The Influence of Top Management and Organisation Resources on Implimentation of Strategic Plans in Public Sector:
A Case of Selected Tanzania's Executive Agencies

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Abstract

This study was set out to investigate the influence of top management and organisation resources on implementation of strategic plans in public sector using selected executive agencies as a case study; and carried out in five executive agencies in Tanzania. The study used simple random sampling to select five (5) agencies; and convenient sampling to obtain fifty (50) respondents. Primary data were collected using questionnaires; then were analysed using of SPSS and Excel spread sheet; while documentary review was used to collect secondary data. The study found that, top management influence implementation of strategic plans as average of 68% of respondents agreed on the supports received from top management during implementation process; and average of 67% of respondents agreed that, resources such as human and financial are very key in the implantation process of strategic plans in public sector. Therefore, top management and organisation resources positively influence implementation of strategic plans in the public sector with purpose improving quality service delivery. The study recommended on the need for resources such as finance, skilled human resources to be given priority by top management; and enhancement of better prioritization of resource allocation and utilization; and this will create value and improve delivery of quality service in public sector; finally, the management should align the resources towards achieving organisation objectives.
Key Words: Strategy Implementation, Public sector, Organisation Resources, Top Management, Tanzania Executive Agencies

1.0   Introduction

The notion of strategic plan implementation has been supported by all sectors in the world due to its apparent contribution to effectiveness of organisations performance (Thompson, Strickland & Gamble, 2007). Currently, both private, public and third sector have taken seriously the need for having a strategic plan as a tool for improving organisation performance. However, there is complexity which needs attention in managing organisations in public sector.

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It encompasses organisation arrangements, political choices, community interests and objectives of organisation that are sometimes are at odds with those of stakeholders. The major concern of strategic planning in New Public Management (NPM) is to enable organisations in public sector to manage the interconnectedness and interrelationship between the various external and internal factors for enhancing delivery of quality services for public good. The NPM model advocates the sequence of reform that are designed to reshape the public sector to the like of the private sector (Pollitt & Bouckaert, 2004). In this regard, strategic planning is anticipated to strengthen an organisation's capacity to adopt to change and increase the ability of member in organisation to think, learn and act in the strategic manner (Bryson, 2004).

Strategic planning process has been embraced in public sector as one aspect of New Public Management (NPM). However, formulating a stable and consistent strategy is difficulty task for any management team, and making that strategy work, that is, executing it in the entire organisation, is even more challenging and difficult (Hrebiniak, 2006). A countless of factors can possibly affect the process by which strategies of organisation are turned into organisational actions. In fact, what integrates strategies is successful implementation of them. Okumus, (2003) in his study on Towards a strategy implementation framework, he considered context, process, and outcomes as variables influencing implementation of strategic plans in hospitality industry; on the other hand, Ali & Hadi, (2012) in his study on surveying and identifying the factors affecting successful execution of business strategies in firms of far province industrial towns, he identifies personnel, planning, management, organisation and external factors as factors influencing implementation of business strategies. Also, Abok (2013) in her study on factors affecting effective implementation of strategic plans in Non-Governmental Organisations in Kenya, she identified management styles, communications, organisational culture, role of stakeholders, and organisational resources as factors that influence strategies execution in NGOs in Kenya. However, the above empirical studies do not provide evidence of factors influencing implementation of strategic plans in public sector in Tanzania's Executive Agencies; and therefore, this study is set out to bridge the gap found in the literature.

1.1   Top Management Support

Charan and Colvin (1999)[1] established that, 70% of strategies fail due to poor execution, whereby managers were indecisive and lacked commitment, and not because of strategic content or decision itself; other researchers estimated the rate of failure to be between 50% and 90% (Sirkin, Keenan & Jackson, 2005). So, executives must make wise decisions when approaching certain strategies that could affect people and their overall implementation. Uncertainty of business environment, strategic planning often centres around CEOs due to their ultimate responsibility on the direction of the firm (Koufopoulos & Chryssochoidis, 2000); which cause employees from different hierarchical positions within an organisation to experience resistance to and influence strategic planning practices from interactions on many different

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[1]See http://archive.fortune.com/magazines/fortune/fortune_archive/1999/06/21/261696/index.htm

levels, thereby stoking inertia (Jarzabkowski & Bologun, 2009). Strategic planning has an integrative effect which uncover clashes of interest at different levels; and hence each business unit and sub-business units do respond and experience in different manner to the integrative effects of planning strategies. Therefore, self-interest, political issues within organisation, and the limited level of managers' responsibilities influence how information is shared, and hence the degree of implementation of strategies.

1.2   Organisation Resources

According to Whittington (2002), the resources of the firm in most cases include trained personnel, capital and networks in the form of finances, operations, techniques, strategic alliances and human resources. Organisation resources create a competitive edge after developing a strong capability which is difficult to replicate within any given sector. This is supported by Abok (2013) who argued that, material wealth, knowledge resources, and coordination ability are very important for execution of strategies successfully. So, business strategy is determined by the efficiency resources management techniques that have been adopted to face off competition in a highly competitive environment (Jarzabkowski & Balogun, 2009). In this direction, efficient resource utilization enhance capacity for desirable strategic competitive strength. In this case, poor proper resource management lead to repeated failure to success execution of planned strategies, whether is public, private or voluntary sector; and hence, organisation success is thus determined by the internal strengths of the organisation because these drives individuals to attain their personal as well as organisational goals (Okioga, 2012). Therefore, there is need to have trained managers who will coordinate and manage the usage of resources of the organisations which are rare and costly to get.

