

**STRATEGIC PLAN IMPLEMENTATION AND INSTITUTE SUSTAINABILITY: A CASE  
STUDY OF SISTER MINISTERS OF THE INFIRM OF ST. CAMILLUS IN KENYA**

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## STUDENT'S DECLARATION

I, the undersigned, declare that this thesis is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other Institution. All sources have been appropriately cited and duly acknowledged in full. I agree that this thesis may be available for reference and photocopying at the discretion of the University.

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## **DEDICATION**

This work is dedicated to my parents Gordon Otieno and Mary Awino, my sisters, Beatrice, Florence, Belinda, and Getrude, my brother Mouris and my late sister Peres and brother Wicklife, and to my religious Congregation of Sister Ministers of the Infirm of St. Camillus (Camillian Sisters) for their encouragement and great support during the development of this research project.

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## TABLE OF CONTENTS

STUDENT’S DECLARATION .....	ii
DEDICATION.....	iii
ACKNOWLEDGMENTS .....	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES .....	x
ABBREVIATIONS/ACRONYMS.....	xi
ABSTRACT.....	xii
OPERATIONAL DEFINITION OF TERMS .....	xiii
<b>CHAPTER ONE:.....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.0 Introduction.....	1
1.0 Personal Experience.....	1
1.1 Background of the Study.....	4
1.1.1 The Concept of Strategy .....	6
1.1.2 Strategy Implementation.....	7
1.1.3 Organizational Sustainability .....	8
1.1.4 Church/Religious Organizations.....	9
1.1.5The religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) .....	11
1.1 Research Problem.....	15
1.2 Purpose of the Study .....	16
1.3 Objectives of the study .....	16
1.3.1 General Objective .....	16
1.3.2 Specific objectives of the Study .....	16
1.4 Research Questions .....	17
1.5 Significance of the Study .....	17
1.6 The scope of the Study .....	19
1.7 Assumption of the Study.....	19

1.8 The Limitation and delimitation of the study .....	19
1.9 Summary.....	20
<b>CHAPTER TWO .....</b>	<b>21</b>
<b>LITERATURE REVIEW .....</b>	<b>21</b>
2.1. Introduction.....	21
2.2 Theoretical Review .....	21
2.2.1 Resource Based View Theory .....	21
2.2.2 Upper Echelons theory .....	23
2.3 Empirical Review .....	23
2.3.1 Strategic plan Implementation and Organizational Sustainability .....	23
2.3.2 Factors affecting strategic plan implementation in Organizations .....	25
2.3.3 Resource Availability, deployment and Implementation of Strategic plan.....	30
2.3 Conceptual Framework.....	31
2.4 Empirical studies and Research Gap .....	33
2.5 Summary.....	38
<b>CHAPTER THREE.....</b>	<b>39</b>
<b>RESEARCH METHOD .....</b>	<b>39</b>
3.1 Introduction .....	39
3.2 Research Design .....	39
3.3 Location of the Study.....	40
3.5 Population Description .....	40
3.5.1 Population Selection .....	41
3.5.2 Population Size .....	41
3.6 Research Instruments .....	42
3.6.1 Questionnaires .....	42
3.6.2 Interview guide .....	43
3.7 Pilot Study .....	44
3.7.1 Validity .....	44
3.7.2 Reliability .....	44

3.8 Data Collection Techniques .....	45
3.9 Data Analysis .....	45
3.10 Ethical considerations .....	46
3.11 Summary .....	46
<b>CHAPTER FOUR.....</b>	<b>48</b>
<b>RESULTS AND DISCUSSION .....</b>	<b>48</b>
4.1 Introduction .....	48
4.2 General Information and Response Rate.....	48
4.2.1 Response Rate.....	49
4.2.2 Age of Respondents.....	49
4.2.3 Religious Status of the Respondents .....	51
4.2.4 Years of service in the Religious Institute.....	51
4.2.5 The Respondents’ years of Work Experience. ....	52
4.2.6 Education qualification of the Respondents .....	54
4.2.7 Professional and career Training of the Respondents .....	55
4.2.8 Alignment of Training to the Apostolate.....	56
4.3 Impact of Strategic Plan Implementation on sustainability .....	57
4.3.1 The influence of strategic plan implementation on sustainability.....	57
4.4 Critical factors affecting strategic plan implementation .....	58
4.4.1 Influence of effective Leadership on Strategy Implementation .....	59
4.4.2 Impact of Human Capital on strategic plan implementation for sustainability. ....	60
4.4.3 New entrepreneurial Initiatives for Self-Sustainability. ....	62
4.6 Resources Availability and deployment for Strategy Implementation and Sustainability.....	63
4.7 Summary.....	64
<b>CHAPTER FIVE: .....</b>	<b>67</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>67</b>
5.1 Introduction.....	67
5.2 Summary of Findings.....	67
5.3 Conclusion.....	68

5.4 Recommendations .....	68
5.5 Recommendation for further research .....	69
<b>CHAPTER SIX: .....</b>	<b>71</b>
<b>THEOLOGICAL ANAYSIS AND REFLECTION .....</b>	<b>71</b>
6.0 Introduction .....	71
6.1 Experiences of Charismatic Life and Spirituality .....	71
6.2 Experience of Sister Ministers of the Infirm Institute .....	72
6.3 Biblical Concept of Strategic Planning and Implementation .....	74
6.4 The Principles of the Social Teaching of the Catholic Church on Self-Sustainance. ....	77
6.5 Ministerial Orientation and Action plan.....	77
<b>REFERENCES.....</b>	<b>79</b>
<b>APPENDICES .....</b>	<b>83</b>
1.1 Appendix I: Questionnaire .....	83
1.2 Appendix II: Interview Guide.....	87
1.3 Appendix III: NARCOSTI PERMIT.....	88

## LIST OF TABLES

Table 1. Population Distribution.....	41
Table 2: Response rate .....	49
Table 3. The influence of strategic plan Implementation in the year 2014-2017 .....	57
Table 4. Influence of leadership in strategy implementation for sustainability.....	59
Table 5. Enhancement of human capital.....	60
Table 6. The new entrepreneurial Initiatives, apostolate/services. ....	62
Table 7. Resources available for strategy implementation for sustainability .....	63
Table 8. Indicators of success of strategic plan implementation in MI .....	66
Table 9: Action Plan .....	78

## LIST OF FIGURES

Figure 1. Conceptual Framework .....	32
Figure 2. Respondents by Age group range .....	50
Figure 3: Religious Status in the Religious Life of the Respondents. ....	51
Figure 4. Years of service in the Religious Institute of the respondents .....	52
Figure 5. Respondents' years of experience in the professional and career training services .....	53
Figure 6. Education Qualification.....	54
Figure 7. Professional and career Training of the Respondent.....	55
Figure 8. Respondents by Alignment of Training to the Apostolic Projects .....	56

## **ABBREVIATIONS/ACRONYMS**

AOSK:	Association of Sisterhoods in Kenya
CLM:	Catholic Lay Missionaries
CB:	Capacity Building
HC:	Human Capital
HRM:	Human Resource Management
HRD:	Human Resource Development
MI:	Ministers of the Infirm
NHRD :	National Human Resource Development
NPO:	Non-Profit Organizations
STI:	Science, Technology, and Innovation
SPSS:	Statistical Package for Social Sciences
WCMRC:	Wajir Catholic Mission Rehabilitation Centre

## ABSTRACT

The practice of strategic planning and implementation has become an important aspect in organizations including the Church Institutions in the fast transforming environment. The Sister Ministers of the Infirm (MI) in Kenya is one of the religious Institutions faced with many challenges including sustainability as it endeavours to carry out its mission within its Charism. The purpose of this study was to establish the extent to which strategic plan implementation process was successful and hence its impact on the sustainability of the religious Institute of Sister Ministers of the Infirm (MI) in Kenya. The study was guided by the following objectives: to establish the extent of strategic plan implementation success influencing sustainability of the MI, to establish the critical factors affecting implementation of strategic plans, to assess the influence of leadership on implementation of strategic plan, and lastly, to analyze the extent to which resources availability and deployment influence implementation of strategic plan. This research study was also guided by two complementary theories namely Resource Based View theory and Upper Echelons Theory. The study adopted a case study design and employed mixed method approach skewing towards description in generating data. The questionnaire and Interview guide were employed. The interview guide was used for two top leadership members and other three members at the MI Institute in Kenya. The total population of the study was made of 35 respondents inclusive of the top leadership team, who lead different MI communities in Kenya. Primary data was collected by use of semi structured questionnaire and interview guide. The Data collected was analyzed by means of Statistical Package for Social Sciences (SPSS) and descriptive analysis. Data presentations were in form of pie charts, tables, frequencies, and percentages. The study findings revealed that the strategic plan implementation was successful and had a significant influence in enhancing Institute's sustainability. Enhanced leadership, improved resources availability and deployment, new entrepreneurial projects, enhanced human capital and human resources were significant success factors to strategic plan implementation process in the MI Institute. In addition, the study revealed that inadequate financial resources and some critical human resource management skills; acted as hindrance to full implementation of strategic plans. The study therefore concluded that strategic plan implementation plays an important role in enhancing Institute's sustainability. The study recommended that for an efficient, effective and full implementation of strategic plans to achieve Institute's goal of sustainability, top leadership should be fully involved, inspire and provide direction to members, and be committed throughout the process. The top leadership of MI should seek to acquire more skills and knowledge for Institute's strategic leadership. Also, the study recommended that the MI top leadership should focus on sound investment on the locally available resources, and deploy these resources appropriately for better strategy implementation. Finally, the study recommended that strategy implementation is a critical success process towards sustainability of the religious Institute of Sister Ministers of the Infirm in Kenya.

## OPERATIONAL DEFINITION OF TERMS

**Apostolate:** These are the various services or projects carried out by the Minister of the Infirm (MI) members to respond to the needs of the Society.

**Aspirants:** This refers to the new members who have just been recruited into the MI Institute, they spend six months of orientation in the Institute, being guided by one professed sister.

**Capacity building:** This is the development of skills, knowledge, attitudes, and values of every individual member to their full capacity for efficiency and effectiveness in the apostolic projects.

**Charism:** This is an extraordinary gift of the Holy Spirit given to a Christian for the good and service of the people.

**Religious Institute of Sister Ministers of the Infirm Charism:** refers to witnessing to the World the love of God to the sick, suffering and poor needy brethren).

**Council members:** This is a group of five sisters who hold the highest authority (leadership) in the Religious Institute of Ministers of the Infirm.

**Community:** It is a group of religious sisters belonging to the same religious institute living together in a convent with a superior/director.

**Human Capital:** This refers to the knowledge, expertise, and skill the members of the Institute of Ministers of the Infirm accumulates through education and training that contributes to high productivity to ensure the long-term survival of the Institute's apostolic projects.

**Human Resource:** This refers to all members of the Institute of Sisters Ministers of the Infirm of St. Camillus who are also working in various apostolates.

**Human Resource Development:** - This is the assessing of capacity needs and addressing the gaps through adequate measures of education and training of an individual member of the religious institute.

**Leadership:** - This refers to the council members, local community superiors and directors of apostolates of the Ministers of the Infirm in Kenya, who through interpersonal influence gets the

members to behave and act towards self and apostolic project sustainability. It also refers to the specific implementation commission teams comprised of at least 5 members who oversee the implementation of the regional strategic plan focusing on aspects such as development committee, social, vocation and spiritual animation team among others.

**Mission:** It refers to a written statement of the Ministers of the Infirm's core purpose and focus that generally remains unchanged over time.

**Management:** This is the involvement of the Ministers of the Infirm members in planning, organizing, leading and controlling the use of organizational resources effectively and efficiently for the achievement of the competencies and sustainability.

**Novices:** This refers to the candidates who have just been introduced and being given instructions into the first stage of religious life in the Ministers of the Infirm Institute. They are given formation for two years then are proved for the first profession into religious life.

**Postulants:** Refers to the candidates who are being introduced into religious life in the Ministers of the Infirm Institute. They are given formation for two years then sent into the communities for apostolic and community life experience.

**Plan:** It is an intended course of action, and for this study, it refers to what a religious Institute intends to do and how to achieve results. For the Ministers of the Infirm, there is a course of action, that is, to fully implement the strategic plans and achieve self-sustenance and sustainability of their apostolic projects.

**Project:** This is a specific activity or event initiated by a community worker with the support aimed at addressing the specific needs of that community. For this study, project refers to the apostolic activity of the Ministers of the Infirm.

**Religious Institute:** - This refers to the religious congregation of Ministers of the Infirm (MI), founded by Blessed Maria Domenica Brun Barbantini in the year 1829 in the City of Lucca - Italy,

whose distinctive purpose is to create, maintain, and exchange supernatural values with other members in the Society through the apostolic mission. They are also in Kenya.

**Resources:** These are the human (the sisters and lay staff within the Institute) and non-human aspects of production such as finances, land, health facilities, and skills, among others which would assist the religious institute of the Ministers of the Infirm to attain sustainability.

**Strategy:** It refers to the long-term plan of Ministers of the Infirm for achieving goals and moving forward in their mission and to achieve sustainability.

**A strategic plan:** Refers to a developed blueprint charting the specific objectives, goals and strategies that an organization intends to employ in its pursuit of achievement of short-term and long term goals. For this study, the implemented strategic plans in the religious Institute of MI in 2014-2017 was a tool used to help enhance self-sustainability.

**Strategic planning:** It is an exercise process in clarifying what an organization is trying to achieve and how it proposes to achieve it, setting vision, mission, goals, objectives, and activities.

**Strategy implementation:** This refers to the manner in which an organization should develop, utilize, and integrate organizational structure, control systems, and culture to follow strategies that have been laid down for the organization.

**Sustainability:** Refers to Ministers of the Infirm in Kenya, providing resources and live within their means, sustaining their apostolates without depending on the mother congregation.

**Vision:** The vision of Sister Ministers of the Infirm (MI) in Kenya is articulated by the phrase, "Rooted in our charism, MI envisions a self-sustaining delegation and society through new evangelization in the healthcare world".

# **CHAPTER ONE:**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the introduction to the study which includes the researcher's personal experience in the Religious Institute of Sister Ministers of the Infirm of St. Camillus (MI), relating to the strategic plan implementation and Institute's sustainability. It describes the background of the study and context of the case study (religious Institute of MI in Kenya). The problem, purpose of the study, research objectives and questions are also articulated. The chapter further incorporates an overview of the research approach, the assumption of the study, the rationale and why the study is significant. The scope, limitations and delimitations of the study and the definitions of key terms used are clearly presented.

### **1.0 Personal Experience**

Economic volatility has affected the Church as it has affected other corporate organizations, resulting in churches giving consideration to their viability and sustainability in the long term (Bahme E., 2009). Today, many religious institutions which form part of the Church are faced with this challenge of unsustainability. For a long period of time, missionary religious Institutions depended on donor support to translate their vision, mission, and objectives into action through activities. However, as these sources are running dry, many are forced to find other ways towards becoming self-sustaining.

For Sister Ministers of the Infirm (MI), the emphasis in carrying out missionary activities was not on financial gains or numbers, it was more about charitable services. There was no much emphasis laid on strategies for managing the Institute's resources. Empowerment of human

resource was not important either. What were considered of greatest value was deep Faith and spirituality as the core, hence the development of human capital and resource skills was not taken into serious consideration.

Because of the challenges, the religious Institute of Sister Ministers of the Infirm (MI) developed strategic plan. The vision of the MI in Kenya is articulated by the phrase, "Rooted in our charism, MI envisions a self-sustaining delegation and society through new evangelization in the healthcare world" (Camillus S. M., 2014). Since that time, the MI Institute in Kenya has experienced a number of successes in the healthcare service as well as challenges of managing and sustaining the owned healthcare facilities and services. The MI also participates actively in community development through empowerment of the disadvantaged members, in particular, women and children in the local community through initiating small income generating projects and education to the needy children.

