STRATEGIC PLANNING AND IMPLEMENTATION SUCCESS IN PUBLIC SERVICE ORGANIZATION: EVIDENCE FROM ETHIOPIA

DOCTOR OF PHILOSOPHY

(BUSINESS ADMINISTRATION)

ADVISOR: SALVATORE FAVA (PROF)

EYOATAM BERHANU

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STRATEGIC PLANNING AND IMPLEMENTATION SUCCESS IN PUBLIC SERVICE INSTITUTIONS: EVIDENCE FROM ETHIOPIA

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SELINUS UNIVERSITY OF SCIENCE AND LITERATURE IN ACCORDANCE WITH THE REQUIREMENT FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

EYOATAM BERHANU

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DECLARATION

I hereby declare that the project work entitled "The strategic planning and implementation success in public service organization: evidence from Ethiopia", submitted towards the fulfillment of the requirements for the award of Doctor of Philosophy (Ph.D). I am aware of and understand the university's policy on plagiarism and I certify that this thesis is my own work, expect where indicated by referencing, and the work presented in it has not been submitted in support of another degree or qualification from this or any other university or institute of learning.

I declare that this thesis is an original report of my research, has been written by me and has not been submitted for any previous degree. The experimental work is almost entirely my own work; the collaborative contributions have been indicated clearly and acknowledged. Due references have been provided on all supporting literatures and resources. I declare that this thesis was composed by myself, that the work contained herein is my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or professional qualification.

Eyoatam Berhanu

Signature_____

August, 2022

CERTIFICATE

This is to certify that the work contained in the thesis entitled "The strategic planning and implementation success in public service organization: evidence from Ethiopia", submitted by Eyoatam Berhanu Belay for the award of the degree of Doctor of Philosophy (Ph.D) to the Selinus University of Science and Literature. The research works carried out by him under my direct supervision and guidance. I considered that the thesis has reached the standards and fulfilling the requirements of the rules and regulations relating to the nature of the degree. The contents embodied in the thesis have not been submitted for the award of any other degree or diploma in this or any other university.

Main Adviser's Name　　　　　**Date**　　　　　　**Signature**

Salvatore Fava (Prof.)　　_____　　　　_____

ACKNOWLEDGMENT

This thesis is the outcome of my unique journey aimed at discovering some aspects of the social world. Interestingly, I have discovered as much about 'the self' as I have about the phenomenon that I examined in this journey. The more I have learned, the more I have become aware of how little I know. In this bewildering journey, I was not alone. Hereby, I would like to recall the names of those compassionate people who did not withhold their kind support from me.

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ABSTRACT

The study is to evaluate the strategic planning and implementation accomplishments of Ethiopian public service organizations. The study's main objective was to evaluate the planning and implementation accomplishments of Ethiopia's public service organizations. The methodology that was used for the study is survey design and the target population was 405 members of staff of Ethiopian public service organizations under the minster office, while the sample size was 373 which were determined using the formula. The findings demonstrate that although Ethiopia's public sector strategic planning adheres to preparation principles for strategic planning that consider both the internal and external environments, the challenge of strategic planning is the lack of widespread participation and the use of professionals for analysis. The success of strategic planning and implementation of the strategic plan is impacted by management awareness, staff passion, and a weak monitoring and assessment system, among other factors. To ensure strategy success, plan implementation must be tied to an assessment strategy; else, the strategies will just be paper scraps. Additionally, the public sector should monitor the internal and external environment and make changes or adjustments to prevent strategy failure in light of the local and global economic and political situations that may be beyond its control. Due to these factors, the strategic planning and implementation process was unable to solve problems to the extent that was anticipated, improve service and output, and operate with effectiveness and efficiency. The relationship between study variables were tested at a 95%, confidence level. The findings indicate a statistically significant direct relationship between strategic planning process and implementation and the joint effect on the success of public sectors. Testing the direct relationship between the public sector's success and the strategic planning processes and implementation's statistical significance. According to the study, the strategic planning process involved extensive management participation and communication with regard to the actual issue and the best way to carry out the plan. Therefore, the study recommends that Ethiopian public institutions should give more serious attention to strategic planning and finally, employee welfare should also be given adequate attention for efficiency and effectiveness in organization. The study also recommended putting in place a robust monitoring and controlling system to enhance the performance of the public organization and achieve successful strategic planning and implementation, as well as updating the strategy to take the lead in developing the strategy and policy to achieve Ethiopia's target goal and to increase the success of Ethiopia's 2030 target goal.