1.3   Public Sector Reform and Strategic Planning in Tanzania

In Tanzania, public sector reform programme was introduced in 1990s, where the aim was to change the public sector from process orientation to output orientations. The aim of the reforms was to stretch the effectiveness of scarce resources, enhance responsiveness of government to citizens and to move decision-making closer to the constituents (Christensen & Laegereid, 2001). This also is supported by Njunwa (2005) who asserts that, the introduction, adoption, of public sector reforms has seen a shift in focus from the adherence of formalized procedures to an emphasis on resources allocation and goal achievement for improved service delivery to the public and more in tune with contemporary thinking regarding public sector management. The NPM programs involved separating non-commercial from commercial activities of public agencies and motivating agencies to adopt cost cutting, profit-maximizing and business development goals like those of private sector (Ibid, 2001). To meet this, different performance tools were introduced including Strategic Plan (SP), Client Service Charter (CSC), Open performance appraisal systems (OPRAS) and Medium Term Expenditure Framework (MTEF) in the process of trying to improve the performance of public sector. Therefore, this study is set out to investigate factors influencing implementation of strategic plans in public sector, using selected Tanzania's Executive Agencies as case study.

2.0 Review of Supporting Literature

Strategy implementation has been widely recognized as a key management challenge (Li et al., 2010) yet it remains a comparatively under addressed area in strategic management literature. In addition, the execution of strategy is iterative, dynamic and complex process which is composed of a series of decision and activities by managers and employees who are affected by several interrelated internal and external factors as they strive to achieve strategic objectives through implementation of strategic plans. Manager's major task is to assure the continued existence of their organizations. It is evident that, firms which execute strategic plans achieve superior performances than those without such plans, but these strategies often fail due to problems encountered at the implementation stage (Sirkin et al, 2005). Strategic decisions should, however, be implemented with an awareness that their success is vital for the organization in question. By identifying the factors that influence the process and outcomes of the strategy implementation stage, an organization will be better prepared for its future performance, which will ultimately contribute to its bottom line.

Since the implementation of strategies is often accompanied by changes in the process, system, and even structure of an organization (Hrebiak, 2006), executives must make wise decisions when approaching certain strategies that could affect people and their overall implementation. Charan and Colvin (1999) found that, 70% of strategies fail due to poor implementation, whereby managers were indecisive and lacked commitment, and not because of the strategic content or decision itself; other researchers estimate the rate of failure to be between 50% and 90% (Sirkin et al, 2005).

2.1 Top Management Support

In the implementation process of strategic plan, the management at the top level has two major aspects, that is to give leadership and provide the resources required in the entire process (Burney,1991). Successful execution of strategic plan, management should monitor the execution progress and offer a clear direction of the project. Management should be willing to change and accept the fact that, the exercise involves learning at all levels including themselves (Okioga, 2012). The employees and the organisation, managers must learn to facilitate the introduction of changes into the workplace (Burney, 1991). Al-Mashari et al (2003) assert that, effective implementation of SP requires establishing core competencies among which is the use of strategies for change management to promote the infusion of SP in the work place; where communication can be used as a major strategy in changing the attitude of the potential users.

The execution process needs support from top management throughout, where their approval is needed to align with strategic business goals (Summer, 1999). Therefore, tying management bonuses to project success is of great importance. Also, there is need for commitment from senior management to show own willingness and involvement to allocate valuable resources to the execution effort (Al-Mashari, et al 2003). This requires allocating the necessary people for the execution and giving suitable amount of time accomplish the task.

2.2   Organisation Resources

Burney (1991), organisation resources include organisation process, all assets, capabilities, firm's attributes, knowledge, information and much more that that enables a firm to conceive and execute strategies to improve its productivity. As a result, the firm can create competitive advantage only when its strategy is not simultaneously implemented by other competitors in the industry, and when other organisations are not able to replicate the benefits of that strategy (Barney, 1991) As mentioned, the resource - based view of the firm predicts of that, certain types of firms' resource which are controlled and owned, have the potential and promise to create competitive advantage, which finally leads to a more superior organisation. In short, organisation resources are the basis for realization of sustainable competitive advantage. The potential to generate competitive advantage, a firm's resources must have some certain attributes such as, it must have value in the sense that, it exploits opportunities and reduces threats within the environment of the firm, should be rare, imperfectly imitable and cannot be easily substituted by competitors within an industry which the firm is operating (Okioga, 2012).

2.3   Strategy Implementation

The concept of implementation is not always well-defined in the literature (Miller & Hickson, 2004), but may be described as putting something into effect, or realizing or enacting something. Cater and Pucko (2010) affirmed that, the execution of strategy is a key driver of the emergence of strategic management in the late 20th century, but most large firms have difficulties in executing their strategies (Zaribaf & Bayrami, 2010). In contrast to formulation of strategy, execution of strategy is not accomplished at the top level alone; but involves teamwork within the firm and, on many occasions, parties outside the firm. Though strategy formulation is normally a top-down endeavour, implementation needs concurrent bottom-up; top-down; and across efforts (Cater and Pucko, 2010). Implementation of strategy has been widely recognized as a main management challenge (Li et al., 2010). Further, implementation of strategy is a process which is iterative, complex, dynamic and composed of a series of decision and activities by employees and managers who are affected by internal and external factors as they strive to achieve objectives through execution of strategic plans. Musyoka (2011) adds that, execution of strategy is an internal activity of administration within the firm. It requires the need to work through others, motivating, organizing, culture, creating strong links between operations of organisation and its relevant strategy. It also requires a process of changing the formulated strategies into viable operations that will generate results which are targeted by the organization. It therefore clear that firms which implement strategic plans achieve superior performances than those without such plans, but these strategies often fail due to problems encountered at the execution stage (Sirkin et al, 2005).

Subsequently, execution of strategy is often accompanied by changes in the systems, process, and even structure of an organisation (Hrebiak, 2006). Top management must make reasonable decisions when approaching certain strategies that could affect people and their overall execution. This in relation to Franken et al., (2009) who revealed that 70% of strategies failed

due to poor execution, whereby managers were indecisive and lacked commitment, and not because of the strategic content or decision itself; other researchers estimate the rate of failure to be between 50% and 90% (Sirkin et al, 2005). In addition, firms which execute strategic planning achieve better performance than those without plans but these strategies often fail due to problems encountered at the execution stage (O'Regan & Ghobadian, 2007). However, strategic decisions should be made with an awareness that success is key for the firm in question; by identifying the factors that influence the process and outcomes of the strategy execution stage. Hence the firm will be better prepared for its future performance, which will ultimately contribute to its bottom line (Okums, 2001). Furthermore, if a strategy fails because of unsuitable or poor execution, then the effort invested during the formulation phases becomes worthless. Strategic thinking has no effect on a firm's performance, unless all the elements or factors of the strategy fit together using the appropriate capabilities, structure and systems (Okumus, 2003). Most executives in different organisations spend more time, money and energy in strategy formulation, but do not offer adequate input to properly implement it (Zaribaf & Bayrami, 2010). Usually, firms adjust their strategy to position themselves from the threats and opportunities in the external environment; also, this demands creativity in crafting new strategy. Therefore, there should be a balance between a workable strategy and innovation for successful execution of strategy.