The researcher engaged in this study is a member of the religious Institute of Sister Ministers of the Infirm (MI) of St. Camillus for over 20 years now. The researcher's personal experience draws back to the year 2014 when the MI in Kenya set out to develop a strategic plan. This is in line with the work of Coghlan and Brannick (David Coghlan, 2010) on doing Action Research in your own Organization with the aim of improving its performance and facilitating learning. The MI's realizing the great need for action due to many challenges and changes in the society, held an assembly in order to evaluate the present state of the Institute in Kenya and its charismatic project (healthcare) and other social development projects, and discussed various challenges faced by the Institute and hence with the help of expertise developed a strategic plan which would be the roadmap or the guide for the Institute in the East Africa region-Kenya. During the plan development process the MI members were able to realize and noted their experiences of

low performance in service delivery and challenges in self-sustainability and sustainability of their projects/mission activities, and this actually caught the attention of the researcher.

With the personal experiences and also challenges noted in the discussions during strategic plan development process, the researcher was touched and started to ponder critically with many questions arising in mind on what could be the causes of challenges of self-sustainability of MI and its mission projects. This is so because with effective strategies put in place and once the people are empowered with the right skills there is hope that the organization will also be positively empowered, transformed and its projects become self-sustaining.

According to researchers' experience working for more than fifteen years in the religious Institute now, the researcher observed that sustainability of the Institutes and its mission activities has been an issue of concern. In addition, the practice of leadership and management in the Institute had seemed leading to poor performance at community and apostolic levels. Perhaps the MI Institute needed to put in place some effective strategies to enhance self-sustainability. The relevance and self-sustainability of the MI Institute can only be ascertained through implementing strategic plans effectively. The goal, mission, and Charism of the religious Institute of MI ought to be in alignment with the present needs of the society, and responding effectively to the signs of the time. The MI Institute's future and sustainability depend much more on the prominence of effective strategic plan implementation, effective leadership, human capital, resource availability and deployment, communication and new entrepreneurial initiatives among others.

## **1.1 Background of the Study**

Strategic plan is one of the tools that is used by an organization to transform its objectives into action. Implementation of strategic plan entails translating the chosen strategy into organizational action and its effective implementation leads to success in achieving organization's set objectives which eventually enhances its sustainability. Strategy is the match between an organization assets and its human resource and the anticipated risks it faces and the reasons it wishes to achieve the intended objectives (Murage, 2018).

A strategy is an essential component of organization planning required to achieve organizational goals. The strategy provides long-term direction and strategic decisions for an organization's activities in order to achieve its objectives in a changing environment with the aim of fulfilling stake holder's expectations (Kavale, 2012). Well planned and effectively implemented strategies of an organization leads to the organization's good performance and success whereas poorly implemented strategies results into organizational poor performance hence low chances of enhancing organization's sustainability. In other words, effectively implemented strategies result into high performance of an organization thus leading to organizational success, which may enhance organization's sustainability.

The advent of globalization has led to rapid change and created uncertainty in the operating environment for businesses of both for-profit and non-profit organizations. As more and more markets become global, these organizations are compelled to think globally and take complex and strategic decisions in order to create and maintain their organizational continuity. The organizations ought to have the capacity and flexibility to constantly embrace the new vision, and rewrite the organization's guiding rules (Elkatawneh, 2014). Thus, in order for organizations

to align their operational activities in the constantly changing and competitive environment, they are compelled to formulate and implement effective strategic plans to deal with the new changes.

Global empirical literature noted that between 50% and 80% of organization strategy implementation initiatives have always failed. That strategy execution in the implementation phase is often the most difficult and time consuming. Hence, the strategies adopted by an organization ought to be evaluated by experts to overcome the problems of high level of strategy failure at the implementation stage which in the long run may hinder the firms' growth, performance and sustainability (Murage, 2018).

A study research by Murage indicated that between the year 1960's and early 70's, the United States of America and most of the Western Countries experienced a period of growth and positive performance stability of their organizations as a result of the use of strategic plans, forecasting and financial budgeting (Murage, 2018). Murage further noted that, for strategy implementation to be successful there is need of support from both the internal and the external organization stakeholders, the implementation cannot be left alone only to top managers.

A study research by (Galbraith, 2012) informed that the White paper of 2006 on Strategy Implementation of Chinese Corporations revealed that 83% of the sampled corporate bodies failed to implement their strategy smoothly while 17% had a more consistent result in the implementation stage. For an organization to effectively and efficiently implement its strategies in a successful way to enhance its sustainability, it requires adequate resources, effective leadership styles, a functional and enabling structure, an efficient information system, effective budgeting and employee rewards.

This study was guided by two theories; Resource Based View (RBV), and Upper Echelons theory. RBV hold it that resources and capabilities which are tangible and intangible assets can be used by firms to help them choose and implement strategies, and to understand them as sources of sustained competitive advantage for firms (Jay B. Barney., 2011). Upper Echelons theory explains the different positions and roles in an organization and how this affects strategy implementation and realization of set objectives of the organization. Therefore the theory proposes new models into strategic leadership, governance, decision making, and many other factors as well as processes involved in operation of organizations (Mbithi, 2016).

Resources are considered a basis of strength and so organizations that possess the critical resources functions well (Ali Khalif Gure., 2018).

### **1.1.1 The Concept of Strategy**

Strategy refers to the adoption of courses of action and associated allocation of resources and competences required to achieve organizational goals. It is meant to provide long-term direction and strategic decisions for an organization's activities in order to achieve its objectives in a changing environment with the aim of fulfilling stake holder's expectations (Kavale, 2012).

Emerson, João, and Mário defined Strategy as the set of decisions taken by senior company management that leads to the development of internal practices, action plans, policies and guidelines, which aim to improve the organization's relationship with its external environment, geared to market. This results in the acquisition and retention of customers, leading to organizational success (Emerson Wagner Mainardes J. F., 2014).

Strategy as a plan enables the manager set goals and determine the course of actions to achieve those goals with the available resources in the organization. Its purpose is to provide the

direction for an organization, and is of vital importance for its survival (Brinkschröder, 2014). Brinkschröder argues that, moving together in one direction, with cooperation and in harmony will enable an organization to implement its strategy more efficiently. Similarly, as noted by Athapaththu, strategy makes each and every member of the organization understand the reason for the organization's existence and also it implies how a given target can be achieved (Athapaththu, 2016).

### **1.1.2 Strategy Implementation**

Strategy implementation is simply referred to as an activity of putting the plan into action. It involves established short-term objectives, devising policies and allocating resources (Musibau Akintunde Ajagbe., 2016). Strategy implementation is also defined as an internal administrative activity which entails working through others, organizing, motivating, culture building and creating strong links between strategy and how the organization operates. This process entails converting the formulated strategies into viable operations that in turn yield the organization's targeted results. Strategy implementation involve delicate and sensitive issues such as resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes (Musyoka L. W., 2011).

Strategy implementation is regarded as a prerequisite for high performance, however, implementation is known to be an area of frustration in many companies. As noted by Kurt Verweire, various studies have reported significant failure rates of 40% to 90% in strategy execution, and this is attributed to quality of the strategy itself, quality of the strategy implementation efforts as well as quality of the leadership team that is in charge (Verweire, 2014).

According to Verweire, strategy implementation requires visionary capabilities, process and people management capabilities. This process should hence stimulate the appropriate employee behaviour so that the strategy can be translated into activities and results thus leading to organizational performance and sustainability. Through effective strategic plan implementation, organizations are likely to perform highly and thus become self-sustaining in the dynamic environment.

Strategy enable the organization to meet its uncertain situations with due diligence, without an appropriate strategy effectively implemented, the organization's future remains dark thereby increasing the chances of its business failure (Chinedu Onyeizugbe, 2013). In other words, the organization remains unstable and thus not self-sustainable. Hence, in order to enhance sustainability, organizations ought to implement sound strategies compounded with necessary resources which include natural, non-human and human resources, competencies and skills.

The success of a strategy is determined by degree of its implementation. Hence, top priority of strategic plan implementation is to build a capable organization with a responsive internal organization structure, which include building competences and developing skills of employees.

Globalization poses both positive and negative aspects and affects the way in which corporations operate their day to day activities (Muhoro, 2011). This has meant that organizations need to rethink of the corporate strategy and effective implementation of those strategies for efficient organization's performance thus enhancing their sustainability in the competitive environment.

### **1.1.3 Organizational Sustainability**

Sustainability as described is a concept that organizations adapt in different ways. Organizations that integrate sustainability concerns and initiatives into their strategy need to ensure also the

practical implementation of the plans. Today, Organizations are not only striving to have a competitive advantage in the market, but also striving to be sustainable (Lapina, 2019).

Organizational sustainability or survival is influenced by a number of aspects which include: human resource capacity, the availability of funds, availability and quality of material resources, supportive leadership, development of needs-based and demand-driven programme and effective management (Ernest Okorley, 2012). To achieve sustainability, it is important that organization have their strategies well implemented, the capacity to obtain and fully utilize both internal and external resources to enhance organization's development and maintenance. Further, Organizations, be it profit or non-profit oriented, that are self-sustaining have had their strategic plans not only well embedded in their mission, vision, goals and objectives but also having these plans fully and effectively implemented.

The local and global external contexts have a significant effect on the choices made by organizations in regard to formulation and implementation of sustainability actions. The amount of financial and human resources allocated to sustainability have impact on the Sustainability programs to be implemented. Leaders must therefore develop the appropriate processes to improve sustainability programs of the organization after a careful evaluation of the inputs and their likely effects on sustainability and financial performance. The inputs comprises the sustainability strategy, structure, systems, programs, and actions (Marc J. Epstein, 2010).

#### **1.1.4 Church/Religious Organizations**

The church is a unique institution due to its both divine and human in nature. Its divinity draws from its relation to worship and service of God and governed by divine rule; whereas its human nature is characterized by its possession of the assets to manage, and rightfully demand for

accountability (Kitawi, 2015). Kitawi observes that Churches worldwide contribute to achieve important social, economic and political objectives in society. Similarly, as observed by Makokha Vincent, the Churches in Kenya are deeply involved in the areas of education, health care, social welfare and economic/vocational training and development of people since the time of independence (Makokha Vincent Kinas, 2018).

Just as any other Church history in Africa, religious missionary Institutes which forms part of the Church have a history of being introduced in Africa and Kenya in particular by the missionaries who had an objective of spreading the gospel and responding to the social needs of the society. The founding foreign missionaries have had the ownership of the social projects implemented and managed by them over a long period of time which also created financial dependency on foreign aid. Thus, with the diminished presence of foreign religious missionaries in most religious Institutes in Kenya and decline in aid support received from them, most local religious Institutes are experiencing financial challenges and therefore having to devise new strategies to support themselves; rendering the issue of self-reliance and resource mobilization to gain importance among the local religious Institutes.

Due to long time of dependency on the missionary aid from the West, most missionary religious organizations are faced with challenges for survival and sustainability. As such, many church/religious organizations today are coming up with diversified strategies like formulating and developing strategic plans, implementation and executing those strategic plans effectively with an objective of enhancing their missionary activities, social and economic sustainability (Kitawi, 2015).

The researcher observes that the religious Institute of Sister Ministers of the Infirm (MI) in Kenya is still struggling for survival/sustainability despite its rapid growth in terms of vocations and numbers (personnel); and that to fulfil its role and obligation as charitable institution in society and support this growth, Institute's leadership is challenged to mobilize resources for self-sustenance. In order to sustain the life and work of MI it is important to fully and effectively implement its strategic plans that guarantee long-term commitment and contributions.

The KNBS, Kenya Facts and Figures 2012, (2012) as cited in (Kitawi, 2015), indicated that Kenya has about 8,000 registered churches. The Association of Sisterhoods of Kenya directory indicates that there are about 150 Women Religious Institutes in Kenya (Kenya, 2013). For this study, the researcher will focus on the religious Institute of Sister Ministers of the Infirm of St. Camillus in Kenya.

#### **1.1.5 The religious Institute of Sister Ministers of the Infirm of St. Camillus (MI)**

The religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) plays a vital role of offering assistance to the poor sick and needy brethren, and marginalized populations in the world and particularly developing countries. In Kenya, in particular, the MI Institute has been instrumental in the provision of basic social services which include health care facilities/services, education for the needy children and youth, and social transformation in communities through development of income generation projects for disadvantaged women in the slums of Gataka and Kuwinda in Karen area, Nairobi.

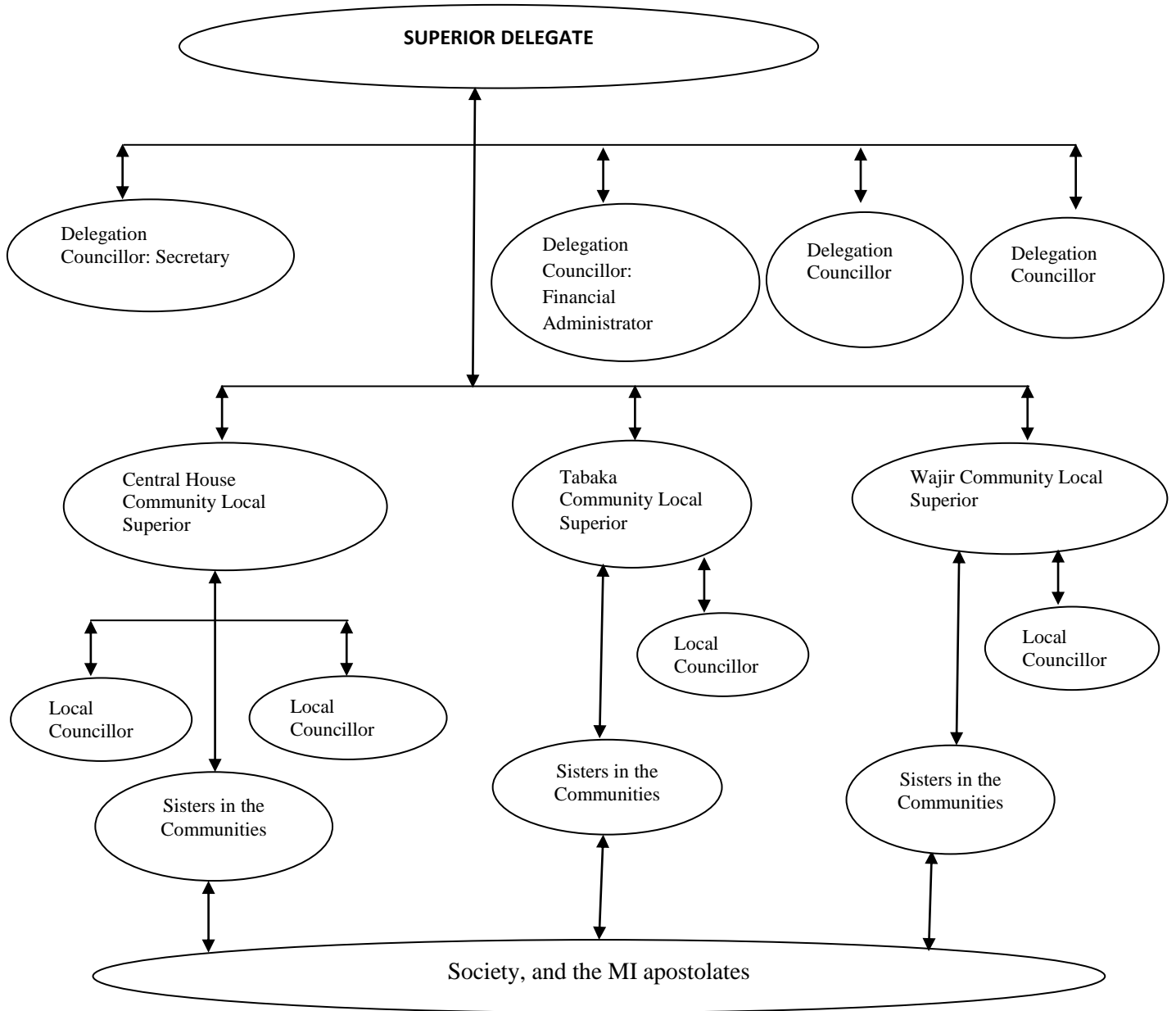
The MI is one among the religious Institute in Kenya with a specific Charismatic mission of service to the poor sick and needy people both at hospitals and in homecare. The MI history dates back to 1976 when the first 3 missionary sisters from Italy; Sr. Mary Grace Lucchesi, Sr.

