defined the error term at 5% significance level

3.11 Ethical Considerations

The researcher initiated the study by obtaining authorization from Mount Kenya University and seeking approval from the NACOSTI to conduct the research. Ethical standards were strictly adhered to during the data collection process, and the findings were reported with ethical considerations in mind. The study prioritized three ethical principles: respect, beneficence, and justice. Prior to data collection, respondents were informed about the study's objectives, and their voluntary and informed consent was obtained. To uphold confidentiality, the names of the respondents were not disclosed.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter details the study's results and discussion, organized by the objectives. Data were utilized to determine the impact of financial resource availability on the execution of government-funded projects at Kanya Port Authority; to investigate the influence of organizational culture on the implementation of these projects; to assess how organizational structure affects project implementation; and to analyze the role of corporate leadership in the execution of government-funded projects at Kanya Port Authority.

4.1 Response Rate

Aiming for 300 questionnaires, 249 were successfully completed, achieving an 83% response rate, as shown in Table 4. Mugenda and Mugenda (2003) state that a response rate exceeding 60% is deemed satisfactory for a descriptive study.

Table 4: Response Rate

Response	Frequency	Percent
Eligible and completed	249	83.0
Eligible and did not Complete	51	17.0
Total	300	100.0

Source: Researcher (2024)

4.2 Background Information

This section aims to provide an overview of the institutional characteristics of the respondents. Among the key aspects considered are education background, designation and duration in the work. This information set to provide a context within which to interpret the study's findings.

4.2.1 Education Background

The participants in the study were requested to specify their educational background, and the results were condensed and presented in Figure 2:

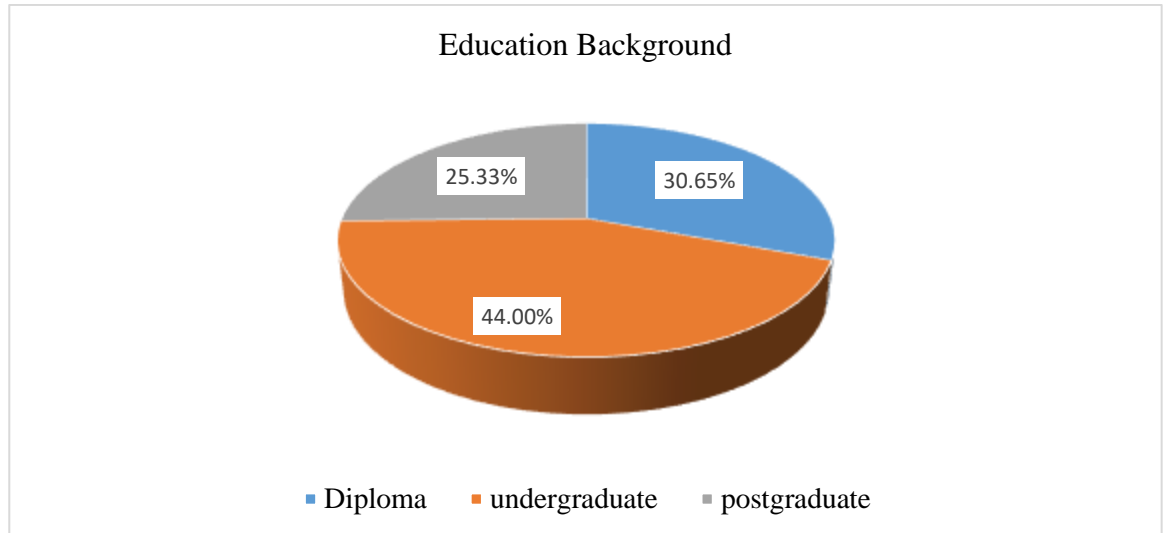


Figure 2: Respondents Level of Education

Source: Researcher (2024)

As illustrated in Figure 2, the study found that the majority of respondents (44%) held bachelor's degrees across various disciplines. Additionally, 25.35% had postgraduate degrees, while 30.65% possessed diplomas. These findings indicate that most KPA employees had attained at least a diploma in diverse fields. This level of education suggests that a substantial number of workers were well-qualified, knowledgeable about their roles, and capable of effectively answering the study questions.

4.2.2 Designation

The study aimed to examine the classification of the participants. Figure 3 displays the comprehensive statistics.