In addition, many studies according to Cater and Pucko (2010) highlighted the significance of formulation and implementation of strategy due to its vitality in the success or failure of the firm. Though strategy execution is much more difficult than formulation; the former requires precision skills, leadership skills, organizing of activities and resources as well as engendering people's commitment to the new strategy, while the latter demands creativity and understanding the business, and assessing opportunities in the market and the organisation's strength. It is further stressed that formulation of strategy is usually a function of top management while execution is the responsibility of managers at middle and lower level (Okumus, 2003). Although the vital role of top level managers is to prepare and communicate in clear manner so that the managers at the middle level can easily execute it. Thompson, Strickland and Gamble (2007) point out that an outstanding strategy is the best test for excellence in management and the most dependable process for success in an organisation. This is affirmed by Mintzberg (2004) who argued that, a successful execution of strategic plans depends on learning and developing the environment for employees who are committed to executions. This learning orientation needs much attention to openness, collaboration, trust, equity, risk taking and improving on continuous basis.

2.4   Theoretical Review

According to Bhagrava (2003), a theory is a set of correlated ideas, propositions, and definitions that present a systematic view of phenomena by indicating the relationship of variables with the intention of predicting or explaining the phenomena. A theoretical framework guides the study by determination of variables which the research will measure and their existing statistical relationship (Zikmund et al., 2010). Cooper and Rogers (2011) note that, a theoretical

framework guides the study in deciding what to be measured and the statistical relationship the study is looking for. This section explores existing theories relevant to the current study.

2.4.1 Power Theory

Power theory states that, strategic change and strategy-making provides insights into how power is exercised by managers to carry out strategic actions (Hardy, 1996). Jarzabkowski and Balogun (2009) argue that, according to power theory, managers focus on creating strategies by using their power influence and control managers at the middle level to ensure alignment during strategic plan execution. Therefore, the top management at execution level must deal with major aspects, that is, to provide resources and give leadership in the entire process (Burney, 1991). The effective implementation of strategy is triggered by management monitoring of the implementation process and offering a clear direction of the project. The management of the firm should be willing to change and accept the fact that the exercise involves learning at all levels including the upper level management (Okioga, 2012).

Also, effective execution of the strategic plan requires creating some core competencies by using strategies for change management to promote infusion of the strategic plan in the work place; where the attitude of key users is changed through communication (Al-Mashari et al, 2003). The implementation process needs top management support throughout the organisation, since their approval is important to align the plan with strategic business goals. Therefore, the top-level managers' role in tying management bonuses to the success of the projects is of great importance. This includes allocating necessary people for implementation and providing reasonable time in accomplishing the task (Al-Mashari, et al, 2003).

Moreover, managers can enhance commitment with involvement and integration of workers starting from a lower lever (Beer & Eisenstat, 2000). This creates a kind of ownership of the new strategy for which, in return, commitment is increased. That is why other scholars argue that firms need a contributing, capable, competent, effective and executive leader as far as strategy execution is concerned. This also is supported by Cater and Pucko (2010) who argue that, a well-crafted strategy with a strong and effective pool of skills delivered from human resources, positively impacts successful execution of strategies, while poor leadership is considered as one of the key obstacles for execution of strategies in an organisation. Further, poor communication in an organisation has negative effects on a firm's ability to execute and refine its strategy (Beer & Eisenstat, 2000). Similarly, Janis and Paul (2005) who studied the link between corporate communication and execution of strategy found that CEOs focus on reputation and branding thorough prioritizing of internal communications.

2.4.2 Resources Based View Theory

Resource based view theory states that, the organisation's unique resources and capabilities gives the basis for a strategy. The chosen strategy of the business supports the firm to fully and best exploit its core competences in relation to available opportunities in firms' external environment (Barney, 2001). The theory focuses internally on all the assets, capabilities,

organizational processes, information, knowledge, and other capacities controlled by a firm that enables it in developing and implementing effective strategies (Barney, 2001). Also describes organizations as bundles of physical, human, and administrative capabilities that can create sustained competitive advantage to the degree they are valuable, rare, inimitable, and non-substitutable. Hence organisations need to develop ways to exploit these resources, which are also being sought by competing organizations in the same environment (Yip, 2003). It is further argued that resources are the basis of power for organisations, and that the power of an organisation over other organisations depends on how the inferior firm depend on the superior firm's resources (Wheelen & Hunger, 2000). Thus, the firms with rare, valuable, inimitable and non-substitutable qualities have competitive advantage to the organisation.

It is further contended that, an organisation creates a competitive advantage only when its strategy is not executed by other competitors in the same industry and other firms cannot easily replicate the benefits of that strategy (Yip, 2003). Therefore, resources of the firm are the basis for sustainable attainment of competitive advantage. A firm's resources must have the capacity to exploit opportunities and reduce threats within the environment, while offering something rare which cannot be easily imitated or substituted by rivals within an industry (Okioga, 2012).