Key Words: Strategic, Planning, Implementation, Success and Public Service Organization

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Strategy is the direction and scope of the organization over the long term which deliver a competitive edge for the institution amidst an everchanging business environment. A company's resources and core competencies are configured according to an effective strategy in order to effectively meet its goals and objectives. Strategy creates a culture in the institution in which the institution only focuses on the value adding priorities in its mission and vision (Hrebiniak, L.G, 2008). Strategic management is the concept of strategy (Cadez, S./Guilding, C., 2008). There isn't a single definition of strategy that everyone agrees on (Berkan, I., (2013). The conduct of war has always been referred to as strategy in the military setting. Strategy has always been seen as a plan for achieving a goal (Malovics, G./Racz, G./Kraus, S., 2007).

Strategic planning combines planning with strategy (Lukasova, R. (2004). The purpose of strategic planning is to assist institution s in anticipating and effectively adapting to their radically changing environments. Strategic planning, according to Hrebiniak, L.G. (2008) is a specific type of decision-making process with a few unique characteristics. According to the academic literature, strategic implementation refers to "the communication, understanding, adoption, and action of strategic plans." A strategy's implementation is a difficult and time-consuming task. Practitioners resoundingly concur that creating a solid strategic strategy is far simpler than trying to "make it happen." A diverse set of managerial talents are required to implement strategy and move the institution in the desired direction (Heyder, M./Theuvsen, L. ,2008):

Working with people, organizing, inspiring, establishing a positive organizational culture, and developing a tight match between the strategy and how the company operates are all necessary for successful strategy execution. Behavior that is ingrained does not alter. They just made an announcement on a new approach (Heyder/Theuvsen, 2008). When preparing and carrying out a strategy, there are several elements that must be taken into account. The design/formulation of strategy has been the subject of extensive research in management science in recent years. The approach is being implemented, and the majority of the study on its development has been done,

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according to literature studies (Gurkov, I., 2009) In actuality, each instance of poor execution results from poor planning. Prior to starting this procedure, it is essential that we comprehend the idea of strategic implementation and execution (Hauc, A./Kova, J., 2000).

For many businesses, the failure of the strategy is a serious issue and difficulty. The thorough literature assessment reveals that the majority of solutions fall short at the implementation phase. A survey of the literature and interviews with experts reveal that they frequently overlooked a number of aspects during the execution of the strategy, which is one of the main causes of the approach's failure or ineffectiveness (Canpolat, H., & Kesik, A. (2010). The corpus of information in this field is substantial, although it was mostly obtained through quantitative study, particularly in western nations. Nevertheless, the analysis reveals the following factors that have an impact on how well a strategy is implemented: "Poor or vague strategy, Clear Objectives, Communication, Engagement, Sufficient resources, Benefits realization management, Accountability, Talent Management, Involvement, Buy-in, Prioritization, Selection, Alignment, Project management, Risk management, Monitoring, Performance, Leadership, Sponsorship, Commitment, Effective competitor responses to strategy, Authority, Governance, Despite the fact that most writers choose that course of action, each of the strategic implementation variables has a distinct effect and involves a separate set of forces (Crittenden, V.L./Crittenden, W.F., 2008).

Government administrators and officials in the public sector have a big responsibility to make sure all government actions are connected to the strategic planning and execution. In order to achieve their objectives, agencies create strategic plans, which they then put into action by making an effort to involve officials, managers, their teams, and other stakeholders in initiatives and strategies (Bryson, J.M. & Roering, W.D., 2020). In Ethiopia, it is the minister's office's responsibility to oversee municipalities and encourage the growth of sustainability. The Ethiopian government created a five-year strategic plan to fulfill this objective in accordance with public service rules, and from this plan, it created an annual performance plan to carry out the strategic plan. Every year, they reassess this strategic plan. There is a broad notion that they blame the department's strategic management process for the issue. The act of developing a strategy is crucial for organizations to accomplish their strategic goal, claim Ackermann and Eden (2001). In order to implement corrective steps to improve the efficacy of strategic management in the minister's

offices and the public service as a whole, the Ethiopian minister's offices used the study findings to identify areas of strategic management concern.