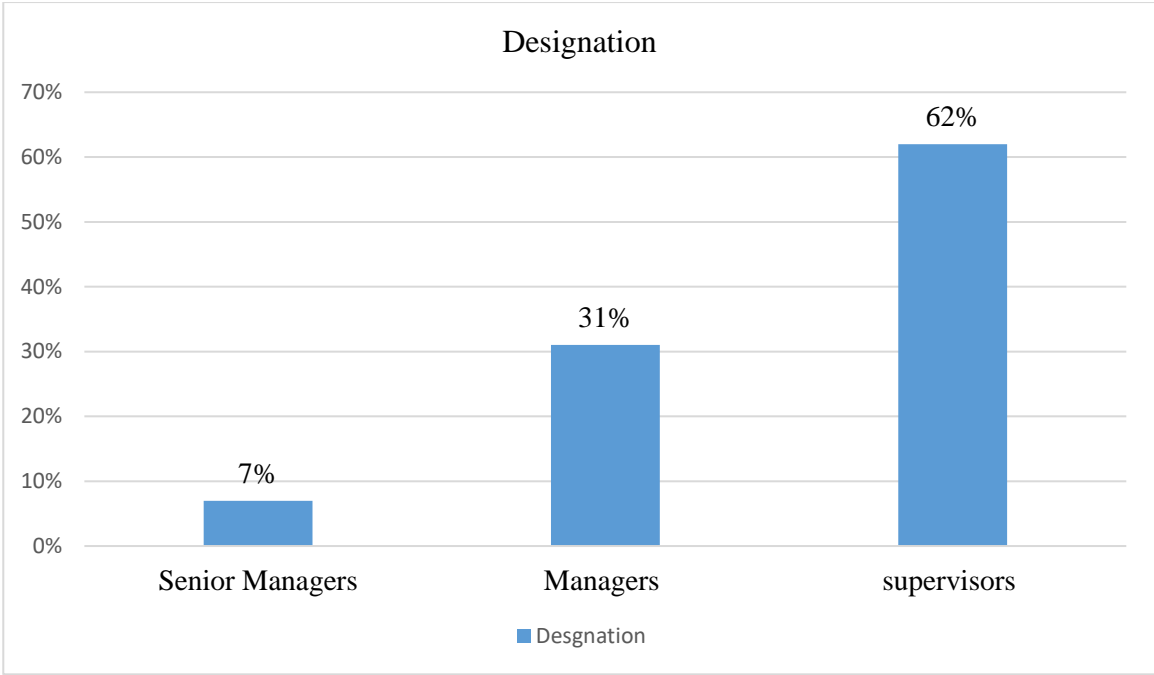


Figure 3: Designation of the participants

Figure 3 reveals that the majority of participants (62.0%) were supervisors. Managers made up 31.0% of the sample, while senior managers represented the smallest group at 7.0%).

4.2.3 Duration in the work

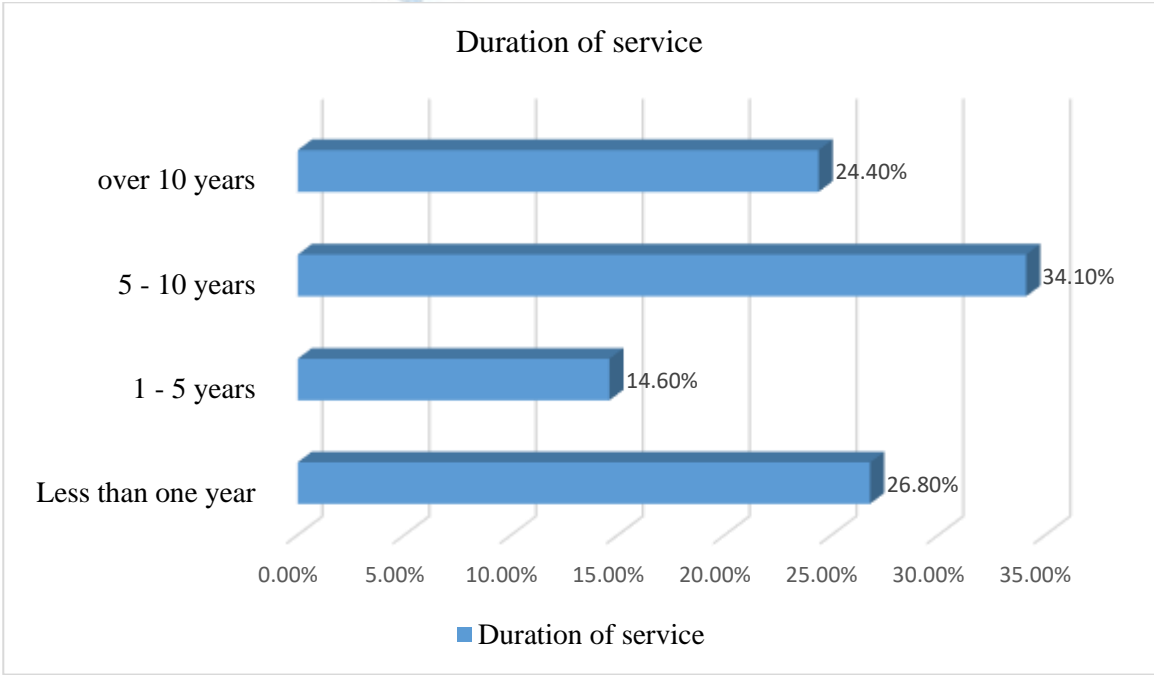


Figure 4: Duration in the work place

The study found that the largest group of participants (34.1%) had been with their respective companies for 5-10 years. Those employed for less than a year followed at 26.8%. Employees with over 10 years of service comprised 24.4% of the sample. The smallest group, representing 14.6%, were those who had worked for their organizations for 1-5 years, as shown in the figure below).