Table 2.1: Summary of Theories

Variables Identified	Theory & Authors	Theory content	Explanation	Critique
Top management support	**Power Theory in Strategic planning** Hardy (1996); Jarzabkowski and Balogun (2009)	Strategic change and strategy making provides insight how power is exercised by managers to carry out strategic actions; and how middle level managers are influenced to ensure alignment during strategic plan execution.	Management has a vital role in resource allocation and influencing other employees in achieving organisation strategies.	The theory considered positively the role of management in in executing strategies, however, the theory does not show how the role of employees at operation level towards executing strategies.
Organisation resources	**Resource Based Theory** Barney (191); Yip (2003); Wheelen and Hunger (2000)	Organisation's unique resources and capabilities gives the basis for strategy; and power of organisation over other firms depends on its resources.	The resources to be unique need to be rare, inimitable, valuable and non-substitutable. These types of resources are good in creating sustainable competitive advantages of the firm.	The theory does not consider other resources outside the firm. e.g. outsourcing. Also, it is not clear what type of resources are good in creating competitive advantage in public sector.

2.5   Conceptual Framework

Other things remain constant, in this study, it was under assumption that, successful execution of strategic plans was theorized as dependent variable to top management support and organisation resources. That is, independent variables (top management support and organisation support) positively or negatively affect the successful implementation of strategic plan (dependent variable).

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Figure 2.1: Conceptual framework for strategic plan implementation

Independent Variables   Dependent Variable
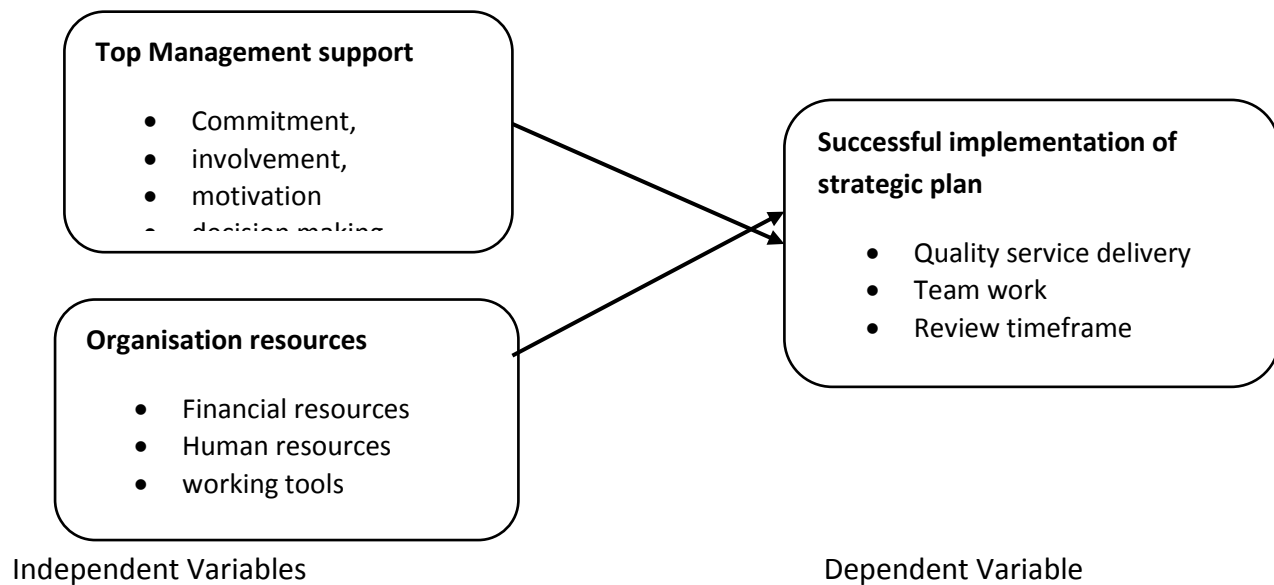
Source: Researcher's construct, 2016

2.6   Empirical Literature Review of the Study

Different scholars have noted that, implementation of strategic plans require a collective effort of managing organisation resources with high support from Top management of any organisation. Thompson, Strickland & Gamble, (2007) points out that, an excellent strategy is the best test for managerial excellence and the most reliable recipe for organisation success. Awino (2007) studied the effect of selected variables on corporate performance using 49 large private insurance firms in Kenya. His findings revealed that, culture and management were very critical variables in firms' performance; and concluded that, among the selected variables, both financial and non-financial performance were affected to varying degree.

Abok, (2013) conducted a study on the factors affecting the implementation of strategic plans in Non-Governmental Organisations (NGOs). This study concluded that, organisations which provided a conductive environment were effective in incorporating culture that encouraged togetherness, team spirit, and willingness to share and execute goals of organisation. On the other hand, Mintzberg (2004) affirmed that, a successful execution of strategic plans is dependent on the learning and development environment for employees who are the true foot soldiers of implementations. This learning orientations requires emphasis on openness, collaborations, trust, equity, risk taking and continuous improvement. Also, Guth and McMillan (1986) revealed that, middle level manager's participation enhances successful strategy execution, and hence, managerial involvement is essential for organisations to attain the execution of planned strategies.

3.0 Research Methodology

The study adopted a descriptive survey design as it aimed at collecting information from respondents on the influence of top management and organisation resources on implementation of strategic plan in public sector; using Executive Agencies in Tanzania as a case study. Descriptive survey research is used in preliminary and exploratory studies to allow the researcher collect information, summarize, present and interpret data for clarification (Orodho, 2009). Its purpose is to determine and report the way things are and it helps in establishing the status of the population under study (Mugenda & Mugenda, 2003). The study selected this design due to its ability to guarantee objectivity and increase the reliability of collected evidence. The study targeted 27 Executive Agencies in Dar es Salaam, Tanzania. The population targeted comprised of Top level management and middle level employees of these Agencies. Dar e salaam was selected as the pivotal area due to being the hub of Executive Agencies headquarter in Tanzania. Mugenda & Mugenda (2003) argues that, sampling is that part of the statistical practice concerned with individual selection or observations intended to yield some knowledge of the study population. They advise that, a researcher sample size of 10% to be appropriate if the sample size is more than 30, (n > 30). In this study, five (5) Executive agencies out of 27 were randomly selected; and 50 respondents were selected out 470 target population in five Executive Agencies. Probability sampling technique, that is, simple random sampling, was used to select five (5) out of 27 Executive Agencies in Tanzania. Then the researcher used convenient sampling technique to select 50 respondents out 470 employees in selected five Executive Agencies, these include, Government Procurement Services Agency (GPSA), Tanzania Building Agency (TBA), Tanzania Forest Service Agency (TFSA), Tanzania Electrical, Mechanical and Electronic Services Agency (TEMESA) and Tanzania National Roads Agency (TANROADS).