The successful strategic planning in public organizational performance is very important to support and strength on organizational performance. A sound strategic plan works to cut down on time and resource waste, minimize costs, and allocate the right person to the right job. The majority of the time, organizations create a strategy plan to boost the performance of their departments and industry, but they don't implement it on schedule, with the appropriate human resources, or within the allotted budget. Failures in organizational effectiveness and strategic planning can be attributed to a number of factors: Lack of funding, unplanned growth, management ineptitude, poor management of human resources, and time wastage during the implementation of strategic planning are all identified as common causes of inefficient organizations. Strategic planning, however, may successfully address each of these issues.

As a result, the success of strategic planning and implementation in public service organizations was the subject of this study. This study examined how public service organizations developed their strategic plans, put them into action, monitored their effectiveness, and benefited from their execution. The researcher also looked at the difficulties that public sector organizations experienced in their process of strategic planning and implementation. For this, the researcher gathered information from employees via questioning and an interview with the HR manager of the government agency under the Ethiopian Minister Offices.

1.1.1. Strategic Planning Process

The process of strategic planning may be defined as achieving and maintaining alignment between a company's goals, its resources, and its capacity to seize opportunities as they occur and develop through time (Heintz, M. (2002). The process will define the company's vision and purpose while identifying the goals, developing the product and service portfolio, and coordinating functional strategies (Alford, J., 2001). The strategic planning process, according to Baker, F. E. (1992), entails methods through which corporate leadership develops a vision to guide the organization's future and selects the priorities, practices, and activities necessary to assist the business in achieving its objective. The planning process helps organizations reflect on their prior experiences, evaluate assumptions, and create and gather data on the present, claims Michailova, S./Husted, K. (2004) Businesses may reflect on their past experiences, test hypotheses, and create and gather

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data about the present and probable future condition of the environment in which they operate with the help of the planning process.

A crucial step in the planning process is to record the strategic planning process and make the document available to all stakeholders (Connor, T. (2001). Planning focuses on the intensity and formality of the plan to promote inclusivity and continuity, offering guidance for the enhancement of company activities, and developing business strategy that, when put into practice, increases performance (Puko, D. (2006). The amount of work put into the process of planning is known as planning intensity, which is operationalized by the quantity of information created along with the intensity of analyzing and assessing it (Canpolat, H., & Kesik, A. (2010). According to Raps, A. (2004), the focus placed on the seven elements of the strategic planning process—mission, objectives, internal and external environment analysis, strategic options, and monitoring—is operationalized as planning intensity. Barzelay, M., & Campbell, C. (2003) The degree to which goals are clearly specified and tactics are documented is referred to as the plan's formality. According to Hrebiniak, L.G. (2005), operationalizing formality may be done in two ways: by measuring perceived significance and the extent of the planning process.

A quantifiable goal that is both reasonable and attainable is part of a strategic strategy. It takes a institution several years to analyze the environment it operates in. This aids the organization's concentrate on the pressing problems and difficulties it encounters (Wheelen, T.L./Hunger, D.J. , 2006). A strategic plan is employed as a management tool to guarantee that all employees of the business are working toward the same objective and are appropriately responding to environmental changes. According to a theory, institution s that intentionally plan can impact market dynamics favorably to gain a competitive edge, increase effectiveness, and thereby improve performance (Walker, R. M. (2010).

Strategic planning is criticized by Stewart, J. (2004), on the grounds that organizations cannot plan for an unknowable and uncertain future and that formalization stifles flexibility, spontaneity, intuition, and learning. As a result of the recasting of strategy during the period of austerity, organizations were urged to have a flexible planning process, realizing that a strategic plan is an organic living document that must be flexible to accommodate change (P. Mao, S. Li, K. Ye, and H. Cai, (2017). As a result, it is important to go through the strategic planning process in addition to having a strategic plan.

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1.1.2. Strategy Implementation

Different researchers have given different perspectives and definitions of strategy implementation as a step or job in the actualization of a strategy. The term "strategy implementation" refers to all the decisions and actions necessary to carry out a strategic plan (Wheelen & Hunger, 2006). It is a methodical procedure made up of a logical series of interconnected tasks that operationalizes and institutionalizes the defined plan to make organizational strategy operate (Cater & Pucko, 2010). According to Andrew et al. (2011) and Nobble (1999), strategy implementation refers to the dissemination, interpretation, adoption, and enactment of strategic plans in the decisions and actions necessary to carry them out.