4.3 Descriptive Statistics Analysis

Here, we break down the data by objective and analyze it to bring you the study, presented in terms of mean and standard deviation to summarize the respondents' general opinions.

4.3.1 Organizational Culture and Implementation of Project

We asked participants to rate how much they agreed that company culture affects both strategic planning and the execution of projects. We found six claims on corporate culture and strategy planning and asked people to rank them from 1 (strongly disagree) to 5 (strongly agree).

Table 5: Effects of Organizational Culture on Project Implementation

	N	Min	Max	Mean	Std. Deviation
We work with great determination to achieve victory	249	1.00	5.00	3.90	1.001
We strive with great determination to achieve victory We wholeheartedly welcome and embrace change	249	1.00	5.00	3.97	.968
Information is openly shared	249	1.00	5.00	3.73	.981
We highly appreciate the input of our staff members.	249	1.00	5.00	3.69	1.085

Outstanding effort is highly valued and recognized.	249	1.00	5.00	3.82	1.086
Building teamwork and expertise	249	1.00	5.00	4.07	.952
Valid N (list wise)	249				

Source: Researcher (2024)

From the six statements that were considered, respondents agreed that the following factors impact the implementation of projects: a strong dedication to reaching goals (mean = 3.90, SD = 1.001), a willingness to adjust to changes (mean = 3.97, SD = 0.968), transparent information sharing (mean = 3.73, SD = 0.981), acknowledgment of exceptional contributions (mean = 3.82, SD = 1.086), and respecting employees' opinions (mean = 3.69, SD = 1.085). Furthermore, strategic planning was found to be strongly impacted by promoting competence and teamwork (mean = 4.07, SD = 0.952).

These results are consistent with other research. According to Kamaamia (2017), project execution is improved by all aspects of organizational culture. These aspects include measures that are goal-oriented, work-oriented, employee-oriented, open cultural systems, and professional work culture. It is worth noting that Ahmed and Shafiq (2014) have discovered that distinct cultural dimensions impact various parts of project implementation. A study by Oduol (2015) examined the impact of corporate culture on the productivity of some regional banks with their headquarters in Kenya. In order for businesses to boost their performance, the study found that company culture had to be positive and in sync with strategy and employees' day-to-day work.

4.3.2 Organizational Structure and Implementation of Project

Participants were tasked with evaluating their agreement regarding the impact of organizational structure on strategic planning and the implementation of government-funded projects. Six statements pertaining to organizational structure in strategic

planning were identified and rated on a scale ranging from strongly disagree (1) to strongly agree (5).

Table 6: effect of organizational structure on project implementation

	N	Min	Max	Mean	Std. Deviation
The current body structure poses difficulties for project implementation.	249	1.00	5.00	3.35	1.327
Our structure is crucial for making informed decisions that are vital to the success of our projects.	249	1.00	5.00	3.67	1.133
We strive to ensure that our organization remains at the forefront of the industry.	249	1.00	5.00	3.829	1.040
Performance reviews provide comprehensive coverage of both in-house and remote job roles.	249	1.00	5.00	3.195	1.290
It is crucial to closely monitor and evaluate performance during project implementation.	249	1.00	5.00	3.512	1.135
Our current structure of operation prioritizes team performance	249	1.00	5.00	3.87	1.093
Valid N (list wise)	249				

Source: Researcher (2024)

Among the six identified statements, respondents generally agreed that these factors impact the implementation of government-funded projects: the current organizational structure emphasizes team performance (mean = 3.87, SD = 1.093), efforts to position the organization ahead of competitors (mean = 3.82, SD = 1.040), the structure supports crucial decisions for strategy success (mean = 3.67, SD = 1.133), monitoring and reviewing performance is essential for strategic planning (mean = 3.51, SD = 1.135), the existing organizational structure poses challenges to strategic planning (mean = 3.35, SD

= 1.327), and performance reviews adequately cover both in-house and remote job roles (mean = 3.19, SD = 1.290).

These findings are supported by Birkinshaw (1995), who examined the relationship between strategy and structure for subsidiaries of multinational companies. This research sought to answer the question, "How do structural differences between parent and subsidiary companies impact the implementation of strategies?". It concluded that similarity in structures positively impacts subsidiary performance, affirming a positive correlation between organizational structure and strategic planning, particularly within multinational companies.