Veronica Tondini and Sr. Emily Balbinot arrived in Kenya, and established the first-ever community in African soil at Tabaka Mission Hospital – Kisii Diocese, Kisii County, in Nyanza province. Their main purpose and mission were to provide integrated, comprehensive and professional health services to the poor, sick and abandoned needy brethren, both in the hospital setting and in homes (Camillus S. M., 1976). In 1984, the MI sisters extended their comprehensive health services to the Diocese of Ngong, Kajiado County where they served Fatima Health Centre in the maternity department, department for children, the abandoned; the HIV/AIDS infected and affected children. In 1992 the formation training Centre for the young women entering into religious life, another religious community and a health care facility - Maria Domenica dispensary, was started at Masai Lane Karen, in Nairobi. The health facility offered mainly health services and formation on family life to poor people from the then three nearby slums (Kuwinda, Gataka, and Stony) hence promoting family values in the society. In the year 2007, three MI members started another new Mission in Wajir County - North Eastern Province of Kenya, where they offer services at the Wajir Catholic Mission Rehabilitation Centre (WCM). Here the Sisters extend the healing ministry of Christ through home visits of the poorest, attending to the most abandoned sick in the Centre, and outreach mobile clinics in the villages (Bullas) commonly known as “Manyattas”.

Today MI Institute in Kenya are spread and engaged in missionary activities in 4 provinces mainly: Nyanza, Nairobi, North Eastern, and Rift valley provinces respectively. It comprises of 5 religious community houses which includes Central formation house, Tabaka, Wajir, and Molo community. In the year 2014, the MI members in Kenya engaged in another mission in Ivory Coast – West Africa where they offer healthcare services in the hospital. The headquarters of the MI is located at Masai Lane - Karen, Nairobi. The Headquarter is the coordinating secretariat

both within East Africa and West Africa. The vision statement of the MI is “A self-sustaining Institution and society through new evangelization in the health care world in the contemporary Society” and the mission statement is “To sustainably witness the merciful love of Christ by visiting, assisting, and serving the sick even at the risk of life, the poor needy and abandoned persons in the Society”. Its core values are: Dignity and sacredness of the person, Care for the sick and the needy, Compassionate love, Competence and responsibility, and lastly, Relationality and community. The organization structure for the MI Institute is as shown below:

# 1.0 Organizational Structure for MI Institute



**Source:** General Directory: Suore Ministre Degli Infermi Di San Camillo, Roma, Giugno 2008

The organization structure reveals that the Superior Delegate is the sister who is overall in charge of the MI Institute in Kenya, she is assisted by other four council members to exercise the duty of leadership. Besides, there are secretary delegate, delegate bursar who help in the notary and financial management of the Institute in Kenya. Matters from the delegation council are discussed before channeled to the Superior General and the General council for final mandate. The other three levels comprise of central house, communities, local councilors, sisters in the community, linking to the apostolate and the communities whom the congregation is founded to serve. MI in Kenya has invested in strategic plan formulation and implementation for more than three years. The plans are prepared to serve for a period of three years after which evaluation is done to assess the impact, and challenges and then a new plan is drawn.

This study was motivated by the realization that other studies such as challenges of implementation of strategic plans, strategy implementation and firm's performance among others, have been undertaken both locally and internationally (Li, 2010). But no study has been undertaken to establish the success and impact of strategic plans implementation on sustainability of religious organizations and in particular, the religious organization of Sister Ministers of the Infirm of St. Camillus. This is the gap this study attempted to fill.

### **1.1 Research Problem**

The practice of strategic planning and implementation has become an important aspect in the Church organizations, especially at a time when Church is faced with the challenge to examine its effectiveness in attaining the goal of charitable service delivery and sustainability. The religious organizations being part of Church organizations are faced with many challenges and obstacles today as they endeavour to carry out the mission activities. Hence, this calls for strategic planning and implementation of strategies.

Strategy implementation is essential and leads to success in achieving any organization's set goal because it is regarded as a prerequisite for high performance. However, implementation is known to be an area of frustration in many organizations. Thus, organizations face various challenges in their endeavours to implement strategies. Therefore it is of vital importance that an organization develops proper and right practices in strategy implementation which enhances its sustainability.

There were indications that progress has been made yet no study had been carried out. This study therefore sought to provide answer to the following research questions: to what extent has the strategic plans implementation led the religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) in Kenya towards sustainability? And what were the main influencing factors?

## **1.2 Purpose of the Study**

The study was carried out for a specific purpose of establishing the extent to which strategic plan implementation had impact on sustainability of the religious Institute of Sister Ministers of the Infirm (MI) in Kenya.

## **1.3 Objectives of the study**

### **1.3.1 General Objective**

The objective of this study was to establish the impact of strategic plan implementation on sustainability in the religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) in East Africa, Kenya.

### **1.3.2 Specific objectives of the Study**

In order to achieve the main objective, the study was guided by the following specific objectives:

- i. To establish the extent of strategic plan implementation success and influence on sustainability of the religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) in Kenya within 2014 - 2017?
- ii. To establish the critical factors affecting implementation of strategic plan.
- iii. To assess the influence of leadership on implementation of strategic plan.
- iv. To analyze the extent to which resources availability and deployment influence implementation of strategic plan.

#### **1.4 Research Questions**

The study sought answers to the following research questions:

- i. To what extent was strategic plan implementation successful and its influence on sustainability of the religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) in Kenya within 2014 - 2017?
- ii. What are the critical factors affecting strategic plan implementation?
- iii. What is the impact of leadership on the implementation of strategic plan?
- iv. To what extent does resource availability and deployment influence implementation of strategic plan?

#### **1.5 Significance of the Study**

The study would be of importance to future researchers and scholars carrying out similar research since it would be a source of material useful in generating new knowledge that can be used for comparative studies for their research. The study findings would contribute to pool of knowledge and help deepen empirical research on the influence of strategic plan implementation on organizational sustainability. The findings of this study would also be useful for the

researchers to advance their work and the recommendations would form the basis of their investigations.

Other organizations, profit and Non-Profit, and policy makers would stand a better chance to understand the loopholes and weaknesses of the strategic planning and especially implementation. They might also use the study findings to address challenges they encounter while implementing their strategic plans. The study findings would ultimately contribute to improvement in policy formulation for implementation of strategic plans in Church and missionary religious Institutions.

The study was valuable to the religious Institute of Sister Ministers of the Infirm (MI) as it documented not only the impact of strategic plans, but also the challenges the MI Institute have faced in the implementation of its strategic plans. The MI top management may use the study findings and recommendations to address the challenges identified towards ensuring successful implementation of the strategic plans.

The study would be important to the top management/leadership of the religious Institute of Sister Ministers of the Infirm (MI) who formulate strategies and the whole Institute since they implement the strategies. The top management/leadership and all members at the religious Institute of MI would understand the extent and how strategic plan implementation as a tool affects the Institute in its quest to deliver on its mandate with the intent to attain sustainability.

The study would be important to the leadership of the MI in Kenya. The study would inform the Institute's leadership on the best practices to ensure that chosen strategies are fully implemented for the growth and sustainability of the Institute. The finding would also ensure the effectiveness and successful implementation of the next strategic plan.

## **1.6 The scope of the Study**

The scope of the study refers to the parameters under which the study was operating. The general objective of the study was to establish the impact of strategic plan implementation on sustainability of the religious Institute of Sister Ministers of the Infirm of St. Camillus (MI) in East Africa, Kenya. The study focused on the Institute of MI in Kenya. The study population was 35 MI members inclusive of the top management/leadership, less the researcher. The study was conducted between the years 2017 - 2018.

## **1.7 Assumption of the Study**

1. The strategic plan implementation plays an important role and greatly influence sustainability of religious organizations and hence impacting on their sustainability. The strategic plan 2014-2017 was a valid document for the MI Institute.

## **1.8 The Limitation and delimitation of the study**

A number of limitations were encountered that might have been a hindrance to collecting more information needed in this study. Some of the respondents were reluctant in giving information with the fear that the information sought would be used to intimidate them or portray a negative image about the religious Institute. However, as the process went on and with the explanation, the respondents became enthusiastic and hence providing adequate data. Another limitation in the study is that there is very little written about the topic in relation to religious organizations. However, the researcher handled the problem by relying on the information from local and global literature on strategy implementation in organizations.

However, the main limitation is that this is a case study therefore the findings strictly apply to the religious Institute of the Sister Ministers of the Infirm, although it can still inspire other related

Institutions. The case study allows for in-depth study of a given unit and in this context strategy implementation at the religious Institute of Sister Ministers of the Infirm in Kenya. Hence, the findings and results of the analysis cannot be inferred to other organizations.

## **1.9 Summary**

Chapter one of the study comprised of the study background, research problem of study, purpose of the study, general and specific objectives, study research questions, significance, the scope, study assumption and limitations and delimitations of the study. The following chapter provides the theoretical and empirical reviews on strategy implementation and factors affecting the process with the implication of the Institute of Sister Ministers of the Infirm in Kenya. In which the research gap identified in the review of the empirical review is addressed.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter reviewed the relevant literature on the subject of strategic plan implementation and organization sustainability as presented by various researchers and previous scholars. The influence of strategy and factors affecting organizations in the strategic plan implementation process were discussed. The other main topics analyzed included theoretical perspective underpinning this study. Empirical studies were reviewed, conceptual framework and research gap were also developed.

#### **2.2 Theoretical Review**

As mentioned in chapter one, this study was guided by two theories; Resource Based View theory and Upper Echelon theory. These theories are explained in details below:

##### **2.2.1 Resource Based View Theory**

In 1959, Edith Penrose, wrote a book on the theory of the growth of the firm that provided the intellectual foundation for current resource based theory of the firm. This theory has been considered by many scholars in the field of strategy leading to competitive advantage phase which had later moved to sustainable phase. Her main intended contribution was to contribute to the understanding of how organizations grow with resources which are valuable, rare and appropriate, which led to short term advantage and is later sustained over time due to resources which are imitable, sustainable and mobile (Penrose, 1959). Later on, the Resource Based View was developed by Bain (1968) and Porter (1985) who are its main proponents.

Resource Based View (RBV) school of thought explains that resources and capabilities are essential for understanding the sources of sustained competitive advantage for firms (Jay B. Barney., 2011). RBV holds that an organization can sustain competitive advantage through efficient and appropriate utilization of resources at its disposal. Each organization has its unique collection of physical, human, and organizational capital resources that is utilized to enhance organization's performance leading to enhanced sustainability (Warui, 2016).

The RBV school of thought explains that resources and capabilities are a collection of tangible and intangible assets, including a firm's management skills, its organizational processes and routines, and the information and knowledge it controls that can be used by firms to help choose and implement strategies. These resources take different forms including total assets expressed in monetary terms, experience of key human resources and the overall personnel adequacy (Mbithi, 2016).

The RBV has become one of the most influential theories in the history of management. It seeks to explain the internal sources of a firm's Sustained Competitive Advantage (SCA). The central proposition of this theory is that for a firm to achieve a Sustained Competitive Advantage, it must acquire and control Valuable, Rare, Inimitable, and Non-substitutable (VRIN) resources (Kraaijenbrink J., 2010).

Most RBV researchers (Bhide, 2000; Peteraf and Barney, 2003; and Foss and Knudsen, 2003) as cited in Mbithi (2016) hold it that the resources affect an organizations ability to execute its game plan strategies which in turn affects organizational performance. (Mbithi, 2016). This theory is relevant for this study because it explains the role played by internal resources that

being controlled and utilized by an organization results to high level of performance which in turn enhances organizational sustainability.

### **2.2.2 Upper Echelons theory**

Upper Echelons theory explains the different positions and roles in an organization and how this affects strategy implementation and realization of set goals and objectives of the organization. Therefore, this theory is relevant and applicable for this study as it indicates some of the new models for strategic leadership, organizational governance, decision making, and many other factors as well as processes involved in the operation of organizations (Mbithi, 2016).

## **2.3 Empirical Review**

Many studies have been carried out on strategy implementation in relation to organizational performance and challenges in strategy implementation in organizations. This section reviewed some studies conducted worldwide on implementation of strategic plans by organizations with the intent of increasing performance and achieve organizational goals.

### **2.3.1 Strategic plan Implementation and Organizational Sustainability**

Strategic management is an important key to organizational sustainability. Strategy and high operational levels of management in Organizations leads to the realization and attainment of organization's sustainability (Jay Weerawardena, 2010). Without well planned strategy implementation program, no strategy would be implemented regardless of its superiority (Mbithi, 2016). A study by Mbithi further states that organizations which emphasize on effective strategy implementation achieved twice financial success compared to poor implementers. He also noted that Sometimes implementation is hard to get right, yet success of organizations depends on effective implementation.

Many organizations today are integrating sustainability concerns into their strategic decision-making processes. Well and practically implemented strategic plans lead to realization of organizational sustainability (Lapina, 2019). Lapina posits that growing and sustainable organizations are strategy focused and that, poor strategy is linked to weak organization's systematic sustainability integration. Therefore, for an organization's sustainability to be realized, measures have to be put in place to ensure effective strategic plans implementation.

The influence of strategic plan implementation on organizational success and sustainability is subject to informal (soft) systems which are critical in supporting sustainability efforts which include: the mission, leadership, organizational culture and people, and the formal (hard) systems which are systems related to employee motivation, coordination of employee actions and corporate culture. Many companies are committed to improve sustainability and have developed formal systems to support their sustainability strategies but have remained unsuccessful in implementation because their focus are not embedded on these systems. In other words, they have not considered the vital role of strategy implementation in the organization (Marc J. Epstein, 2010).

A study carried out by (Mutiso, 2017) revealed that some of the reasons which could be attributed to failure of religious Institutions to implement their strategic plan included: Failure to link the strategy to budget, not giving incentives and rewards to members, failure to discuss the strategy, and also when a great percentage of members do not understand the Institute's strategy.

A study by (Karimi, 2007) indicated that for organizations to have successful strategy implementation, they ought to be aware of the persons responsible for carrying out the strategy,

the changes in organizational structure and design that are needed to carry out the strategy, responsibility of the different departments and the sorts of information systems that are needed to monitor progress. For instance, when the MI Institute formulated and developed their strategic plan, different working teams were created so as to ensure full implementation of the plans, e.g teams of planning, budgeting, implementation, monitoring and evaluation of the Strategic Plan were formed and commissioned. Roles and duties for each team were clearly indicated. Measures for carrying out evaluation were crafted together with the performance indicators.

Effective strategies, capabilities of human resource, human capital – skills and competencies, availability and allocation of resources, decision-making participation, coordination, incentive and reward systems, and collaboration, are all positive measures that contributes to effective implementation of a strategic plans in any organization. For the religious Institute of MI to fully and effectively implement their strategies in order to fulfil their missions, there was need for enhanced human capital, non-human resources availability and management, effective leadership to drive implementation process and improve strategy execution, to developed budgets to steer resources into the activities critical to strategic success; have in place policies and procedures that facilitate effective execution and continuous improvement of Institute’s business strategies; and have the members motivated through rewards and incentives among others. All these would contribute towards full and effective strategy implementation.

### **2.3.2 Factors affecting strategic plan implementation in Organizations**

Strategy implementation has been found to be key for survival and sustainability of any organization. Rajasekar posit that although many organizations have a robust strategy formulation, they fail to sustain their competitive advantages because they lack the processes in implementing the strategies (Rajasekar, 2014). The process of implementing strategic plans in

any organization is faced by many factors. According to Rajasekar, factors that affect strategy implementation include: leadership style, information availability and accuracy, uncertainty, organizational structure, organizational culture, human resources, and technology. He noted that each of these factors impact strategy implementation at different level with a different force. Following are some of the highlighted factors that affect strategy implementation in organizations.