By converting the selected strategy into organizational activities, strategy implementation answers the questions of who, where, when, and how to achieve the intended goals and objectives (Brenes et al., 2008). It imagines how businesses might create and combine organizational cultures, control systems, and structures in order to advance a predetermined strategy and gain a competitive edge. Organizational structures assign varying values, specify what each person is responsible for, and demonstrate how the work produced by various individuals results in efficiency, customer satisfaction, and a competitive advantage (Hrebiniak, 2008). While managers utilize control systems to monitor employee performance and provide feedback, culture—the shared ideas, conventions, values, and attitudes of an organization's members—can, when balanced, make implementation easier.

Organizations that effectively execute strategies commit resources to key activities, create policies that support those strategies, continually seek improvement via their programs, fairly recognize successes, and have strategic leadership in place (Steiner et al., 1989). In today's more complicated business environment, it might be difficult to obtain a competitive edge that will be both long-lasting and successful (David, 2015).

According to David (2013), implementation entails controlling forces throughout the action stage and calls for particular drive and coordination abilities across a large number of people. According to a research by Allio (2005), even the best-planned strategy loses effectiveness without consistent and coordinated execution across functional disciplines since planning takes most of the attention and resources (Noble, 1999), while implementation is disregarded. According to Cater and Pucko (2013), recasting a strategy required adequate attention to be paid to the selected approach's

implementation, which was a significant difficulty. Despite spending resources on formulation, few managers have much experience in actually executing strategy. As a result, performance is unaffected (Alexander, 1985; Gluck et al., 1980; Waweru, 2011). Review of the literature reveals that the capacity for organization to translate documented strategy into action and results is still a challenge.

1.1.3. Organizational Performance

According to Venkatraman and Ramanujam (1996) and Machuki (2011), organizational performance is a multifaceted concept that depends on a wide range of variables. This raises questions for both practitioners and scholars. According to Wu (2009), an organization is performing effectively when it outperforms rivals in terms of efficiency and effectiveness in achieving its predetermined goals and providing value to its stakeholders (Daft, 2000; Letting, 2011). Performance guarantees that an organization fulfills its goal and continues to be responsive to the requirements of its stakeholders (Baysinger & Hoskisson, 1990; Kinuu, 2014).

Organizational performance, according to Ricardo and Wade (2001), is the capacity of the organization to meet its goals and objectives, whereas Cascio (2006) argues that it is the extent to which the workplace mission is accomplished that determines the value of an employee's position. According to Stannack (1996), researchers refer to the spectrum of measurements of transactional efficiency as well as input and output efficiency as performance.

Performance, according to Heffernan and Flood (2000), includes both issue definition and solution. According to Bryson (2011), regardless of industry, whether it is for profit or not, public or private, huge or little, organizational performance is a major problem and the main emphasis of any organization. Scholars and practitioners work relentlessly to define its predictor factors and metrics, making it a recurring empirical study issue (Grant, 2003). Nelly (2004) asserts that performance relates to activities, results, and success in comparison to a standard all at once. The relevance of organizational performance may be stated conceptually as the core of strategic management serving as a time test for strategy, according to Venktraman and Ramanujan (1986); practically, the majority of strategy research use performance to examine Various process and content difficulties; management relevance is apparent in suggested performance improvement measures. It's important to remember that different sectors employ various metrics to assess performance in relation to their primary goals.

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Over the past 40 years, measurement views have changed from being purely financial (Sullivan, Abela & Hutchinson, 2008) to becoming more complete business characteristics (Kaplan, 1983), which incorporate skill and capabilities. Many measurements must be utilized since there are no performance metrics that are always adequate (Gleason & Barnum, 1982), and Miller et al. (1988) add that using multiple metrics helps to make up for each one's shortcomings. The measurement tool should incorporate both objective and subjective measures to gauge performance (Postma & Zwart, 2001). According to Richard (2009), organization performance focuses on the many stakeholder requirements and the varied market circumstances, making the construct very multidimensional.

The sustainable balanced score card (Figge et al., 2002/2012; Hubbard, 2009), which has six perspectives, including financial, customer, learning and growth, internal business, social equity, and environmental focus, was developed in response to the growing importance of meeting stakeholder requirements. Sustainable balanced score cards are tailored with comparable indicators to match each industry's stakeholder mission and evolving stakeholder demands.