4.3.3 Corporate Leadership and Implementation of Project

Participants were tasked with evaluating their agreement regarding the impact of corporate leadership on strategic planning and the implementation of government-funded projects. Six statements related to corporate leadership in strategic planning were identified and rated on a scale ranging from strongly disagree (1) to strongly agree (5).

Table 7: effect of corporate leadership on project implementation

	N	Min	Max	Mean	Std. Deviation
The controlling staff possesses the necessary expertise to effectively engage in strategic planning.	249	1.00	5.00	4.03	.935
Leaders exhibit a strong sense of morale.	249	1.00	5.00	3.82	.913
Management plays a crucial role in driving business strategies.	249	1.00	5.00	3.95	1.087
The existing leadership structure facilitates the effective execution of our strategy.	249	1.00	5.00	3.90	.976

Effective leadership within an organization has been instrumental in rallying while also winning over the employees.	249	1.00	5.00	3.91	1.090
The management's ability to scheme, execute, while implementing strategic initiatives has been exceptional.	249	1.00	5.00	3.91	.918
Valid N	249				

Source: Researcher (2024)

Among the six identified statements, respondents concurred that the following factors influence project implementation: management staff possesses the skills necessary for successful strategy execution (mean = 4.036, SD = 0.935), leaders exhibit high morale (mean = 3.82, SD = 0.913), management is supported in driving business strategies (mean = 3.95, SD = 1.087), the current leadership structure facilitates comprehensive strategic planning (mean = 3.90, SD = 0.976), effective leadership has been crucial in mobilizing and gaining staff support (mean = 3.91, SD = 1.090), and management has demonstrated strong capability in planning, managing, and implementing strategic initiatives (mean = 3.91, SD = 0.918).

Nthini (2013) examined the impact of strategic leadership on the efficiency and effectiveness of Kenya's commercial and financial SCs, and his results are in line with our own. The research surveyed all forty-eight(48) Kenyan commercial and financial SCs using a descriptive survey approach. The study's findings confirm the substantial influence of strategic leadership on project execution by showing a favorable association between company strategic direction and high customer satisfaction..

4.3.4 Financial Resource and Implementation of Project

We asked participants to score how much they agreed that resource availability affects both project execution and strategic planning. We found six claims on the availability of

resources in strategic planning and gave each one a score between one (strongly disagree) and five (strongly agree).

Table 8: Effect of Financial Resources on Project Implementation

	N	Min	Max	Mean	Std. Deviation
Insufficient resources pose a challenge to the strategic planning process.	249	1.00	5.00	3.96	1.104
Inadequate allocation of resources has resulted in weak attempts during the implementation process.	249	1.00	5.00	4.06	1.022
All the necessary resources for strategic planning are easily accessible and sufficient.	249	1.00	5.00	3.90	1.072
There is a strong emphasis on maximizing the use of resources and skills to achieve optimal efficiency and productivity.	249	1.00	5.00	3.81	1.166
The organization has sufficient resource capacity.	249	1.00	5.00	4.14	.982
Valid N	249				

Source: Researcher (2024)

Among the six identified statements, respondents agreed that resource limitations pose a challenge to strategic planning (mean = 3.96, SD = 0.104). They also concurred that physical, human, and financial resources are readily available for strategic planning (mean = 3.90, SD = 1.072), and that these resources are used efficiently and productively within the organization (mean = 3.92, SD = 1.063). Additionally, respondents felt that the organization has adequate resources for strategic planning (mean = 3.81, SD = 1.166). Participants generally agreed that failing to provide sufficient resources impacts strategic planning (mean = 4.06, SD = 1.022), and that the organization's commitment to addressing the skills gap also affects strategic planning (mean = 4.14, SD = 0.982).

These findings are consistent with research conducted by Jabar et al. (2011), which examined how the availability of organizational resources, absorptive capacity, and types of alliances relate to project implementation. The study surveyed 2,500 Malaysian manufacturers, resulting in 325 valid responses, which were analyzed using Structural Equation Modeling (SEM). The results indicated that Malaysian employees must enhance their internal resources, crucial for gaining a competitive edge, to achieve better manufacturing performance.