***Human capital and resources*** – It has been noted that human capital is an essential factor for Sustainability. A high level of human capital has a positive effect on organizational Sustainability. Sustaining human capital increases productivity (Uju Violet Alola, 2018). Rajasekar postulated that human resources are key strategic resources and that effective management of the human resources plays an important role in the effective implementation of strategic plans. Involving employees in key aspects such as decision making, which increases their competencies and commitment should be part of the human resource management practices. Organizations that get their employees involved and motivated through rewards are certain to record a positive influence on the implementation of strategy. Thus, according to (Mbithi, 2016) Strategy implementation success is highly dependent on human resource and less on organization and systems related factors. Allocating adequate resources to a given strategy implementation leads to greater organizational performance therefore enhancing organizations' sustainability.

***Organizational Leadership***: Warui in his study posited that successful strategy implementation compels organization to having a strong leadership and policies that support the strategy and a very high level of focus on the day to day activities. Strategy implementation tests leaders' skills,

ability to direct organizational change, motivation skills and ability to develop capabilities and organizational culture to support the strategy. According to Warui, what makes strategy implementation challenging are the kind of activities that needs to be implemented and various skills required to perform them - people skills being at the center (Warui, 2016).

Cater and Pucko (2010) as cited in (Rajasekar 2014) carried out a study involving 172 Slovenian companies which demonstrated that the biggest obstacle to strategy implementation and execution is poor leadership. Consensus within the top leadership team about the strategy can also help or hinder its execution. This suggests that to realize performance gains from a strategic change requires that both senior and subordinate leaders effectively communicate the strategy and take actions to ensure its implementation; that is, if subordinate leaders are not committed to the strategy, implementation is at risk. Thus, it is clear that leaders at different levels influence strategic initiatives and their implementation (Charles A. O'Reilly, 2010).

A strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. Lorange (1998) argued that one key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy. (Lorange, 1998) Therefore, this challenge compels top management of organizations to provide effective leadership to counteract the challenge.

According to Rajasekar (2014), leaders of organizations are charged with the responsibilities of coordinating organization's activities, streamlining processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation. Beer and Eisenstat (2000) as quoted in (Rajasekar 2014) argued that poor coordination across functions

and inadequate down-the-line leadership skills and development are killers of strategy implementation in an organization. Therefore, commitment and leadership of top-level management is essential in strategy implementation. Also, the type of leadership style employed in a given organization determines how the chosen strategies will be implemented.

**Communication:** Organizations are able to coordinate different personnel and resources towards a given strategy implementation through communication. Leadership of an organization is effective when it enhances communication within the organization as this makes strategy implementation possible when all the employees are aware and communicated to the strategies. A study by (Janis, 2005) on the link between a company's corporate communication function and its implementation of strategy established that Chief Executive Officers (CEOs) focus on branding and reputation and prioritize internal communication. Hence, communication in an organization is a central key to strategy implementation.

Peng and Litteljohn (2001) cited in (Li, 2010) stated that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an effect on the process of implementation. Communication barriers are reported more frequently than any other type of barriers, such as organizational structure barriers, learning barriers, personnel management barriers, or cultural barriers.

Li et al. (2010) highlighted that a study conducted in the casino industry within the state of Nevada showed that over 38% of the senior-level leaders do not communicate the company's direction and business strategy to all of their subordinates. Frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

The most common experienced problem in strategy implementation is the lack of sufficient communication (Wanjohi, 2007). Wanjohi indicated that organizations still need to do much in the area of communication strategies since communication should be two-way so that it can provide information to improve understanding and responsibility, and to motivate staff, and also it should be an on-going activity throughout the implementation process. In many cases, it is not so and therefore, communication still remains a challenge to strategy implementation process.

**Poor Strategy:** (Rajasekar, 2014), states that, even though a strategy may be well formulated but if not implemented is meaningless. Formulating a strategy that is not competitive would be a waste of time and resources implementing it. Therefore, organizations must take into consideration in coming up with innovative and workable strategies and ensure their effective implementation in order to achieve the organization's goal and desired results. In order to avoid strategy failure, organization should identify the positions key to its strategies and facilitate the development of prerequisite capabilities for the strategy to be appropriate and effective.

According to research study by (Miako Mary Jane Mukami., 2016), strategies fail as a result of unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models.

It is therefore evident from the above that factors influencing strategic implementation in organizations include: Effective planning, effective leadership, effective communication, and involvement, allocation of duties/responsibilities for strategy execution, and human capital and resources among others.

### **2.3.3 Resource Availability, deployment and Implementation of Strategic plan**

A research carried out by (Mutiso, 2017), indicated that resources are inputs into a firm's production process, such as capital, equipment, and the skills of individual employees, patents, finance, and talented managers. Resources are either tangible or intangible in nature. With increasing effectiveness, the set of resources available to the firm tends to become larger. She highlighted that organization should be in a position to identify its potential key resources and determine whether these resources fulfill a criteria referred to as VRIN (Valuable, Rare, In-imitable and Non-substitutable). If a resource exhibits VRIN attributes, the resource enables the firm to gain and sustain competitive advantage thus moves towards self-sustained. Resources both human and non-human are the basis for and further the implementation of organization's strategy. Organization's performance and its sustainability can be enhanced by the manner in which it uses resources particularly human capital, in developing and implementing its' strategies.

According (Karimi, 2007), resource insufficiency is a common strategy implementation challenge. He noted that deploying resources in various departments of the organization does not mean that strategies will be successfully implemented. This is because a number of factors such as; overprotection of resources, too great emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctance in risk taking, and lack of sufficient knowledge hinder effective resource allocation. This is in accord with the studies carried out by Murage which

noted that deploying resources to specific departments within the organization does not imply that strategies will be effectively executed because there exist other various factors that generally hinders successful resource distribution. He states that the absence, insufficiency or inaccessibility of resources hinders strategy execution within organization. The deficiency or lack of human resources contribute essentially to an organization test of effectively actualizing strategies (Murage, 2018).

A study done by (Mutiso, 2017) revealed that the three core strands that provide competitive advantage to religious organization include; credibility or the commitment of the founders and the religious institutions received legitimacy; the ability of religious organization to secure resources that are rare and inimitable, and the ability of the organization to construct a differentiated strategy that enables the institution to tap into a unique clientele segment or apostolate. Availability of both human (the sisters and lay staff within the Institute) and non-human resources of production such as finances, land, health facilities, and skills among others, would be essential in effective strategy implementation process assist the religious Institute of MI to attain self-sustainability.

### **2.3 Conceptual Framework**

A conceptual framework shows the relationship between the study variables. In this study, it is viewed that strategic plan implementation plays a vital role in influencing organization's sustainability. The dependent variable is the sustainability of Institute while the independent variables include Human capital, leadership, communication, resource availability and deployment as shown in figure below.

**Independent Variables**

**Dependent Variable**

**Strategic plans implementation**

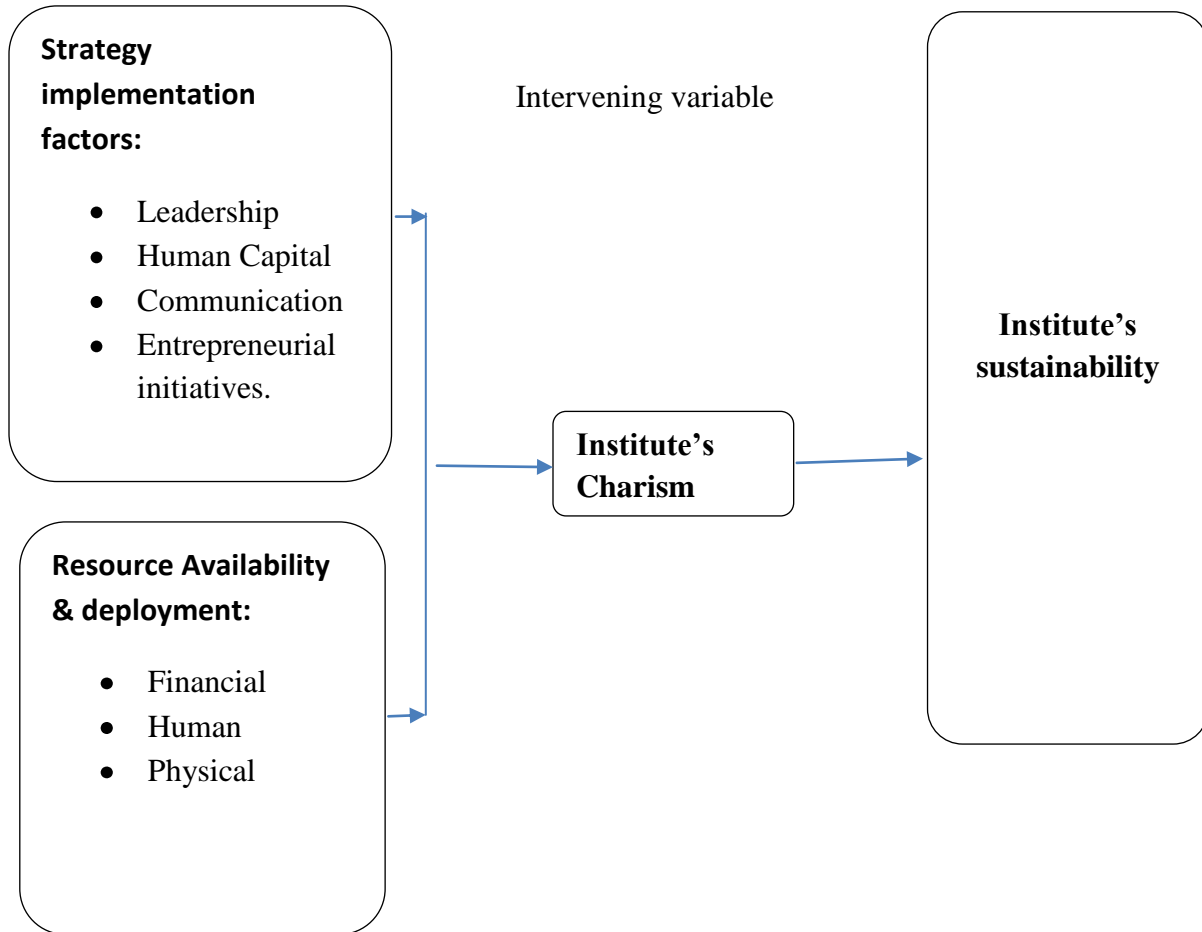


Figure 1. Conceptual Framework  
**Source, Author (2018)**

In this study, the notion was that strategic plan implementation indeed had a significant influence on the Institute's progress towards self-sustainability. This was predetermined through assessing the aspects of the effective leadership, resources availability, human capital, entrepreneurial initiatives, communication, whereas the Institute's sustainability was measured through financial resources acquired, performance, new projects, participation, receptivity, increased personnel.

The strategy plan implementation influence the individual's performance which affects the sustainability of the Institute. The effectiveness of leadership impacts the strategy implementation which in turn influence the sustainability of the Institute. Availability of resources, both human and non-human resources influence the performance which results to the sustainability of the Institute. Human capital influences the productivity which in turn enhance the Institute's sustainability. Communication leads to understanding, receptivity and effective strategy implementation which affects performance leading to the Institute's sustainability. Entrepreneurial initiatives which are the new projects and services influence the productivity leading to institute's sustainability.

#### **2.4 Empirical studies and Research Gap**

The study reviews strategic plan implementation in the aspects of leadership, resource availability and deployment, human capital, communication, entrepreneurial initiatives, and Institute sustainability. Going through various information relevant to the research problem under study brings us to the discovery that little has been written on strategic plan implementation in the Church and in particular, religious organizations and that makes this study relevant and suitable.

An empirical study carried out by (Hrebiniak, 2006) on "Obstacles to Effective Strategy Implementation" in which data were collected from 443 managers involved in strategy execution. The findings indicated several challenges to effective strategy implementation. These included: An inability to manage change, poor or vague strategy, not having guidelines or a model to guide implementation efforts, poor or inadequate information sharing, unclear responsibility and accountability and working against the organizational power structure among others. They hence recommended two ways of addressing the challenges which included: a

model of strategy implementation to guide execution tasks, and a discussion of how to manage the large-scale changes often inherent in the implementation process.

(Cater Tomac., 2010) carried out a study research on “Strategy Implementation”. The findings were that the real success rate of strategy implementation lies between 10 and 30%. Hence, most companies have strategies but only a few actually realize them. Another survey which they carried out on the US companies as cited by Judson 1991 revealed that at the end of the 20th century US companies were spending more than USD 10 billion annually in analyzing their industries, markets, and competitors, and then formulating their strategic plans. However, the deficient strategy implementation inhibits future strategy formulation which creates a deadly spiral of two mutually enforcing factors – poor planning and poor implementation.

(Li, 2010) carried out research on “Making Strategy Work”. They found out that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation, and they noted that strategy implementation has received less research attention than strategy formulation. In their research on strategy executors at different hierarchical levels, they posited that several researchers have emphasized the effect of top management on strategy implementation and their findings indicated that the process of interaction and participation among the top management team typically leads to a greater commitment to the firm’s goals and strategies. Their findings also indicated that most studies focus on the influence of middle managers on strategy implementation, there is no special research relating to lower management and non-management. Still, none of them analyze the different ways in which employees enable or interfere with strategy implementation and why. They argued that most of the existing studies that examine the functional level of strategy implementation focus on marketing strategy. Other areas, however, seem equally crucial and should receive more attention in the future. They

recommended that comparative studies that examine strategy implementation in various types of companies could provide insightful results.

In 2014, Rajasekar investigated on how different factors affect electricity distribution companies in the Sultanate of Oman by addressing the role played by organizational communications in strategy implementation. Among key factors in strategy implementation included types of leadership, structure of the leadership positions and internal control mechanisms. The study findings indicated that in a highly competitive current environment, organizations need to adopt various strategies including human resource management and internal competencies (Rajasekar, 2014).

Mbaka and Mugambi (2014) as acknowledged by (Rajasekar, 2014) carried out a study on strategy implementation in the Water Sector in Kenya through descriptive design. The study examined various secondary data reports to establish on how various water projects were implemented. The findings revealed that strategy implementation in the water sector was largely affected by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

Sull, Homkes and Sull (2015) carried out research on “Why Strategy Execution Unravels”. They found out that since the 1980s there had been a clear and widely accepted definition of what strategy is but we know a lot less about translating a strategy into results. They observed that books and articles on strategy outnumber those on execution by an order of magnitude. In their research, they surveyed nearly 8,000 managers in more than 250 companies about strategy execution and the difficulty of achieving execution excellence. Their findings were that

executives attribute poor execution to a lack of alignment and a weak performance culture. It turns out, though, that in most business activities line up well with strategic goals, and the people who meet their numbers are consistently rewarded. They hence recommended that to execute their strategies, companies must foster coordination across units and build the agility to adapt to changing market conditions.

A recent research study by (Mbithi, 2016) on strategy implementation on performance at Kenya Bureau of Standards revealed that for an organization to successfully implement its strategy, it must ensure the existence and alignment of all strategy supportive aspects of the organization. Hence there must be a fit between: strategy and structure, culture, communication, ICT infrastructure, leadership and employee involvement. The study concluded that strategy implementation is a critical factor in improving the performance of the organization. However, Mbithi did not examine the role of strategic plan implementation on organizational sustainability which the current study seeks to provide in the context of religious organization and in particular, the Institute of Sister Ministers of the Infirm of St. Camillus in Kenya.

A research study by (Warui, 2016) on Implementation of Strategic Plans at the National Authority for the Campaign Against Alcohol And Drug Abuse In Kenya (NACADA) revealed that inadequate financial and human resources, management wrangles, non-responsiveness to changes taking place in its operating environment, poor ownership of strategic plan by employees due to lack of clear understanding and organization structure that is not aligned to the strategic plan were major challenges of the organization in the implementation of its strategic plans. It was found that availability of adequate resources are very essential for strategy implementation. Warui restricted the study on digging out the challenges that affect

implementation of strategic plans and not the role of strategic plans implementation on organizational sustainability.