In respect to this study, both qualitative and quantitative data were collected. Structured questionnaires were used to collect primary data, and this instrument was self-administered to the target population. The instrument was used because, at a relative short of time, it covers many respondents. In addition, it gives the respondent the privacy to give free and independent opinions because of absence of the researcher. Secondary data were obtained through documentary review and online sources.

4.0 Findings of the Study

The responses from target Agencies formed the sample of the study, whose main objectives was to investigate the influence of top management and organisation resources on implementation of strategic plans in Public sector using Executive Agencies in Tanzania as case study. The data were analysed through descriptive statistics and presented using tables and charts. Also, the analysis and discussion was done at the end of every variable to statically establish if independent variables affect dependent variable or not.

4.1 Response Rate of the Study

A sample of five (5) executive agencies were drawn from 27 Agencies located in Dar es Salaam, Tanzania. Out of the 5 Agencies 10.6 % sample of 50 respondents was drawn using convenient

sampling. According to Kothari (2003) a statistical inference is only valid if is made from the sample which is large enough at 10% or above of the study population. The information in table 4.1 indicates that, a total of 50 respondents of five (5) Agencies representing 89.3% of the sample in this study.

Table 4.1: Response Rate

| Agency	Population	Expected sample	Observed frequency	Sample Percentage within Agency Total
TEMESA	76	10	8	80
TANROADS	109	13	11	84.6
GPSA	111	16	12	75
TBA	88	13	9	89.2
TFS	86	13	10	76.9
Total	**470**	**56**	**50**	**89.3**

Source: *Field data, 2016*

4.2 Top Management Support
The specific objective of study was set out to investigate how top management support influence the implementation of strategic plans in public sector. To asses this, indicators such as how employees are involved in implementation process, the commitment of top management; how management motivates employees in the implementation process; and how decisions are carried out for successful execution of strategies.

Management Involvement in Strategic Plan Implementation
This question intended to establish whether employees are involved by top management in the formulation and implementation of strategic plan in the Executive Agencies. The results in figure 4.1 indicates that, 70% of respondents agreed that, the top management involve them in formulation and implementation process; while only 8% generally disagreed on the issue; and 8% of respondents were neutral.

**Figure 4.1:** Involvement of Employees on SP Implementation
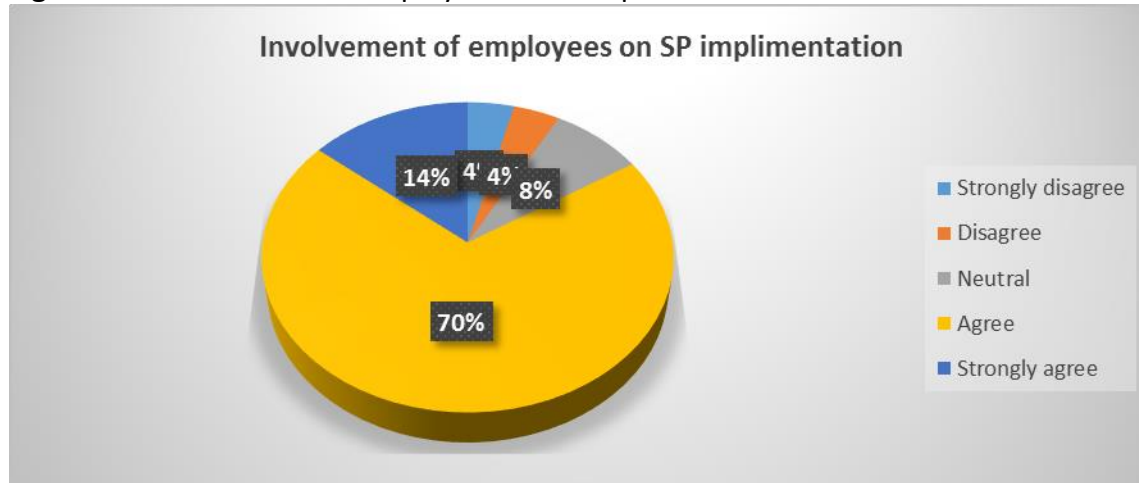
Source: Field data, 2016

The finding is supported by Taylor (1995) and Awino (2007) who both confirmed that, there a great importance of having middle level and functional managers involved in advocating the execution organisation strategies. Equally, Thompson and Strickland (2007) stressed on the need to engage all levels of management and key employees in the implementation of strategic plan.

Management Motivates Employees in Implementing SP

In respect to whether top management motivates employees in the process of implementing strategic plan in the Executive Agencies in Tanzania; the finding indicates that, 18% of respondents strongly agreed and 48% of respondents agree on the subject matter respectively; while 16% of respondents disagreed and 20% were neutral about the issue of motivations of employees while implementing strategic plans. This shows that, top management in Executive Agencies influence implementation process of strategic plan in public sector through motivates employees. The figure 4.2 below indicates this finding graphically.