4.4 Correlation Analysis

Using the SPSS, a correlation analysis was conducted, yielding correlation coefficient values for Organization Culture, Organization Structure, Corporate Leadership, Financial Resource, and Project Implementation, as presented in Table 9,

Table 9: Correlation Analysis Results

	Organization Culture	Organization Structure	Corporate Leadership	Financial Resource	Project Implementation
Organization Culture Pearson Correlation	1				
Sig. (2-tailed)					
N	249				
Organization Structure Pearson Correlation	.340**	1			
Sig. (2-tailed)	.002				
N	249	249			
Corporate Leadership Pearson Correlation	.417**	.519**	1		
Sig. (2-tailed)	.000	.000			
N	249	249	249		

Financial Resource		.742**	.624**	.589**	1	
Pearson Correlation						
Sig. (2-tailed)		.000	.000	.000		
N		249	249	249	249	
project implementation		.216	.444**	.470**	.505**	1
Pearson Correlation						
Sig. (2-tailed)		.000	.000	.000	.000	
N		249	249	249	249	249

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

The study revealed varying degrees of positive associations between different organizational factors and project implementation. A weak positive correlation was observed between organizational culture and project implementation (Pearson Correlation $r = 0.216$, $p = 0.000$). Organizational structure demonstrated a moderate positive correlation with project implementation (Pearson Correlation $r = 0.444$, $p = 0.000$). Similarly, corporate leadership exhibited a moderate positive correlation with project implementation (Pearson Correlation $r = 0.470$, $p = 0.000$). The strongest positive correlation was identified between resource availability and project implementation (Pearson Correlation $r = 0.505$, $p = 0.000$).

Interpreting the correlation coefficient values, a 1-unit increase in organizational culture corresponds to a 0.216-unit increase in project implementation. This implies that within the energy and petroleum sector state corporations, performance improves by 0.216 units with each 1-unit increase in organizational culture. Similarly, a 1-unit increase in organizational structure results in a 0.444-unit rise in project implementation, indicating an improvement of 0.444 units in performance with each 1-unit increase in organizational structure. Furthermore, a 1-unit increase in corporate leadership leads to a 0.470-unit

increase in project implementation, while a 1-unit increase in resource availability corresponds to a 0.505-unit increase in project implementation..

4.5: Regression Analysis

Researchers can evaluate the predictive power of independent variables for dependent variables through regression analysis, which is a collection of approaches.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.597 ^a	0.357	0.324	0.59573

a. Predictors: (Constant), Financial Resource, corporate Leadership, Organization Structure, Organization Culture

The overall results of the model are shown in Table 10 above. The findings show an insignificantly upward trend, as shown by the corrected R value of 0.357. R is a measure of the correlation between the dependent variable's observed and anticipated values. R values normally vary from -1 to 1, with greater absolute values indicating stronger associations. The sign of R shows the direction of the relationship (positive or negative), and the absolute value of R indicates its strength (Wong & Hiew, 2005). As a result, the larger positive correlation between the observed and anticipated values in a positive connection is shown by the R value of 0.597.

The dependent variable, or the impact of project execution, has a variance that is evaluated and analyzed by the independent factors (financial resource, organizational culture, organizational structure, and corporate leadership), according to the R square value of 0.357. The remaining 64.3% is made up of other factors that the current research did not account for yet that cause fluctuations in the dependent variable.

An Adjusted R² of 32.4% was found, as the table illustrates. This shows that up to 32.4% of the variability in how government-funded projects are implemented in the KPA may

be explained by strategic planning, with factors outside the model accounting for the other 67.6% of the variance. The low R2 indicates that there is no discernible relationship between the independent and dependent variables and the variance.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.169	4	3.792	10.686	.000 ^b
	Residual	27.327	245	.355		
	Total	42.496	249			

a. Dependent Variable: Project implementation

b. Predictors: (Constant), Finance Resource, corporate Leadership, Organization Structure, Organization Culture

The F-statistic of 10.686 in the table above exceeds 2 and is significant at a 95% confidence level ($p=0.000$). This suggests that strategic planning, as a whole, has a significant impact on the implementation of government-funded projects in the KPA at a 95% confidence level.

Table 12: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.000	.416		5.141	.000
	Organization Culture	0.317	.139	-.317	-2.262	.026
	Organization Structure	0.075	.103	.090	.725	.147
	corporate Leadership	0.207	.103	.234	2.011	.048
	Financial Resource	0.481	.155	.546	3.112	.003

a. Dependent Variable: Project implementation

Source: Research (2024)

The model henceforth, took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$y = 0 + 0.317X_1 + 0.075X_2 + 0.207X_3 + 0.481X_4$$

where;

X_1 = Organizational Culture.

X_2 = Organizational Structure.

X_3 = Corporate Leadership

X_4 = Financial Resource

Y = Project implementation

The findings in Table 12 indicate that, with other factors held constant, a one-unit increase in strategic planning would not result in any increase in the implementation of government-funded projects in the KPA, with a confidence level of 95%.

The results reveal that organizational culture in strategic planning has a significant effect on the implementation of government-funded projects in the KPA ($\beta = -0.317$, $p = 0.026$).