Murage 2018 did a study research on management practices and implementation of strategic plans in Anglican Church of Kenya. The study revealed that leadership styles had influence on implementation of strategic plan in the Anglican Church, and concluded that leadership acts as the catalyst that makes all other organs at church to work together and also that leaders at Anglican Church of Kenya help in formulating and communicating new strategic directions. The study also concluded that lack of adequate resources namely funds, machinery/equipment, human capacity, skills and experience hampers implementation of strategic plan at Anglican Church of Kenya. In addition, financial resources are the major determining factors of strategy implementation processes at Anglican Church of Kenya (Murage, 2018).

Related empirical studies on the subject of the role of strategic plans implementation have endeavored to fill the knowledge gaps in this field of study. However, there still exist knowledge gaps as organizations both profit and non-profit which include Church and religious organization face various specific and unique huddles in implementation of strategic plans.

Based on the empirical literature review, strategic implementation is problematic at the same time factors leading to that seem to be multiple. From the subsequent studies it is quite clear that no previous empirical study has endeavoured to investigate the role of strategic plan implementation on organizational sustainability in the religious organizations in Kenya and in particular, the role of strategy implementation on sustainability in the religious Institutes; hence the gap that this study intends to fill. This study seeks to establish the extent of strategic plan

implementation success influencing sustainability of the religious institute of Sister Ministers of the Infirm and some of the critical factors affecting strategy implementation process.

## **2.5 Summary**

This chapter discussed the theoretical foundations of Resource Based View, and Upper Echelons theory upon which the study is anchored. The concept of strategy and the role of strategic plan implementation and organizational sustainability were highlighted. Factors affecting implementation of strategic plans were discussed as established by various local and international studies. The chapter concluded by reviewing other related empirical studies, and identifying research gaps which have led to the undertaking of this study. Ministers of the Infirm in East African region-Kenya would need to concentrate more on effecting and spearheading the full strategy implementation process and empowerment of its members in order to be self-sustainable and remain relevant.

## **CHAPTER THREE**

### **RESEARCH METHOD**

#### **3.1 Introduction**

This chapter presents the methodology that was used in the collection of data required to meet the objectives of the research. The chapter specifically outlines research design applied in this study, data collection and data analysis. Included also are the location of the study, population description, research instruments, piloting study, validity, reliability, data collection techniques, coding for data analysis. The chapter also presents logistical and ethical considerations and finally, summary.

#### **3.2 Research Design**

Research design is the model that a researcher employs in a study during data collection, analysis and interpretation of the findings (Warui, 2016). The study adopted a case study design and employed mixed method approach skewing towards description in generating data. Mixed method was used for the purpose of integrating the two forms of data to provide a more complete insight of the research problem and ascertaining the validity of the data (Creswell, 2014). A qualitative approach was used in order to dig deeper into the study and thus come up with a detailed understanding of the fact of the strategies of sustainability in the MI Institute. This was done by gathering various kinds of data and examining them.

As noted by (Mbithi, 2016), Case study research focuses on a single organization as a unit of analysis so as to get in-depth information and understanding about the organization. By examining a phenomenon under study within its real-life context of one organization enables a

researcher to gain an in-depth understanding of why the things happen as they do, and make recommendations for future research.

The design was found to be most appropriate to provide answers to the research question. This design enabled the researcher to analyze the extent of strategic plan implementation success and its influence on sustainability in the religious Institute of Sister Ministers of the Infirm in Kenya, and the critical factors affecting strategy implementation.

### **3.3 Location of the Study**

The location of the study was the Institute of MI in Kenya. MI is one of the religious institutes in Kenya, situated in the East African region, consisting of 35 religious sisters from different ethnic background, culture, but share the same faith, spirituality, and Charism. The study being a case study, the researcher selected the MI Institute in Kenya with the intention to have an in-depth understanding of the influence of strategy implementation on the Institute's sustainability. Also, the place where researcher has been living and engaged in the mission activities and services for over twenty years now and therefore, is having the real picture of the area and is also able to investigate fully the research questions.

### **3.5 Population Description**

The entire population size was 35

The actual population size for this study was 28 (n=28) respondents.

Table 1. Population Distribution

<b>Participant Category</b>	<b>n=35</b>	<b>Percentage</b>
Present respondents	28	80%
Absent	7	20%
Total	35	100%

### **3.5.1 Population Selection**

The population of the study was the MI Institute in Kenya which comprises of 35 members. The 80% informants have been in the congregation for more than 15 years. They all have knowledge of the Charism, community and apostolates, the situation and challenges of the Institute's sustainability, and strengths and weaknesses of the Institute. Further, all these members had participated in the process of development, formulation and implementation of the MI strategic plan for 2014-2017 in Nairobi.

### **3.5.2 Population Size**

The entire population of the study was 35. However, the study involved 28 members, this presents 80% of the population of the study respondents. These participated in the development and formulation of the MI strategic plan for 2014-2017, and were expected to fully participate in the Implementation process. The other seven members which present 20% of the population study were not respondents in this study of which the researcher is included.

### **3.6 Research Instruments**

The study used two instruments, a questionnaire, and interview guide. The questionnaires and interview guide were used to obtain primary data from the respondents, whereas secondary data were drawn from the MI Institute's documents and statistical records, relevant journals, unpublished research articles, the internet, and published textbooks.

#### **3.6.1 Questionnaires**

A questionnaire is one of the instruments used by a researcher to gather data in order to get different personal experiences and shed more light on participant's perception on the causes and solutions to a problem under study. The research used one questionnaire for 28 participants. 28 copies of the questionnaire were distributed to the respondents. The questionnaire consisted of closed and open-ended questions to facilitate and make easy data gathering and analysis. The questionnaire was given to the 28 participants of MI Institute including the top leadership. This allowed the study to capture both quantitative and qualitative data from the respondents. The questionnaire was divided into two sections, that is section A and B: Section A was primarily concerned with data collection on demographic characteristics of the target population (age, years of stay in the Institute, career training and work experience, education level of participants among others), whereas Section B contained independent variables. The developed questionnaire adopted the following item of a Likert scale (e.g 4 = Strongly Agree, 3 = Agree, 2=Disagree, 1= Strongly Disagree). A four-point Likert scale was used to measure the research objective.

It was essential to use this instrument in this study since it had many advantages which include its ability to obtain a detailed information about the members, their progress and challenges in strategic plan implementation process geared to self-sustainability. In addition, questionnaire was appropriate because the respondent's identity remained undisclosed and this gave them the

freedom and confidence in responding to the questions asked, and also as noted by Bryman (2012), questionnaires makes it easy to collect data from a wide section of respondents in a relatively cheap process and short duration, in other words, questionnaires are economical to use in terms of time and money.

### **3.6.2 Interview guide**

Qualitative research was an attempt to understand the views of the MI members, to unfold the meaning of experiences, and to bring to light their own lived experiences during the period of implementation of the strategic plan.

The study used a structured interview guide for interviewees. A set of structured questions were used to guide the researcher in asking questions on the key areas of interest and that needed more information in regard to the topic under study which for this case was on the strategic plan implementation and sustainability of MI Institute in Kenya.

The interview was appropriate and useful for this study since it had many advantages which include: giving the researcher the possibilities to clarify unclear statements and inquire for more information from the respondents, being in direct contact and engage in personal interactions with the respondents and thus able to share and get firsthand information from them, and their own experiences expressed in words, which enhanced the research study on the solutions to the problems under study, hence collected data aided in obtaining good and accurate information for the study.

Two members in top leadership and other three members were interviewed, they were at the same time among the 28 respondents who had been issued with the questionnaires, and this was meant solely for reliability, consistency, and validity check. For validity purposes, piloting was

done by testing the questionnaire on a few members before being distributed to all informants. There was seeking of feedbacks from the sisters to get the relevant information.

### **3.7 Pilot Study**

The pilot study was conducted in Nairobi, Kenya. The pilot study was carried out in the religious Institute of MI and with leaders of other two religious congregations that were not to be used in the final study. The researcher settled on the population of 28 respondents. Piloting exercise was conducted by presenting a copy of the first draft of questionnaire to the research supervisor in order to measure the degree to which research instruments yields for consistent results as posited by (Mugenda, 2003) and also to confirm on whether the questions were clear in relation to the study and would collect the necessary data required from the respondents.

#### **3.7.1 Validity**

According to (Babbie, 2015) validity measures how well a test measures what it is supposed to measure. To enhance the validity of the instrument, the vague questions were refined and rephrased. The researcher tested the instrument through piloting, whereby the responses of the participants were checked in line with the research objectives. Once completed by the respondents, the data from the completed questionnaires were coded and entered into the computer using the Statistical Package for Social Sciences (SPSS). Also, in order to ascertain validity, the researcher collected the data from the MI in Kenya.

#### **3.7.2 Reliability**

For reliability purposes, the researcher administered a copy of the questionnaire to the research supervisor in order to measure the degree to which research instruments yields for consistent results as posited by (Mugenda, 2003). The research instrument was reliable as it was capable of

yielding consistent results from collected data from the same population as affirmed by (Kisilu, 2006). The researcher is a member of the religious Institute of MI which is the focus area of the research ascertains that the researcher was well inserted, aware of the realities and thus the research was reliable. The reliability of the questionnaire was computed with the help of the Statistical Package for the Social Sciences (SPSS).

### **3.8 Data Collection Techniques**

The researcher administered the questionnaires to all the 28 individual respondents to fill them in and later on collected back. 5 participants were interviewed; two top leaders and other three members of the Institute, they were informally approached and each one interviewed for 15 minutes, this was done at different intervals beginning from the start of strategy implementation in the year 2014, another in 2015, 2016, 2017 and 2018 consecutively. The five respondents interviewed are also part of the 28 who answered the questionnaires, this was purposely done for consistency and validity check. Their responses were noted down in writing. The information gathered through the questionnaires and the interviews was used to make reports, do evaluations and these aided in the research findings, conclusions, and recommendations and formulate an action plan.

### **3.9 Data Analysis**

Data collected was qualitative and quantitative in nature as it is collected using questionnaire and interview guide. The quantitative data was coded, edited and analyzed using Statistical Package for Social Sciences (SPSS) and presented in forms of charts, frequencies, percentages, and tables which facilitated description and explanation of the study findings. The qualitative data was coded into themes and various categories and presented in a narrative form. The data collected and analyzed answered to the research questions on the extent of strategic plan implementation

success process and its impact on sustainability of the religious Institute of MI. From the data analysis and findings, the researcher was able to draw up different conclusions and come up with some practical recommendations and action plan.

### **3.10 Ethical considerations**

The researcher obtained an introduction letter from the Institute of Social Ministry in Mission, Tangaza University College authorizing the data collection. The researcher obtained permission from NACOSTI to carry out this research. Protection, confidentiality, and respect of the person in any study research is a critical concern, hence the researcher to ensure that the participants in the research are well protected and informed, an introductory letter explaining the purpose of study was attached to each questionnaire and interview guide which was issued to the respondents. The researcher ensured that all the respondents in the research were well informed of the purpose of the study and what they were being asked to participate in. Moreover, the researcher got the consent from the respondents and assured them confidentiality. The researcher got permission from the leader of the religious Institute (Regional superior) in order to gain access to the archival records and documents of the Institute for the research purpose. The information received from informants were treated with confidentiality and the identity of the informants concealed.

### **3.11 Summary**

This chapter provided an elaborate description of the research design and the methodology approach used in the study to collect and analyze the data. Its point of focus was on the extent of strategic plan implementation success and its influence on sustainability of the religious institute of Sisters Ministers of the Infirm in Kenya. The study employed different methods to examine the factors affecting strategic plan implementation process. The total population of the study was

35 however, 28 respondents participated in this study. Questionnaire, and interviews are some of the methods that were used for data collection. The data was analyzed and presented in form of charts, frequency and tables. Validity and reliability of the research instruments was accounted for by subjection of the questionnaire to the test through the supervision of the research supervisor as well as through the presence and observation of the researcher. The subsequent chapter presents the findings on the extent of strategic plan implementation success and influence on sustainability of MI Institute in Kenya.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the analysis and findings of the study as set out in the research objectives and methodology. The general objective of the study was to establish the impact of strategic plan implementation on sustainability of the religious Institute of Sister Ministers of the Infirm (MI) in Kenya. . The study targeted a total population 35 respondents. However, only 28 participated in the study comprising of top leadership and other members at the Institute. The 28 respondents availed themselves to answer the questionnaires thus giving a response rate of 80%. The data collected from the respondents were categorized as per the responses received. To analyze the data, Statistical Package for the Social Sciences (SPSS) programme and descriptive analysis was used to capture the dependent and independent variables. The data is presented in form of charts, frequency, tables and narrative. The discussions are integrated with the text in the findings.

#### **4.2 General Information and Response Rate**

The study targeted 35 religious members of MI including the top leadership/management team, who were comprising of Superior Delegate, and the council members, the local community superiors, but 28 members participated in the study. In this section of the study, the research focused on the response rate, the age group range of the respondents, the religious status (level) of respondents in the Institute, duration of stay and professional and career training experience of respondents in the Institute, and the education qualifications of the respondents.

#### 4.2.1 Response Rate

The questionnaires were distributed to 28 participants and all the 28 responses were realized. This makes a 100% return rate. This was because the respondents were willing to participate in the study. The response rate and the results are as presented in the table below.

Table 2: Response rate

<i>Item</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Returned</i>	28	100
<i>Unreturned</i>	0	0
<i>Total</i>	28	100%

The indications in Table 1 shows that the returned questionnaires were 28 (100%) and an unreturned questionnaire was 0 (0%). The response rate was 100%.

#### 4.2.2 Age of Respondents

The study had kin interest in picking out the age range of the respondents. Data obtained in regard to the age of the respondents was analyzed and presented in figure 2.

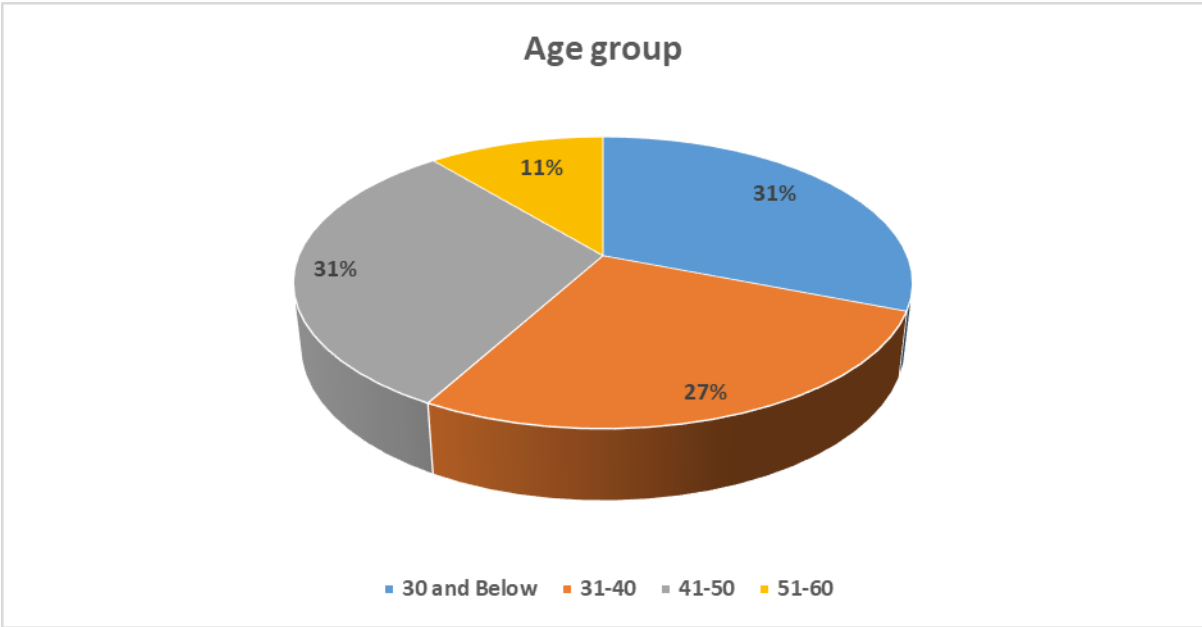


Figure 2. Respondents by Age group range

In this section, the demographic information of the respondents is presented. The age of the respondents was categorized into four different age group range as shown in figure 2. The number of respondents between 31- 40yrs was 27%, between 41-50 yrs 31%, 30yrs and below comprised 31% too, whereas 11% were above 51 years of age. This indicates that 89% of the respondents are relatively young and energetic (below 50 years) hence there are possibilities of having the religious members being more productive and, the Institute mission thrive more when the recommendations as per this research are given. The member’s performance in the strategy implementation process could increase if they are able to acquire new knowledge, skills, and experiences through human capital enhancement.