Figure 4.2: Motivations of Employees in Implementing SP
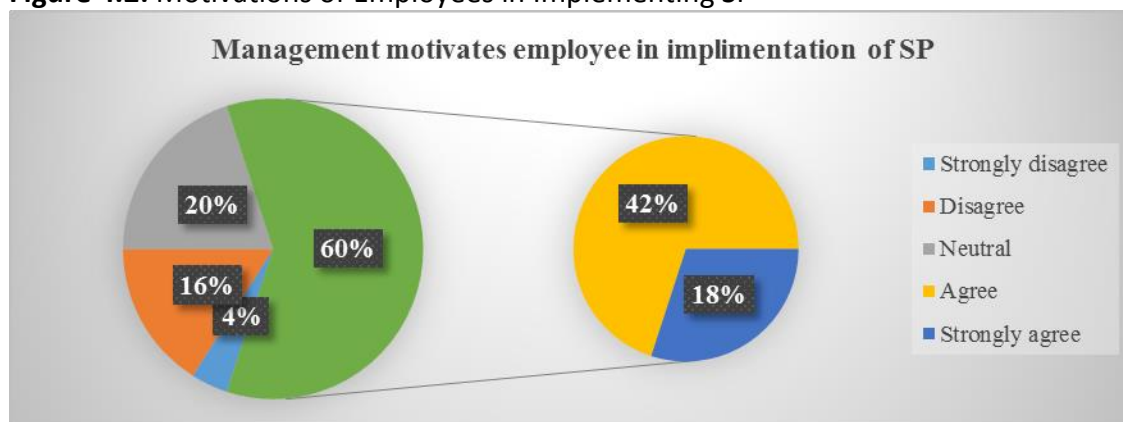
Source: Field data, 2016

The finding is also supported by other scholars like Amulyoto (2004), Osoro (2009) and Mulube (2009) who affirmed that, employees work well towards implementation of organisation strategies if are motivated and rewarded by the management. Moreover, the study done by Guest (2001) concluded that, employees' performance is driven by setting right targets which motivates to ensure effective measurements for intended results. Therefore, this finding support the scholars' conclusions that, motivation has a role to play in implementation of strategic plans in public sector.

Management Commitment in Achieving Strategic Objectives
In this question, was to find out if Top management are committed in implementation of strategic plans. The finding in table 4.1 revealed that, 70% of respondents generally agreed that, the top management are committed in the implementation process of strategic plans; while only 12% of respondents in average disagreed on the commitment of the top management. However, 18% of respondents were neutral with this question. The findings generalize that, Top management in the Executive Agencies are committed in the implementation of Strategic plan.

Table 4.1: Commitment on Achieving Strategic Objectives

|	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.0	2.0	2.0
Disagree	5	10.0	10.0	12.0
Neutral	9	18.0	18.0	30.0
Agree	20	40.0	40.0	70.0
Strongly agree	15	30.0	30.0	100.0
Total	**50**	**100.0**	**100.0**	

Source: Field data, 2016

The finding is also affirmed by other scholars like (Hoag, Ritschard and Cooper,2002) and Paul (2004) who concluded that, lack of commitment of organisation leadership is a big barrier for implementation of strategic plan, and hence leaders should participate in the process of design and implementation strategic planning systems for them to support change process in the organisation.

Decision Making During Implementation of Strategic Plan
In the question whether top management makes decision timely to foster execution of strategies in Executive Agencies. The findings in Figure 4.3 revealed that, 46% of respondents agree that, top management makes decisions timely; while 22% of respondents disagree on timely decision making by top management. The findings in principle reveals that, top management in Executive Agencies makes decision for implementation of strategic plans on timely basis.

Figure 4.3: Timely Decision Making
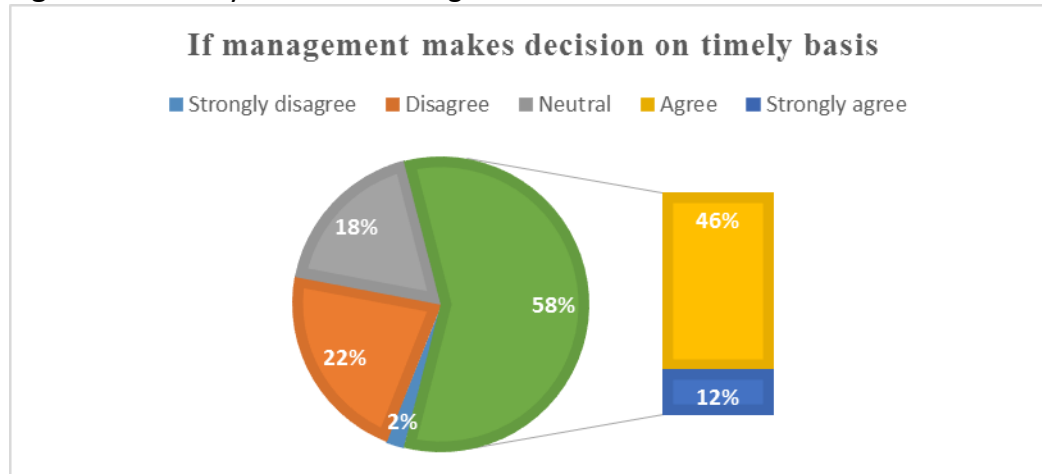
Source: Field data, 2016

4.3   Organisation Resources for SP Implementation

The second specific objective was set out to investigate how organisation resources influence the implementations of strategic plans in public sector. To asses this, indicators such as human resources, financial resources, working tools and equipment; and proper management of resources were subjected in order assess how they affect implementation of strategic plans in public sector.

Availability of Knowledgeable Human Resources

In respect to whether knowledgeable human resources are need for implementation of strategic plans. The results from the Table 4.2 indicates that, 78% of the total participants generally agreed on the need for trained human resources for successful implementation of strategic plan; while, 10% disagreed and 12% were neutral regarding the need for knowledgeable human resources towards execution o strategies in public sector.

Table 4.2: Availability of Human Resources for Achieving Strategic Objectives

|	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	5	10.0	10.0	10.0
Neutral	6	12.0	12.0	22.0
Agree	25	50.0	50.0	72.0
Strongly agree	14	28.0	28.0	100.0
Total	**50**	**100.0**	**100.0**	

Source: Field data, 2016

The findings are supported by other scholars such as Pearce and Robinson, (2009) who confirmed that, training and development of human resources has a direct impact in monitoring and making other resources to become towards achieving strategic goals.

Financial Resources for SP Implementation

In this indicator, the study aimed at finding the level to which financial resources helped organizations towards implementations of their strategic plans. The results from figure 4.4 show that, 66% of the total participants agreed on the importance of financial resources regarding implementation of strategic plan, while 10% of respondents did disagree and 26% were neutral regarding the need for financial resources on implementation process. In general, the findings conclude that, financial resources are very important for implementation of strategic plans in selected Executive Agencies in Tanzania.