This suggests that leveraging organizational culture significantly impacts the implementation of government-funded projects in the KPA; a unit increase in organizational culture leads to a 31.7% variation in project implementation. This finding resonates with Kamaamia's (2017) study, which proposed that various elements of organizational culture, including goal-oriented measures, work-oriented measures, employee-oriented measures, an open culture system, and a professional work culture, contribute to enhanced project implementation. It also aligns with the results of Ahmed and Shafiq's (2014) study, which found that all dimensions of culture influenced different aspects of project implementation.

Furthermore, the study indicates that organizational structure in strategic planning has a significant effect on the implementation of government-funded projects in the KPA ($\beta = 0.075$, $p = 0.147$). This suggests that leveraging organizational structure has an insignificant effect on the implementation of government-funded projects in the KPA.

Moreover, the study indicates that corporate leadership in strategic planning has a significant effect on the implementation of government-funded projects in the KPA ($\beta=0.207$, $p=0.048$). This implies that harnessing corporate leadership significantly impacts the implementation of government-funded projects in the KPA; a unit increase in corporate leadership leads to a 20.5% variation in project implementation.

Lastly, the study determined that financial resources significantly affect the implementation of government-funded projects in the KPA ($\beta=0.481$, $p=0.003$). This implies that leveraging financial resources has a significant effect on the implementation of government-funded projects in the KPA.

The results are in line with those of a study conducted by Jabar et al. (2011) about the connection between the type of alliances, the availability of resources, and an organization's absorptive capacity in relation to project implementation. In order to attain better manufacturing performance, it was determined that Malaysian staff should put more effort into improving internal resources.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter encapsulates the key findings obtained from this study. Conclusions are drawn based on the objectives outlined at the study's onset. Recommendations are made based on the findings, along with suggestions regarding areas warranting further research within this domain.

5.2 Summary

A strong case was made for the idea that strategic planning significantly affected the execution of KPA-funded government projects throughout the study's research. The correlation analysis that was conducted on all of the independent variables and the dependent variable revealed a noteworthy correlation between each of them. This brings us to the important conclusions. This study confirmed that goal-oriented, work-oriented, employee-oriented, open culture system, and professional work culture were perceived as having a substantial effect on project implementation, and it also showed that organizational culture had a statistically significant influence on project implementation. Furthermore, the examination of the relationship between organizational structure and project implementation vividly demonstrated that organizational structure significantly influenced project implementation. Additionally, the analysis unveiled a statistically significant association between corporate leadership and project outcomes, underscoring the importance of motivation, effective planning, and communication in influencing project implementation. Likewise, the analysis solidified the connection between financial resources and project implementation, indicating that resource availability significantly impacted project implementation.

The regression analysis conducted in the study yielded key statistics that mirrored the findings of the correlation analysis. It underscored that organizational culture holds a significant impact on project implementation, highlighting that positive beliefs, rites, norms, rituals, signs, and symbols influence project outcomes. Moreover, the analysis indicated that organizational structure also significantly shapes project implementation. The regression study of corporate leadership also showed that it had a significant effect on the execution of projects. All of the characteristics, including corporate leadership, organizational structure, organizational culture, and resource availability, have a substantial impact on project implementation, according to the multiple regression analysis.

The major goal of the research was to find out how company culture affects project execution during strategic planning. According to the results, company culture plays a major role in strategic planning and how a project is carried out.

The study's secondary objective was to ascertain the effects of organizational structure on project implementation as it pertains to strategic planning. According to the findings, an organization's structure significantly impacts the implementation of a project's strategic plan.

Finding out how corporate leadership in strategic planning affects project implementation was the third goal of the study. The results showed that top-level management's involvement in strategic planning has a major impact on how a project is carried out.

Finding out how strategic planning's financial resources affect project implementation was the study's fourth purpose. Despite financial resource allocation being addressed in several research studies, none had specifically examined the relationship between financial resources in strategic planning and the implementation of government-funded

projects in the KPA. The study revealed that financial resources in strategic planning significantly influence project implementation.

5.3 Conclusions

The study set out to answer the first objective by looking at how KPA government-funded projects are affected by organizational culture as it relates to strategic planning. The use of symbols and signs in strategic planning, as well as adherence to organizational values, rites, conventions, and rituals, were discovered to have a substantial impact on the execution of projects. Consequently, it is determined that the execution of KPA-funded projects is much improved by an increase in the practice of organizational culture. In order to accomplish the second goal, the research looked at how the structure of an organization's strategic planning process affects the execution of KPA-funded government projects. The findings indicate that hierarchical design, delegation of power, and assurance of authority all have substantial impacts on the execution of projects. Thus, it can be inferred that the execution of KPA-funded projects is greatly enhanced by an appropriately planned organizational structure.