### 4.2.3 Religious Status of the Respondents

The study was interested in identifying the stages (level) in the religious life of the respondents in the Institute. Data obtained from the field in regard to the stage or level in the religious life of respondents were analyzed and presented in Figure 3.

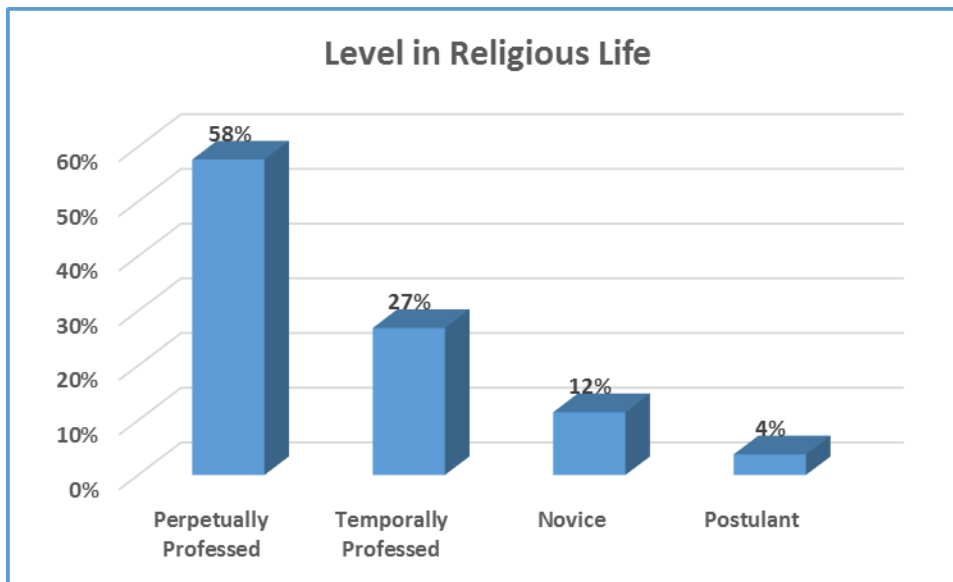


Figure 3: Religious Status in the Religious Life of the Respondents.

Figure 3. presents the status (level) of the religious life of the respondents. The findings indicate that 58% of the respondents are members who have already done their perpetual profession while 27% of the respondents are temporally professed. On the other hand, 16 % are still in the initial stages of formation.

### 4.2.4 Years of service in the Religious Institute

The study noted the period of stay of the respondents in the Religious Institute. The data obtained were analyzed and presented in figure 4.

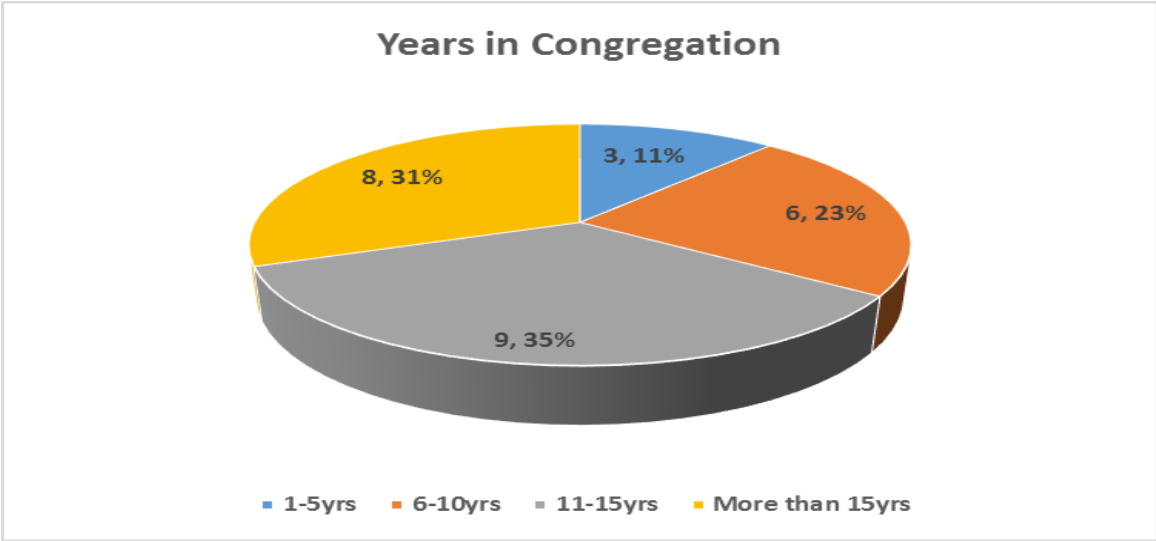


Figure 4. Years of service in the Religious Institute of the respondents

Above third of the respondents (35%) have lived in the religious Institute for 11 to 15 years, 31% for more than 15 years, 23% for 6 to 10 years while 11% have been in the Institute for less than 5 years.

**4.2.5 The Respondents’ years of Work Experience.**

Data obtained from the field in regard to the respondents experience in professional and career training services were analyzed and presented in Figure 5.

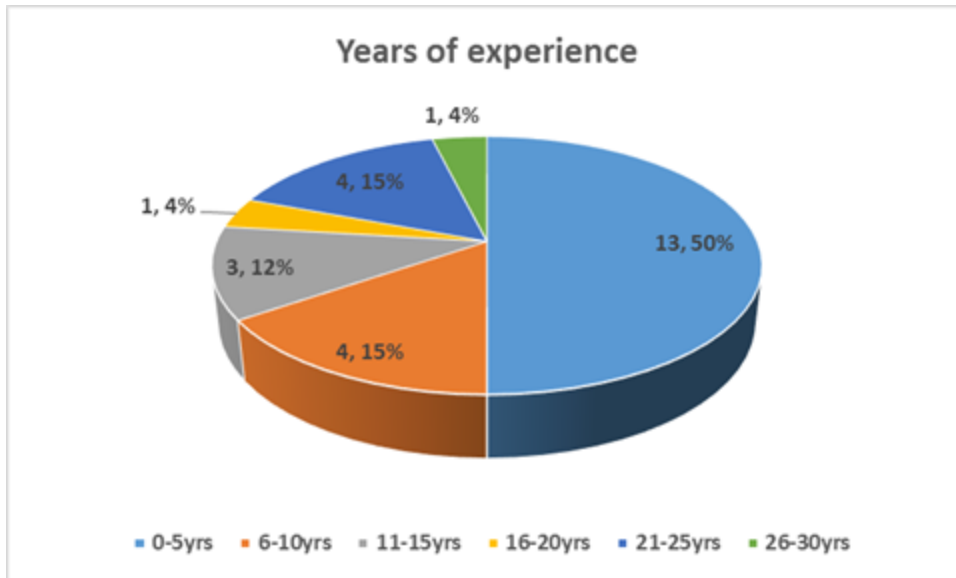


Figure 5. Respondents' years of experience in the professional and career training services

The figure 5. Shows that respondents have a range of experience in their professional and career training services. Half of the respondents 50%, have less than five years of experience. The respondents with between 6 to 10 years and 21 to 25 years total up to 30%, whereas those between 11 to 15 years and 16 to 20 years are 12% and 4% respectively. The finding indicates that 4% of respondents had the longest years of experience of 26 to 30 years of professional and career services in the Institute. Thus, the study indicates that not many of the respondents involved in the study had worked for long at the religious institute of Sister Ministers of the Infirm for a duration of 26 to 30 years. The respondents were thus not so much experienced and in a position to give much information pertaining the study.

#### 4.2.6 Education qualification of the Respondents

The study had kin interest in finding out the level of educational qualification of respondents. Data obtained from the field in regard to the education level of respondents were analyzed and presented in figure 6.

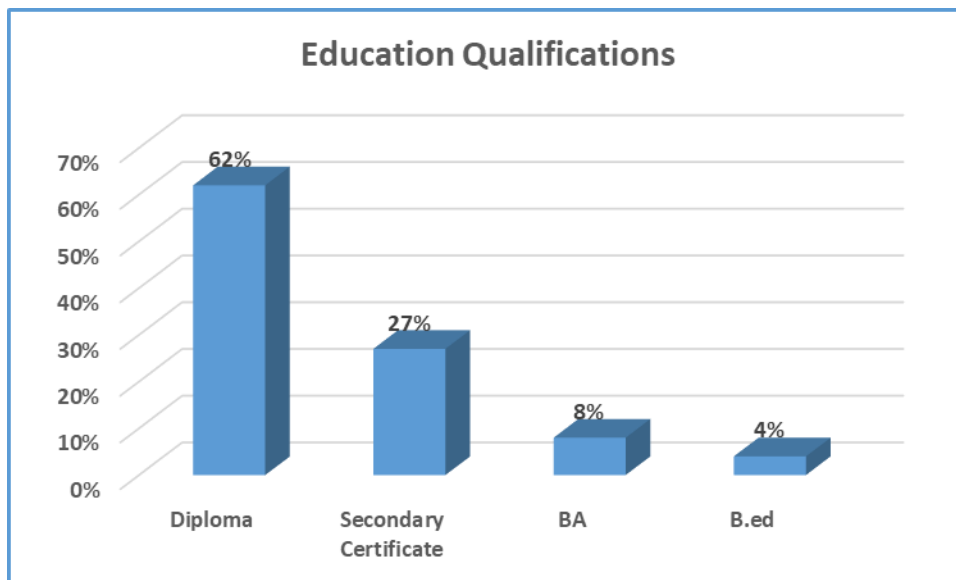


Figure 6. Education Qualification

The respondents surveyed in this research are qualified at different levels in terms of education. The academic qualification levels of the respondents range from secondary education to a Bachelor degree. As shown in figure 4.5; 12% have Bachelor degree either in Arts or Education while 27% have a secondary certificate. Majority of the respondents 62% have diploma certificates. Thus, the study indicates that majority of the members of the religious Institute of MI had a diploma as their highest education level. The findings is an indication that the academic qualification levels of the respondents are low as compared to the education standards found in

other healthcare Institutions today. Education or academic qualifications is key to any organization that wants to thrive and sustains its mission. Hence, this prompts Ministers of the Infirm Institute to invest more on the continuous human capital enhancement to enable effective implementation of new strategies which in turn facilitates the economic sustainability of the Institute.

#### 4.2.7 Professional and career Training of the Respondents

The study was interested in singling out the various professional and career training and activities of the respondents in the Institute. Data obtained were analyzed and presented in figure 7.

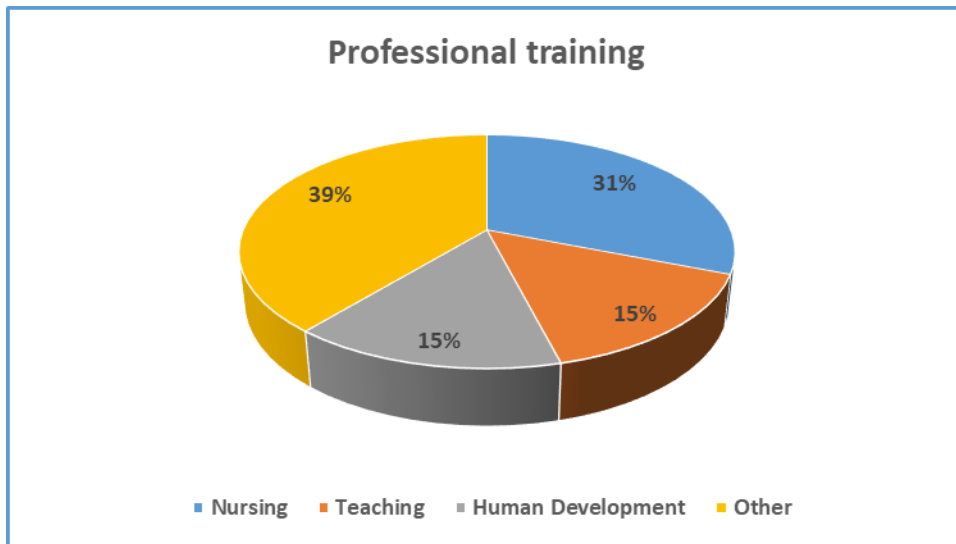


Figure 7. Professional and career Training of the Respondent

The figure 7. above indicates that majority 31% of the respondents are involved in health care and have been trained as nurses. While 15% of respondents each have training in social sciences and teaching respectively. The other 39% have been trained in pastoral care and religious sciences and are therefore involved in pastoral activities and spiritual formation. The study

indicates that the MI is more on health care mission, hence, this calls them to effectively implement strategies for continuous training, and to develop expertise and have specializations in various medical fields in order to be able to handle better the new demands in the healthcare field and also provided high-quality services leading to sustainability. As indicated by Sunil and D'Souza (2012), what is needed for those involved in medical systems is to realize the true nature of quality of health care and to be motivated towards improving the quality. Improving quality and performance could be possible through effective strategy implementation.

#### 4.2.8 Alignment of Training to the Apostolate

The study had kin interest in finding out if the areas of training of respondents were aligned to their apostolic activities. The data obtained were analyzed and presented in figure 8.

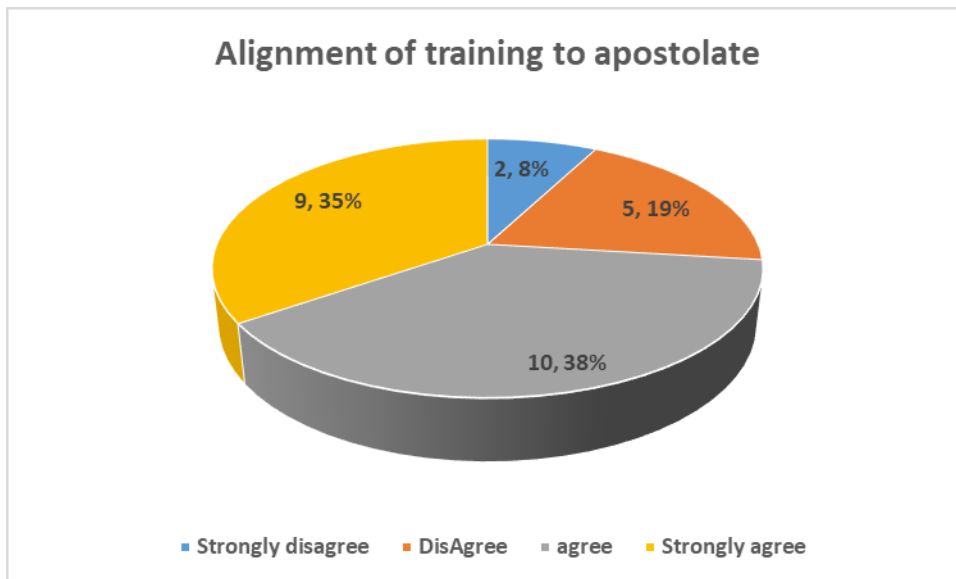


Figure 8. Respondents by Alignment of Training to the Apostolic Projects

The areas of training range from healthcare to social sciences. In figure 8 above, 73% of the respondents agreed that their apostolic activities are aligned to their areas of training while 27%

disagreed or strongly disagree. The respondents disagreeing pointed out that they fall short of the skills and competencies required to carry out their respective apostolate. As indicated by Malone (2003), training is a very important aspect as it helps in enhancing a person's knowledge, skills, and attitudes so that he or she can perform the current job more competently. This calls for MI Institute to carry out skills assessment during the recruitment of its members for training and so give the right skills and improve the competencies for the specific tasks they are to perform. This calls for effective implementation of strategic plans.