**Figure 4.4:** Financial Resources for SP Implementation
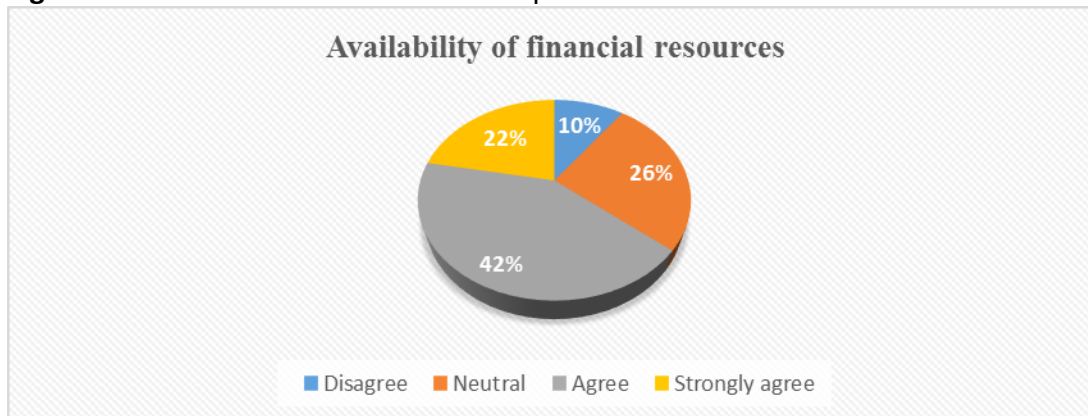
Source: Field data, 2016

The finding is supported by Barney (2001) who confirmed that, success of organisation change is always established by determining and using specific resources to gain successful execution.

Enough Working Tools and Equipment for SP Implementation

In this question, the research aimed to find out whether Executive Agencies are having enough working tools and equipment for implementing strategic plans. The results from figure 4.5 below disclosed that, 50% of the total participants agreed and 20% of respondents strongly agreed that, Agencies are having required tools and equipment for implementation process; while, 18% of respondents disagreed and 12% were neutral regarding the availability of tools and equipment for implementation of strategic plans in public sector.

**Figure 4.5:** Working Tools and Equipment for SP Implementation
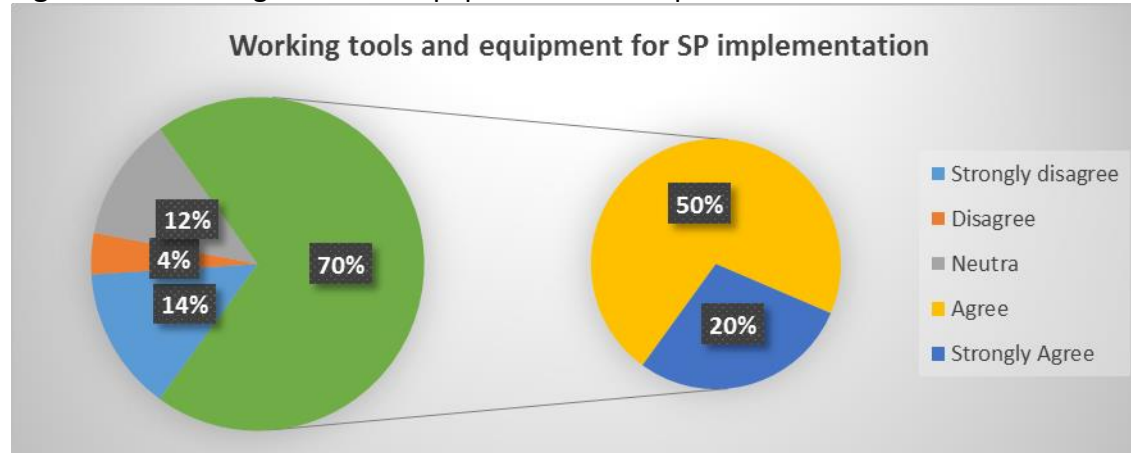
Source: Field data, 2016

The finding of the study is supported scholars who affirmed that, when employees are empowered, motivated, provided with modern tools, and are offered job security and free environment for creativity and innovation, will tend to guard resources of organisation and hence therefore help in attaining desired organisation objections which are crafted in strategic plans (Prahalad & Hamel, 1990).

Proper Management of Resources in the Implementation Process
In this question, the research aimed to find out whether there is proper management of resources in executive of strategies in public sector. The findings in figure 4.6 indicates that, 66% of the total participants generally agreed on the proper management of resources; while 22% generally disagreed and 12% were neutral regarding the issue of proper management of resources while implementing of strategic plans in public sector.

Figure 4.6: Resource Management for SP Implementation

Source: Field data, 2016

www.hrmars.com
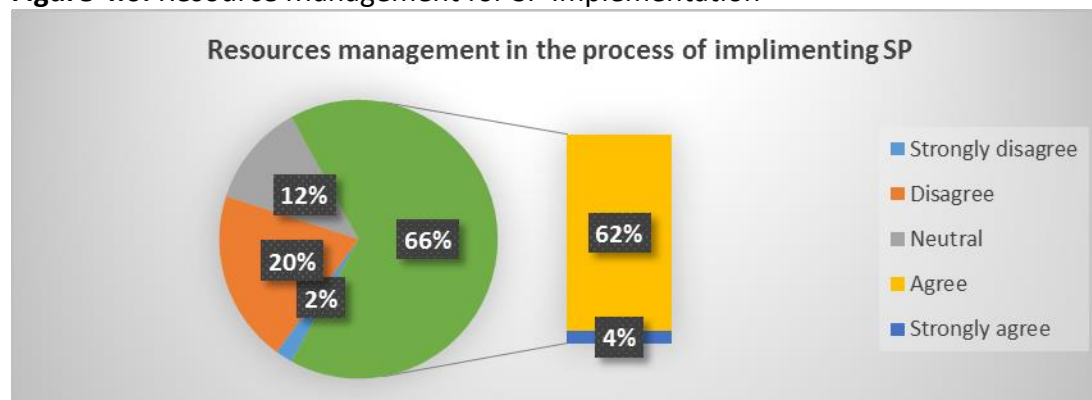
The findings of the study are supported Pearce and Robinson (2009), who concluded that, rare resources like professional experts and strong financial base are so important for execution of strategies. Also, the idea supported by Barney (1991) who examined the link between form's resources and sustained competitive advantage in organizations.