Based on the third objective, the study investigated whether corporate leadership in strategic planning influences the implementation of government-funded projects in the KPA. A project's success or failure hinges on factors such as careful activity planning, clear and efficient communication, motivational support, and handling internal and external politics. Thus, it is concluded that practicing effective leadership and management styles substantially enhances the implementation of government-funded projects in the KPA.

The research's second objective was to determine if the allocation of funds during strategic planning has any bearing on the execution of KPA projects that receive public funding.. It was found that ensuring the availability of financial resources significantly

influences project implementation. The results show that government-funded initiatives in the KPA are better executed when more resources are available.

5.4 Recommendations

The study suggests leveraging key elements of organizational culture, such as innovation, transparency, honesty, and collaboration, to enhance results. Working with determination, readily embracing change, openly sharing information, valuing staff opinions, and rewarding exceptional contributions are all crucial for cultivating a positive organizational culture. This approach will lead to improved project implementation, even when facing challenges from a poor organizational culture.

Organizations should establish a strong structure that supports crucial decision-making, effective monitoring, and performance review for strategic planning. Highlighting the importance of team performance is crucial for achieving improved project outcomes. In addition, it is important for organizational leaders to maintain a positive attitude, while ensuring that staff members have the required skills for effective leadership. This will greatly contribute to the successful implementation of projects.

It is clear that financial resources facilitate the successful execution of project implementation, thereby positively influencing project outcomes. Therefore, managers should strive to utilize sufficient physical, human, and financial resources to achieve optimal results.

5.5 Suggestions for Future Studies

This investigation demonstrated that organizational culture can influence project implementation when it is perceived as effective. Therefore, it is crucial to further explore how to better identify the factors contributing to an effective organizational culture. Given that suboptimal organizational structures are common, it is important to understand the indicators of ineffective structures to identify and address them early.

Additionally, Thoroughly investigating the individual impact of each independent variable (organizational culture, structure, corporate leadership, and financial resources) on the dependent variable (implementation of government-funded projects) is crucial.



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APPENDICES

Appendix I: Informed Consent

EFFECT OF STRATEGIC PLANNING ON IMPLEMENTATION OF GOVERNMENT FUNDED PROJECTS IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA PORTS AUTHORITY

Dear Participant,

Thank you for considering participating in the research study titled "Effect of Strategic Planning on Implementation of Government-Funded Projects in State Corporations in Kenya: A Case of Kenya Ports Authority." I appreciate your willingness to contribute to this important endeavor.

Your involvement in this research was completely voluntary, and you have the option to decline participation or skip any questions you prefer not to answer. Participating in this study poses no known risks beyond those encountered in everyday life, and your responses were kept confidential and anonymous.

The questionnaire attached to this invitation had been carefully designed to gather information on how effectiveness in organizational structure, culture, corporate leadership, and provision of financial resources influences the implementation of government-funded projects in Kenya Ports Authority.

Your participation in this study may not directly benefit you, but it could provide valuable insights into the addressed topics and may benefit the field as well as future individuals facing similar concerns.

If you consent to participate, please complete the questionnaire to the best of your ability. It should take approximately 30 minutes to finish. Your prompt response will greatly assist me in completing the project report.

For any inquiries or issues pertaining to the study, don't hesitate to get in touch with the Principal Investigator, Ezekiel Koech. Additionally, if you have any inquiries about your rights as a study participant, you may contact the Chairman of the Mount Kenya University Ethical Review Committee at the provided address.

CONSENT

By participating in this study, you acknowledge that you have reviewed and understood the information provided, and you consent to take part voluntarily. You will receive a copy of this consent document for your records.

Thank you once again for your willingness to contribute to this study.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____



Appendix II: Questionnaire

Section A: Demographic Information

1. Kindly indicate your gender?

Male Female

2. Kindly indicate your age bracket?

20-30 years 31-40 years

41 - 50 years Above 51years

3. What was your highest level of Education?

Diploma Under Graduate

Post Graduate

4. For how long have you worked in your organization?

0-5 years 6-10 years

Above 11 years

SECTION B: STRATEGIC PLANNING

5. Indicate your level of agreement or disagreement with the following statements relating to the effect of organizational culture on implementation of government funded projects (scale 5= Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

	Components	5	4	3	2	1
A.	The Values Held by Company Members					
	The Values Held by Company Members Our focus is on achieving victory.					
	Alterations are welcome here.					
	Alterations are welcome here. Data is openly disseminated.					
	The recommendations of employees are highly esteemed.					

	We recognize and reward outstanding work.					
	Fostering collaboration and mastery					

7. State how much you agree or disagree with the following claims on how organizational structure affects the way government-funded projects are carried out. (scale 5= Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

	Components	5	4	3	2	1
B.	Hierarchy of the Company					
	It is difficult to implement our strategy with our current organizational structure.					
	Important decisions for successful tactics are supported by our framework.					
	We make an effort to make the company the best in its field.					
	Both in-office and remote positions are adequately covered in Evaluations of performance					
	Strategic planning relies heavily on performance monitoring and review.					
	We have a system in place that rewards good teamwork.					