### **4.3 Impact of Strategic Plan Implementation on sustainability**

The participants were asked to respond to the questions relating to the impact of strategy implementation on sustainability at the religious Institute of Sister Ministers of the Infirm (MI). The findings of the study are as shown below.

#### **4.3.1 The influence of strategic plan implementation on sustainability**

Table 3. The influence of strategic plan Implementation in the year 2014-2017

Item	Frequency	Percent
Agree	12	42.9
Disagree	14	50.0
Strongly disagree	2	7.1
Total	28	100.0

The respondents were asked to indicate if strategy implementation had influence on sustainability in their Institute. 42.9% of the respondents agree that strategy implementation was indeed achieved and had influence on the efforts towards sustainability, while 57.1% disagreed. Thus, the study revealed that strategy implementation was a critical factor in improving and enhancing sustainability of the Institute through: improved leadership and management, increase of human resources, financial resource and enhanced human capital, retention of the number of sisters in the institute, and increased services. 57.1% indicated that strategy implementation was not fully achieved citing that Strategic plan issue was something new to the members of the Institute in Kenya. It had never existed before, and so many members had not yet clearly and fully understood what it was all about. This attests to the findings of (Mutiso, 2017) that at times strategies fail to be implemented when the majority of the members do not understand the strategies of the Institute. This may be an indication that more knowledge and deeper understanding of the strategic plan still need to be emphasized on, well understood and articulated in the Institute. Nevertheless, the majority of the members were interested to understand and developed a positive attitude and found this document very meaningful and useful for the Institute's efforts to forge ahead towards self-sustainability. It was observed that every member tried their best to do something for the growth of the delegation. The strategic plan was a very useful document for the past three years journey of the delegation, it was a positive journey of learning.

#### **4.4 Critical factors affecting strategic plan implementation**

This section presents analysis and findings on factors affecting strategy implementation at the Institute of MI in relation to Institute's performance and sustainability. The questions asked to the respondents were meant to collect views about the various factors affecting strategic plan

implementation process. According to the respondents, the key factors to consider when implementing a strategic plan include; leadership, Human capital and human resources.

#### 4.4.1 Influence of effective Leadership on Strategy Implementation

Table 4. Influence of leadership in strategy implementation for sustainability

Item	Frequency	Percent
Agree	21	75.0
Disagree	6	21.4
Strongly disagree	1	3.6
Total	28	100.0

Leadership is a key component in the implementation of a strategic plan. Leadership affects implementation by driving the strategy, maintaining focus, being visionary, and acting as a driver for change management necessitated by the new strategy. The findings shown in table 5 indicate that 75% respondents agree that there was effective leadership in the 3 years of strategy implementation, whereas, 21.4% and 3.6% of the respondents disagree and strongly disagree. Leadership is acknowledged to be one of the most effective factor in ensuring successful implementation.

As indicated in the results, the majority of the respondents agreed that there was a positive improvement in areas of leadership and management of the delegation in the past 3 years, 2014-2017, and that this would guarantee effective strategic plan implementation thus leading to the Institute's improved performance and in turn Institute's sustainability. The top leadership of MI

was in the forefront in providing effective leadership to enable strategy implementation. They provided the needed guidance and direction toward achieving the goal of the Institute which is sustainability. The leadership also showed an active team spirit in the strategy implementation process. The 21.4% and 3.6% respondents were of the contrary opinion in regard to the effectiveness of leadership at the MI indicating that effectiveness of leadership and management still need to improve. The vast majority trusts the leadership role in making a strategy work. This is consistent with the findings observed by (Warui 2016) that successful strategy implementation compels organization to having a strong leadership and policies that support the strategy. Leadership is one of the organizational competence that must be developed in an organization if an organization is to survive or sustain in a competitive environment.

In light of this, the religious Institutes require an effective leadership that enables the Institute to move towards growth and self-sustainability. Providing more avenues for participation in decision making and regular communication will enable the participants to give their inputs in the policies and goals of the organization which would, in turn, enhance sustainability strategies.

#### **4.4.2 Impact of Human Capital on strategic plan implementation for sustainability.**

Table 5. Enhancement of human capital.

	Item	Frequency	Percent
Valid	Strongly agree	14	50.0
	Agree	13	46.4
	Disagree	1	3.6
	Total	28	100.0

Training and education, increase in the number of sisters, novices, aspirants and candidates were an objective on the strategic plan set out to be achieved. As presented by the statistics it is clear that the above objective was accomplished at a percentage of 96.4% with 50% of the respondents strongly agreeing that there was an increase, 46.4% agreeing that there was an increase and 3.6% disagreeing that the increase present was not significant.

One of the major weaknesses under the human resources based in the MI in Kenya has been the underdeveloped human capital, decrease in numbers of human resources and vocations. Regarding to question of whether there was enhanced human capital in the institute, to steer the strategy implementation and improve sustainability, 96.4% of the respondents attested that there was increase in number and retention of the sisters, new recruits into the Institute, further, the human capital enhanced through education and capacity building trainings. As confirmed by (Armstrong, 2009) that, attracting and retaining human capital as well as getting better returns call for training and developing of the human resource. The percentage presented above may be an indication that the strategic plan implementation was implemented in some areas which necessitated improved performance leading towards the achievement of the goal which is sustainability of the Institute.

When two top leadership team members were asked about the effect of human capital in strategy implementation, the respondents agreed and considered training of human resources and enhancing human capital was very critical in the strategy implementation. In another instance, when one respondent was asked about the kind, level and quality of her training and its effect on her apostolate, her response indicated that she was not engaged in the apostolate in which she had trained in, and was not feeling competent and productive and this was likely to affect her efforts in strategy implementation process. She seemed to disagree with the manner of

deployment and allocation of responsibilities within the Institute. The finding may imply that even though top leadership considered training human resource and enhancing human capital was critical in strategy implementation, this consideration needed to be reinforced.

Strategies for enhancing human capital are aimed at ensuring that the members experience the benefits of the same. The major concern in enhancing human capital was for enabling the Institute to become more efficient and effective in service delivery and to achieve Institute’s sustainability. Human capital enhancement improved the productivity and ended with more skilled and motivated members. The efficiency, and effectiveness of the members were observed to some extent.

The MI religious institute leaders should ensure that they continue to provide opportunities and offer relevant training to its members in order to help them gain new knowledge and right competencies that will help them become more effective in their apostolic services. Getting new knowledge and skills will enable them to have a change of mindset, become more critical and creative so that they enhance their services and hence an opportunity for sustainability of the Institute.

#### **4.4.3 New entrepreneurial Initiatives for Self-Sustainability.**

Table 6. The new entrepreneurial Initiatives, apostolate/services.

	Item	Frequency	Percent
Valid	Strongly agree	1	3.6
	Agree	21	75.0
	Disagree	5	17.9
	Strongly disagree	1	3.6
	Total	28	100.0

It is observed that 75% of the respondents agree that new entrepreneurial projects, apostolate or services were started as one of the major objectives of the strategic plan, 3.6% strongly agree that this was done. 17.9% of the respondents disagree that there were new projects and 3.6% of the respondents strongly disagree.

New entrepreneurial projects of the Institute leads to the aspects of high performance and service delivery, hence improved sustainability. New apostolates/projects were initiated in the Institute leading to the Institute’s owning its own projects to enhance its sustainability efforts (e.g the newly constructed health facility in Molo-Nakuru County), unlike before when projects belonged to other organizations such as Dioceses.

#### **4.6 Resources Availability and deployment for Strategy Implementation and Sustainability.**

Table 7. Resources available for strategy implementation for sustainability

	Item	Frequency	Percent
Valid	Agree	6	21.4
	Disagree	19	67.9
	Strongly disagree	2	7.1
	Total	27	96.4
Non-response	System	1	3.6
Total		28	100.0

Resources both financial and non-financial are essential to ensure the sustainability of the community. 67.9% of the respondents stated that they disagree based on the presence of resources, 7.1% strongly disagree and 21.4% agree that there are resources essential to ensure sustainability of the Institute.

On the question of whether there were resources available to ensure the sustainability of the Institute, the majority of the respondents indicates that there were no adequate resources

particularly financial resources for ensuring sustainability of the Institute, this was because some of the member's main focus and perception was on international donor funding. Whereas others confirmed that indeed the funds were raised though not sufficient to implement all the strategic plan activities, and that there were resources but only needed effective management. This may be an indication that the strategy implementation and sustainability of the Institute is still in want in terms of finances and human resources. This called for critical attention to identification and resource mobilization, and human resource management since these directly affects the implementation of the other aspects of the strategic plans. This affirms the findings of Barney et al. (2011) who argued that resources tangible and intangible, including skills of managing firms, are critical and useful in the implementation of strategies which in turn are likely to lead to firm's sustainability.

Availability and deployment of resources within the organization should be in line with the implementation of strategy plan. The organization therefore need to dedicate resources to strategy success. As expected, majority of organizations deploy the human capital resources to facilitate the successful implementation of strategy

#### **4.7 Summary**

The study established that effective leadership is essential and needed for effective strategic plan implementation to ensure all organizational effort to achieve organizational set goals. This finding concurs with that of Beer and Eisenstat (2000) who noted that commitment and leadership of top-level management is essential in strategy implementation.

The study also revealed that the presence of human capital and human resource was crucial in the efforts towards strategy implementation in the religious Institute which is in line with the finding

of (Uju Violet Alola, 2018) who noted that high level of human capital has a positive effect on organizational Sustainability and Sustaining human capital increases productivity. This is also echoed by (Mbithi, 2016) who postulated that strategy implementation success is highly dependent on human resource and less on organization and systems related factors. For instance, the MI Institute observed a significant human capital enhancement which was manifested in the increase in numbers of aspirants, novices and sisters; improvement in levels of education of the members e.g. in the past 3 years, seven sisters increased their knowledge and skills through upgrading in various fields such as degree in nursing, organizational leadership and management, project management, teaching, and accountancy (MI statistic records, 2017). These facilitated the strategy implementation process.

The study noted that strategic plan implementation played a significant role in improving the performance thus leading to sustainability of the religious Institute of Sister Ministers of the Infirm through enhancing human capital and developing human resources, providing good leadership, sourcing for financial resources locally and internationally, and deploying these resources in the Institute.

Before the strategic plan formulation, development and implementation, the MI Institute in Kenya depended on the donation from the General Council in Rome and well-wishers. Therefore, one of the objectives in the strategic plans was to raise funds locally and internationally to improve the services and existing apostolates as well as venture into other new entrepreneurial projects.

The success in fundraising was realized as a result of strategy implementation, even though the funds raised could not be adequate to implement all the planned objectives. The table below

illustrates the achievement made by the Institute within the year 2014-2017, in raising funds for the Institute's new entrepreneurial initiatives.

Table 8. Indicators of success of strategic plan implementation in MI

<b>Sources of Finances and Projects</b>	<b>Percentage</b>
Local contribution 1. Focused on women and youth empowerment	4%
Local contribution 2. Focused on women and youth empowerment	1%
Donor 3. Funds secured for Pastoral Centre	6%
Private donation 4. Funds secured for Pastoral Centre	5%
Donor 5. Youth Vocation Centre Construction	22%
Local funding 6. Bore hole drilling Project in Molo, Nakuru county	2%
Donor 7. Dispensary (Health facility in Molo, Nakuru county)	60%
<b>Total Funds raised</b>	<b>100%</b>

**Source:** (Infirm, 2018)

## **CHAPTER FIVE:**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the study. The objectives of the study were to establish the extent of strategic plan implementation success and influence on sustainability of the religious Institute of the sister Ministers of the Infirm (MI) in Kenya. Conclusions are drawn from the information got from the analysis and the data collected from the respondents through questionnaires and interviews. The synthesis will be followed by the recommendations and action plan that is geared to contribute towards effective strategy implementation for enhanced Institute's sustainability.

#### **5.2 Summary of Findings**

The study revealed that strategic plan implementation was a successful factor with a significant influence on the performance leading towards sustainability of the religious Institute of MI. The study also found out the various factors impacting strategy implementation process at the religious Institute. These included: effective leadership, Human capital in terms of knowledge, skills, competencies through education and capacity building trainings, increase in number of human resources through vocation animation, increased finances through resource mobilization, and lastly, new entrepreneurial projects. In addition, the study revealed that inadequate financial resources and some critical human resource management skills; acted as hindrance to full implementation of strategic plans.

Effective strategy implementation calls for effective leadership of top managers to ensure that organization's effort towards achievement of its goals is realized. The chosen strategy should march the Human capital, human resources, and entrepreneurial initiatives in order for the organizations to effectively execute their strategy.

### **5.3 Conclusion**

As stated earlier, strategic plan implementation play an important role in organization's success yet it is the most challenging part of strategic management process and many organizations fail to implement strategies at the implementation stage. For an organization to successfully implement its strategy and achieve its goal, it must ensure the existence and alignment of all strategy supportive aspects of the organization. Thus, there must be a fit between strategy and effective leadership, between human capital and strategy, between human resources and strategy, between strategy and financial resources.

The study concluded that strategic plan implementation had great influence in enhancing Institute's sustainability. The study also concluded that strategy implementation was a critical factor in improving and enhancing the performance which is geared towards sustainability of the religious Institute of MI through providing effective leadership, enhancing human capital and developing more human resources, and sourcing for financial resources. On the other hand, inadequacy of resources namely funds, human resource, skills and experience hindered effective and full implementation of strategic plans.

### **5.4 Recommendations**

The study recommended that top leadership should work toward increase and effective human capital and human resource management to ensure the right skills, knowledge and competences

for full and effective strategy implementation to achieve the Institute's goal of sustainability, top leadership should aim to achieve high performance and identify key functions and tasks necessary for successful strategy execution.

The study recommended that for an efficient, effective and full implementation of strategic plans to achieve Institute's goal of sustainability, top leadership should be fully involved, inspire and provide direction to members, and be committed throughout the process. The top leadership of MI should seek to acquire more skills and knowledge for Institute's strategic leadership. Resource availability plays a big role in ensuring that strategies are implemented as planned therefore, the study recommended that the MI top leadership should focus on sound investment on the locally available resources, and deploy these resources appropriately for better strategy implementation. This is in terms of both tangible and intangible assets of the Institute. Finally, the study recommended that strategy implementation is a critical success process towards sustainability of the religious Institute of Sister Ministers of the Infirm in Kenya.

### **5.5 Recommendation for further research**

The study investigated the strategic plan implementation success and influence on sustainability of religious Institute of Sister Ministers of the Infirm in Kenya. Further research can be undertaken in similar organization to find out the influence of strategy implementation on sustainability. There is need to carry out a research study on the impact of strategic plan implementation on sustainability within similar context that is, religious organizations in Kenya and deduce whether the same factors that affect strategy implementation in religious Institute of MI apply to all other religious organizations with similar strategic plan implementation programmes. Further research can also be done on the human capital and financial resources on strategy implementation as well as strategic leadership in strategic plan implementation with

reference to successful cases in organizations in Kenya. Limited studies have been carried out to highlight the impact of strategic plan implementation especially in the religious organizations and I would recommend further similar studies on other religious organizations.

## **CHAPTER SIX**

### **THEOLOGICAL ANALYSIS AND REFLECTION**

#### **6.0 Introduction**

This chapter presents the life and faith experience of the respondents and their perception of God as they endeavored to forge a head to attain the Institute's sustainability through strategic plan implementation. Following the pastoral cycle methodology, the previous chapter four presented the analysis of the findings thus leading to a deeper understanding of the influence and impact of strategic plan implementation on the sustainability of the Institute of Sister Ministers of the Infirm (MI) in Kenya. It aided in establishing the impact of strategic plans implementation on Institute's sustainability, the impact of leadership and resources in the strategic plan implementation phase as well as human capital and resources' effect on strategy implementation. It also helped in the identification of the critical factors affecting strategic plan implementation in the institute. The chapter focuses on bringing to light the sisters' own experience on sustainability in the Institute and a reflection in the light of the social teachings of the Church, and scriptural messages for a social transformation action among the Institutes members.