5.0   Summary, Conclusion and Recommendation

This part presents the summary of main findings on the influence of top management and organisation resources on implementation of strategic plans in public sector with reference on Executive Agencies in Tanzania. The section also provides conclusions and recommendations in relation to this study.

5.1   Summary of Major Findings

This give the summary of the main findings in respect to two specific objectives which were exposed in this study.

5.1.1   Top Management Support

The first specific objective of the study was to examine if top management supports implementation of strategic plan in public sector, four indicators were subjected in this study and their main findings are explained below:

Management Involvement is SP Implementation

The findings revealed that, 70% of respondents agreed that, the top management involve employees in implementation process of strategic plan, while 8% of respondents disagreed on this issue. The finding is also supported by Taylor (1995), Awino (2007) and Thompson and Strickland (2007) who confirmed that, there is a need to involve employees in the process of implementing strategic plans for the success of the organisation.

Management Motivates Employees in Implementing SP

In respect to this indicator, the findings discovered that, average of 66% of respondents agreed that, the management of Executive Agencies in Tanzania motivates employees in implementation process of strategic plan. Hence, there is a need to motivate employees for successful implementation of strategic plan. The finding is supported by other scholars like Amulyoto (2004), Osoro (2009) and Mulube (2009) who concluded that, motivation has a bit role in implementation of process of strategic plans in public sector.

Commitment of Top Management in Implementing SP

For the case of commitment, the finding indicates that, 70% of respondents agreed in respect to the commitment shown by top management in process of implement strategic plan, while 12% disagreed, and 18% were neutral. This confirm that, top management of Executive Agencies in Tanzania are committed in implementing strategic plans. The finding is supported other scholars like Hoag, Ritschard and Cooper (2002) and Paul (2004) who established that, for successful implementation of strategic plan, there should be commitment of organisation

leadership who should support the design and execution of the plan in the entire change process.

Decision Making During Implementation of SP

The issue whether top management make decisions on timely that affect implementation process, the finding revealed that, 58% of respondents agreed on timely decision making by top management, while 22% of respondents disagreed, and 18% were neutral on this subject. Therefore, the top management is Executive Agencies in Tanzania makes timely decision making which influence implementation of strategic plans.

5.1.2   Organisation Resources

In respect to specific objective regarding organisation resources, there were four sub-variables which were subjected to the study, the details are given below.

Availability of Knowledgeable Human Resources

The findings revealed that, 78% of the total respondents agree that, there is a need for trained human resources for successful implementation of strategic plan in public sector, while 10% of respondents disagreed, and 12% were neutral. The finding is supported by other scholars such as Pearce and Robinson (2009) who confirmed that, training and human resource development is of very significant in supporting other resources to achieve organisation goals.

Financial Resources

In respect to this indicator, the finding indicates that, 66% of respondents agreed that, financial resources are important for successful implementation of strategic plans, while 10% of respondents disagreed, and 24% were neutral. This confirms that, financial resource are key resources in successful execution of strategies in public sector. The importance of financial resources in strategy implementation is also supported by Barney (2001) who affirmed that, any success of organisation change is attained by using organisation resources including financial resources.

Enough Working Tools and Equipment

In the respect to the importance of working tools and equipment, the finding shown that, 70% of respondent agreed on the need of having enough working tools and equipment, while 20% of respondents disagreed, and 12% of respondents were neutral. Hence, equipment and tools are key for effective execution of strategies in public sector. This is supported by other scholars such as Prahalad and Hamel (1990) who affirmed that, employees with modern and reliable working systems and tools tend to work towards achieving stated goals for organisation success.

Proper Management of Resources

In respect to proper management of resources, the finding indicates that, 66% of respondents agreed on the this, while 22% of respondents disagreed, and 12% of respondents were neutral.

Therefore, it was confirmed that, proper management of resources is very important in execution of strategies in public sector. This is supported by other scholars such as Pearce and Robinson (2009), and Barney (1991) who affirmed that, organisation resources are very crucial for successful strategy implementation.

5.2   Conclusion

The study was set out to investigate the factors that influence implementation of strategic plans in public sector with special focus on Executive Agencies in Tanzania. In relation to the findings revealed in this study, it can be concluded that, top management positively affects implementation of strategic plans as over average of 68% of respondents agreed on the importance of supports from top management for successful implementation of SP. Secondly, in respect to the importance of organisation resources towards implantations of strategic plans, average of 67% of respondents agreed that, resources such as human and financial are very important in the implantation process of strategic plan. Other issues which were credited include proper management of resources and availability of tools and equipment are key factor in the successful strategy executions in public sector.

5.3   Recommendation of the Study.

The following recommendations are put forward:

Firstly, in respect to Top Management support, the study recommended that, the management should continue supporting employees in the process of implementing strategic plans in public sector. The support should be in term of expertise, financial resources, and other resources which will add value in their efforts of implementing strategies. Also, Top management may be involved in terms of monitoring and evaluation from time to time to determine the success and area that need improvement after the assessments for successful implementation of strategic plans.

Secondly, in relation to organisation resources, better prioritization in resource allocation and utilization in the public sector. This will lead to better resource usage, lowering of overall cost and putting more resources on identified viable activities that will create value and improve quality service delivery.

5.4   Areas for Further Studies

This study considered only two variables, that is, organisation resources and top management support, which were exhaustively accomplished in this study. However, further studies are recommended to cover other variables which were not considered in this study, that could affect implementation of strategic plans in public sector in one way or another. Those variables may include organisation culture, organisation structure, and stakeholders support to just mention a few.

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