State how much you agree or disagree with the following claims on how business leadership affects the execution of government-funded projects. (scale 5= Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

	Components	5	4	3	2	1

C	executive management					
	Effective strategic planning is possible because of the expertise of the management team.					
	High morale is displayed by leaders.					
	Business plans are driven by management with their backing.					
	The strategy can be effectively implemented with the current leadership structure..					
	The organization's strong leadership has been important in rallying the personnel and winning their support.					
	The management capability to plan, manage and implement strategic initiatives has been great.					


In what other ways does corporate leadership influence the way government-funded initiatives are carried out in the KPA? (scale 5= Strongly Agree, 4= Agree, 3 = Neutral, 2= Disagree, 1 = Strongly Disagree)

	Components	5	4	3	2	1
D	Economic Asset					
	The strategic planning process is hindered by a lack of resources..					
	Weak efforts in implementation have resulted from insufficient funding.					
	All of the material, human, and monetary assets needed for long-term planning are easily accessible.					

	Optimal utilization scales indicate that resources and talents are being used efficiently and productively.					
	The organization's resource capacity is sufficient.					
	The disparity between demand for projects and capability, sometimes known as the skills gap, is something the organization is determined to close.					



Appendix III: ERC Certificate


Mount Kenya University

REF: MKU/ISERC/3681
TO: EZEKIEL KOECH
REG: MBA/2019/44760
Date: 02 May 2024

Dear Sir/Madam,

RE: EFFECT OF STRATEGIC PLANNING ON IMPLEMENTATION OF GOVERNMENT FUNDED PROJECTS IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA PORTS AUTHORITY


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2725**. The approval period is **02/05/2024 - 01/05/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

*The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000 Thika*

Main Campus, General Kago Road, P.O. Box 342-01000 Thika,
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix IV : Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2019/44760

3rd May, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: EZEKIEL KOECH - REGISTRATION NO. MBA/2019/44760

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the Department of **Accounting and Finance** in the **School of Business and Economics**.

The title of the research is **"Effect of Strategic Planning on Implementation of Government Funded Projects in State Corporations in Kenya; A Case of Kenya Ports Authority."** It has been cleared by the University's **Ethics Review Committee** (Certificate attached); and now has to proceed to the field to collect data between **May 2024, and July 2024**.

Any assistance accorded to the student will be highly appreciated.






Thank you.


For **Dr. Samuel M. Mwangi, Ph.D.**
Director, Graduate Studies
Enc.

*Mount Kenya University
Box 342-01000, THIKA
Office of the Director
Graduate Studies*

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 67 2820 000,
Cell: +254 720 790 796, 0709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V : Research permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 746732	Date of Issue: 5 / May/2024
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. Ezekiel Koeh of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kenya on the topic: EFFECTS OF STRATEGIC PLANNING ON IMPLEMENTATION OF GOVERNMENT FUNDED PROJECT IN STATE for the period CORPORATIONS IN KENYA:A CASE OF KENYA PORT'S AUTHORITY for the period ending : 5/May/2025</p>	
License No: NACOSTI/P/24/34820	
746732 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
See overleaf for conditions	

EFFECT OF STRATEGIC
PLANNING ON
IMPLEMENTATION OF
GOVERNMENT FUNDED
PROJECTS IN STATE
CORPORATIONS IN KENYA: A
CASE OF KENYA PORTS
AUTHORITY

Submission date: 23-May-2024 12:36AM UTC+0300
Submission ID: 2380792610
File name: EZEKIEL_MKU_PROJECT_1_1_2_.docx (260.91K)
Word count: 20100
Character count: 122146

Mount A

EFFECT OF STRATEGIC PLANNING ON IMPLEMENTATION OF GOVERNMENT FUNDED PROJECTS IN STATE CORPORATIONS IN KENYA: A CASE OF KENYA PORTS AUTHORITY

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Appendix VII: Field Authorization

Office of the Managing Director



DATE : 7th May 2024.
EZEKIEL KOECH
MOUNT KENYA UNIVERSITY
MBA/2019/44760
Ref:DH/G/321/14

RESEARCH PROPOSAL

The above matter refers

The Kenya port authority has approved your request to collect data for your research on the topic “Effect of strategic planning on Implementation of Government funded projects in state corporations in Kenya ports Authority” for the period ending 5th May 2025.



Capt. William K. Ruto, AFNI, MBS
MANAGING DIRECTOR



Kenya Ports Authority P.O. Box 95009 - 80104 Mombasa, Kenya
Tel: +254 41 2113497/ 2113838
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Email: kpamd@kpa.co.ke

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