#### **6.1 Experiences of Charismatic Life and Spirituality**

The Institute of Sister Ministers of the Infirm (MI) in Kenya live their Charism of witnessing to the world the merciful love of Christ for the sick, the poor and needy and abandoned brethren. Thus, they focus on the health care services in hospitals, dispensaries, home based care for the abandoned sick and suffering, and empowerment of the disadvantage through education and small income generating projects. To ascertain and sustain these mission activities calls for strategic plans and effective implementation of those plans.

According to the constitutions (Camillus S. M., 2002) of the Sister Ministers of the Sick of St. Camillus, the Institute members faithful to the charism of their foundress Blessed Maria Domenica, dedicate themselves entirely to the ministry of visiting, assisting and serving the sick and the dying, above all those poor and abandoned, and they recognize in each of them a God made man in agony in Gethsemane, or dying on a cross.

The MI sisters live, contemplate, and inspired and motivated by the example and love of the Sorrowful Virgin who assists her crucified and dying Son on the cross, they implore that spirit of compassion which makes them ready and available to offer love and effective help and service to those who suffer in one way or another. Besides, the MI members in exercising and living their gift of Charism in the society, they are guided by the core values of: Compassionate love, care, dignity and sacredness of the person, relationality and community and lastly, competences and responsibility.

The members strive to look after all the needs of the suffering people with professionalism which make their services more effective and also from the point of view of the gospel. They strive to face the challenges coming from the culture of death through a bold proclamation of the gospel of life as indicated in their constitutions. This however is not easy due to the many changes such as technological advancements in the health care world today. Today more than ever, technological advancement has made life simple but also complicated. Hence, for a sustainable mission, new plans and strategies are agitated for to counteract these challenges.

## **6.2 Experience of Sister Ministers of the Infirm Institute**

As noted earlier in chapter one of this study, religious Institute of Ministers of the Infirm (MI) has its origin from Europe and established its first foundations in Kenya in 1976, where they

settled in Kisii – Nyanza province. With time and the need for evangelization, and with the presence of increased number of sisters who are of Africa native, the Institute spread its branches to other provinces which include: Nairobi, Rift valley, and North Eastern provinces. For about forty years of existence in Kenya, the Institute has been so dependent on donor funding, well-wishers from abroad and assistance from Generalate house in Rome, to execute their missionary activities. Beside material and financial resources, trained human resources with skills (missionary sisters) also were from Europe. However, with the diminished presence of donor funds, missionary sisters, compounded with modernization today, the MI have been faced with the challenge of unsustainability hence have been compelled to adopt modern management practices so as to become self-sustainable and their mission remain relevant in the society.

One way for the MI Institute to counteract the challenge of low levels of sustainability was by developing a strategic plan in 2014. The process of developing and formulating the strategic plan took about four months. One of the main goals for drawing up the strategic plan was to help them not only to overcome the problem of unsustainability but to improve their existing projects, initiating new entrepreneurial projects and employing right leadership skills and effective management of resources to enhance sustainability of the Institute. This called for resource mobilization locally and internationally, proper recruitment, caring and retaining of new vocations in the Institute, sustainability in number of sisters and improving their quality and skills through professional trainings so that they are able to sufficiently provide for their needs in order to become self-sustainable as well as provide services in the society efficiently and effectively.

The development and formulation process of the strategic plan was very essential for the MI. The expectations and desires of every member was that the outcome of this strategic plan would not only touch but also influence the life of every individual sister, and thus leading to change of attitude, self-transformation and transformation of the Institute. It was their expectation that as every member discovers her giftedness would put more effort and make great contribution to achieving their new dream of self-sustainability. The members also expected that as they committed themselves in living their spirituality, revisiting and reviewing the urgency of their Charism and its demands, would guide them in implementing new strategies to reach out to meet the societal needs more effectively and sustainably. They too expected that each member will have become more mature, open, deepen the values of compassion, love, and sense of belonging in the Institute in order to be authentic witnesses of love, heralds of life, and promote vocations in the Institute and the Church.

The sisters believed and were convinced that by each one recognizing herself as being an important resource, and motivated and willing to work together in collaboration in effectively implementing strategic plans would advance the Institute's self-sustenance. The sisters too believed that the developed strategic plans if implemented effectively would lead to Institute's sustainability which in turn would render the members to an authentic living of the Charism and spirituality of the Institute, imbued with prayer and community life, core values of the Institute and the religious evangelical councils.

### **6.3 Biblical Concept of Strategic Planning and Implementation**

To begin with, one may wonder and ask if really strategic planning is biblical. First, having a strategy is biblical, secondly, the Church organization's strategic planning processes takes a

different perspective from that of the profit making organization by acknowledging the fact that Christianity is not a marketing plan as such but a living relationship with God.

The concept of strategic planning has its foundations in the bible. This is evidenced in the Scriptures where we see God acting with ultimate purpose in mind through a plan to ensure the achievement of that purpose and outcomes of His plan for creation. The Scriptures reveals a God who works to a grand cosmic plan. For instance, St. Paul's letter to Ephesians chapters 1-3 reveals God as a strategic planner who with a specific purpose exercises and acts in accordance with His will and pleasure, makes known His purposes in Christ and brings it to fulfilment at the appointed time through the exaltation of His Son on the cross and the faithful works of His beloved people. Therefore it is important that the MI Institute's strategic plans effectively implemented ought to reveal God's over-arching plan of glorifying Christ through the mission of evangelization in the healthcare world.

The book of Proverbs 16:1... & 19:21... reveals that the plans of men is established by God Himself and so men depend on God's plan. Great heroes of faith like Abraham, Moses, David, Joshua among others reflects the unfolding great plans of God in their simple response to partake in God's plan of salvation history. Similarly, simple founders and foundresses of different religious Institutes in the Catholic Church responded to God's plans by starting and continuing the mission of Christ through different mission activities.

Jesus Christ lived and made decisions according to the divine will and time plan of God His Father. We can also easily trace some aspects of the strategy he used in his ministry to fulfill His Father's divine plan. First strategy he used in his ministry was by first recruiting the twelve disciples whom he instructed and empowered before sending them out to the mission. This was

mainly intended to make their mission work sustainable. Other strategies he used during his mission included: performing miracles, for instance changing water into wine during the wedding feast at Canaan, teaching through parables, healing, and bridging the gap between God and mankind by laying down his life on the cross, thus restoring God's relationship with man.

Clear indications from the scriptures reveal that strategic planning existed long before, starting with God Himself, the Creator. Hence, strategic planning is not only a concept but a mandate for us human beings as we participate in co-creation with God. In addition, Jesus's mission strategy and planning is a model for more specific planning for religious Institutes and certainly provides a basis for Institutes as they work towards fulfilment of their over-all purpose and mission.

The Ministers of the Infirm members as stewards with the same commission and plan of God to proclaim Christ to the ends of the earth sustainably, had realized the need for a careful planning and implementing strategies that would contribute towards the advancement of the mission and vision of sustainability of the Institute. For this study, strategic planning and implementation was one of the means towards the efforts of achieving the Institute's sustainability and its mission.

#### **6.4 The Principles of the Social Teaching of the Catholic Church on Strategy and Self-Sustainability.**

The Church perceives strategy as practical action done out of God's will. Religious Institutes being Faith-Based have unique characteristics from those of profit making organizations but in need of strategy and skills to achieve their desired intents. In other words, the intent to continue their mission and remain self-sustainable.

As regard to the nature of their mission, religious organizations function within an environment of an ever-growing need of service to people both inside and outside of the organization.

However most of them often struggle with insufficient resources, funds and personnel. Hence, strategic planning is needed by religious organizations in order to give priorities to their specific goals and objectives and so efficiently and effectively respond to their mission activities, and thus leading to greater levels of long-term success.

#### **6.4 The Principles of the Social Teaching of the Catholic Church on Self-Sustainability.**

The term self-reliance connotes in its meaning ideals of self-help, self-sustainability, self-sufficiency and self-support (Ruwa, 2002). It aims at having individuals who are able to utilize efficiently, effectively and sustainably resources whether personal or collective to uplift one's own life first and the lives of others too. This will require creativity (Ruwa, 2002, p.11).

Thus accordingly, for one to be said to be self-reliant, this individual should possess skills as well as to contribute to the societies' well-being. Such a fellow should be socially and politically competent.

#### **6.5 Ministerial Orientation and Action plan**

The aim of this study was to establish and generate new knowledge on the success and impact of strategy implementation on sustainability of the religious Institute of Ministers of the Infirm in Kenya. It was meant to bring to light those critical factors affecting strategy implementation and strategies that contributed to successful strategic plan implementation that lead to sustainability of the Institute. The researcher therefore guided by the vision, mission, set goals and objectives of the Institute has the following action plan in place.

Table 9: Action Plan

Needs Identified	Training/ Activities	Competencies gained	Time frame	Expected results
Strategic Leadership skills.	Workshop on: -Leading change, -Teamwork, strategic planning	-Team building skills	Every year	-There are cooperation and commitment among the sisters to achieve goals and deliverables. -The sisters are committed to furthering the Institute's objectives. -There is Improved quality, efficiency, and effectiveness in the jobs. -The sisters are capable of linking the mission, vision, values, goals, and strategies of the Institute to their everyday tasks. -There are no barriers to team productivity and success -The sisters apply and develop their potentials to enhance self-sustainability.
Managerial skills	Workshops on: - Strategic Vision -Business Alignment -Mentorship -Planning and Organizing -Human Resource Management -Accountability	-Mentorship skills  -Resources management skills	Every year	- There is an articulation of a clear picture the organization should take (strategies). -Aligns the direction, products, services, and performance of the apostolate line with the needs of the society.
Resource availability, mobilization and deployment	Training on: -resource mobilization/ Fund-raising strategies and approaches. -	Fundraising skills	yearly	-The sisters are highly developed with internal fundraising skills and expertise in all funding source -Access to donor funding
Human capital, human resources Management, recruiting, and development,	Workshop on: -Assessment of human resource capacities. - Strategic human resource management	Strategies of enhancing human capital and developing human resources.	Yearly	-Sisters recruited are well developed, trained and competent in their jobs -Their potential and new talent are discovered and exploited to improve both individual and the institute's performance, hence leading to self-sustainability.
Inadequate capacity levels and competencies among the sisters.	Up-to-date Professional skills training.	Bachelor of Science in Nursing and other professional fields	yearly	Up-to-date Professional skills training acquired.

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## APPENDICES

### 1.1 Appendix I: Questionnaire

Dear Respondents,

I kindly invite you to participate in a research study titled: “Implementation of Strategic Plan and Economic Sustainability. A Case study of Sister Ministers of the Infirm of St. Camillus in Kenya”.

The study is carried out by Otieno Caroline Auma a student at Tangaza University College – The Catholic University of Eastern Africa in Nairobi, Kenya, pursuing Master’s Degree in Social Transformation with a specialization in Management. The study is interested in coming up with other new strategies of enhancing strategic plans implementation that can ensure that the intended goals and objectives are achieved and for this matter, economic sustainability of the MI Religious Institute. Your participation in this study is voluntary. I appreciate your valuable time and contribution.

Kindly fill in the blank spaces provided with the appropriate response.

For scale Questions: A scale of 1 to 4 has been used: Key- 4 = Strongly Agree, 3 = Agree, 2=Disagree,1=Strongly Disagree.

#### SECTION A: Demographic data (Background Information)

1. Name (Optional): \_\_\_\_\_

2. Designation: \_\_\_\_\_

3. Please indicate your Age Group;

30 and below       31 – 40       41 – 50       51 – 60       Above 61

4. Level (status) in religious life (*please check only one*)

Aspirant  Postulant  Novice  Temporally professed  perpetually professed

5. For how long have you been in this religious Institute?

Less than 1 year  1-5 years  6-10 years  11-15 years  More than 15 years

6. Please (*check*) the educational qualification:

Ph.D  M.A  B.A degree  BScN  B.Ed  Diploma  Secondary certificate  Primary school certificate

7. Please indicate your area of professional training

Nurse  Medical Doctor  Teacher  Human Development

Others: \_\_\_\_\_

8. Working experience: 0-5 years  6-10 years  11-15 years  16-20 years  21-25 years  26-30 years  31 years and above

Part A – Education/training for Institute’s sustainability

9). Please indicate your area of professional training

Nurse  Medical Doctor  Teacher  Human Development

Others: \_\_\_\_\_

10). Working experience: 0-5 years  6-10 years  11-15 years  16-20 years  21-25 years  26-30 years  31 years and above

11). I am currently involved in my professional area of training.  Yes

12). The professional training activity (please indicate)

Nursing care  Medical care  Education  Human Development

Others \_\_\_\_\_

13). For how long have you been involved in this area of professional training (Apostolic service)?

Less than one year  1-3 years  4-7 years  8 -11 years  more than 12 years

14). My area of training is aligned with my apostolate service:

Strongly agree  Agree  Disagree  Strongly Disagree

**SECTION B: The impact of Strategic Plan Implementation on Sustainability of the Institute of Sister Ministers of the Sick (MI) in the year 2014-2017**

Use the scale range

Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1

For each statement, please tick the response that is most appropriate for you	Strongly Agree	Agree	Disagree	Strongly Disagree
Strategy implementation influenced sustainability of the Institute of MI				
Sustainability measures have been affected by strategy implementation				
There has been effective leadership in strategy implementation process.				
There have been resources available for strategy implementation.				
The Human capital in the Institute was enhanced (education, increase in number of sisters, candidates)				
There were new entrepreneurial initiatives for the institute’s self-sustainability.				

**SECTION C: Factors affecting Strategic Plan Implementation in the religious Institute of MI**

For each statement, please tick the response that is most appropriate for you	Strongly Agree	Agree	Disagree	Strongly Disagree
Leadership affected strategic plan implementation at the religious Institute of MI				
There were resources availability has affected strategic Plan implementation in the Institute of MI.				
Human capital and resources has affected strategy implementation in the Institute of MI				
There are new entrepreneurial initiatives for the institute's self-sustainability.				



## **1.2 Appendix II: Interview Guide**

- 1) How is the general response of members towards strategic plan implementation process?
- 2) How do you assess the relevance of human capital and training of human resource and strategic plan implementation in Institute?
- 3) How do you assess your leadership skills in steering the strategy implementation process?
- 4) What are the challenges you encounter as a leader in the strategic plan implementation process?
- 5) How do you assess the effect of human capital on strategic implementation for sustainability of the Institute?
- 6) What do you suggest could be done to make the strategic implementation process more efficient and effective in order to attain self-sustainability?
- 7) What factors do you think hindered effective and full implementation of the strategic plan process?
- 8) What were main challenges during the process? Elaborate.
- 9) What are some of your experiences in terms of your areas of training and strategy implementation?
- 10) From your experience, is there relationship between leadership; human capital, available fund and strategy implementation?
- 11) Any other comment and observation that you have

### 1.3 Appendix III: NARCOSTI PERMIT

**CONDITIONS**


1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit;
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice



  
**REPUBLIC OF KENYA**  
  
**NACOSTI**  
**National Commission for Science, Technology and Innovation**  
**RESEARCH CLEARANCE PERMIT**  
**Serial No.A 12197**  
**CONDITIONS: see back page**

**THIS IS TO CERTIFY THAT:**  
**MISS. OTIENO CAROLINE AUMA**  
**of TANGAZA UNIVERSITY COLLEGE,**  
**0-502 Nairobi, has been permitted to**  
**conduct research in Nairobi County**

**on the topic: CAPACITY BUILDING FOR SUSTAINABILITY OF THE RELIGIOUS INSTITUTE OF THE SISTER MINISTERS OF THE INFIRM: A CASE STUDY OF EASTERN AFRICA REGION, KENYA**

**for the period ending:**  
**6th December,2017**

  
**Applicant's Signature**

  
  
**Director General**  
**National Commission for Science, Technology & Innovation**

**Permit No : NACOSTI/P/16/63919/14785**  
**Date Of Issue : 6th December,2016**  
**Fee Received :Ksh 1000**