Despite the diversity of opinions, performance assessment is crucial for ensuring that a company stays on track to meet its strategic goals and objectives. Performance metrics, according to O'Regan et al. (2008), must be connected to actions that were first taken as a result of organizational strategic planning initiatives that determine strategic direction, compare anticipated and actual results, and take appropriate corrective action.

Government administrators and officials in the public sector have a big responsibility to make sure all government actions are connected to the strategic planning and execution. In order to achieve their objectives, agencies create strategic plans, which they then put into action by making an effort to include officials, managers, their teams, and other stakeholders in initiatives and strategies (Bryson, J.M. & Roering, W.D., 2020). In Ethiopia, it is the minister's office's responsibility to oversee municipalities and encourage the growth of sustainability. The Ethiopian government created a five-year strategic plan to fulfill this objective in accordance with public service rules, and from this plan, it created an annual performance plan to carry out the strategic plan. Every year, they reassess this strategy plan. Successful strategic planning is crucial for supporting and bolstering organizational performance in public settings. A sound strategic plan works to cut down on time and resource waste, minimize costs, and allocate the appropriate person to the right job.

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Most of the time, organizations create a strategy plan to boost the performance of their departments and industry, but they don't implement it on schedule, with the appropriate human resources, or within the allotted budget. Failures in organizational effectiveness and strategic planning can be attributed to a number of factors: Lack of funding, unexpected growth, managerial ineptitude, poor management of human resources, and time loss during the execution of strategic planning are all identified as common causes of inefficient organizations. However, each of these Strategic planning can be used to overcome obstacles.

As a result, the success of strategic planning and execution in public service organizations was the subject of this study. This study examined how public service organizations developed their strategic plans, put them into action, monitored their effectiveness, and benefited from their execution. The researcher also looked at the difficulties that public sector organizations experienced in their process of strategic planning and execution. For this, the researcher gathered information from employees via questioning and an interview with the HR manager of the government agency under the Ethiopian Minister Offices.

1.2. Statement of the Problem

This "strategy-execution gap" can be a catastrophic error leading to unneeded expenses, higher risk, lost opportunities, and finally inability to execute in today's disrupted world when agility in implementation is essential. Losses from failure at execution are significant for both the activity and the demands of the clients it serves. When a plan fails, many other experts have the same interests and worries (*Paranjape, B./Rossiter, M./Pantano, V. ,2006)*. Consider the ramifications of a high-profile strategic alliance failing, a company-wide strategic formulation and implementation initiative failing to transform institutions because those in charge of implementation are unable to understand the initiative's purpose or its intended results, a new public health campaign failing to achieve its goals and causing significant negative publicity for a company, or a high-profile strategic alliance failing agency and its leaders (*Grachev, M./Izyumov, A. (2013)*.

Acording to Hrebiniak, L.G. (2005) There isn't much information available in the public sector to describe this execution gap, let alone how to best address the underlying issues. In terms of the public sector, citizens, politicians, and their agendas, agency leaders, programs, middle-level, and project managers all have a part to play in removing barriers that appear when a well-planned

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"public good" strategy fails to be implemented. The goals of this study and ensuing program innovations are to recognize these barriers, comprehend their underlying causes, and devise a program to close the strategic implementation gap.

Reviewing the institutional framework and putting in place the province's performance management system will help the strategic plan be implemented even more effectively. Despite this, the province consistently faces the following problems: a failure to meet the goals set forth in the annual performance plans and the province's strategic plan; a failure to spend the funds budgeted for initiatives like public development; a failure to develop municipal infrastructure; a failure to develop municipal capacity; and a failure to provide development planning services (*Ingraham, P. W., & Donahue, A. K. (2000*).

Chane (2010) studies of "The Challenges and Prospects of Strategic planning and Implementation process in selected institutions of Ethiopia," he argued that the active participation of management, clients, employees, and other stakeholders was not necessary for the process to be successful. Another difficulty in establishing a strategic plan in Ethiopia was a lack of stakeholder engagement. The execution of a strategic strategy is a crucial step. A plan fails if it is not put into action. "Planning is a continuous process that analyzes not just where to go but also how to get there and how to accomplish it most efficiently. This suggests that the plan's execution is its key component. The work is not complete after a plan has been created and authorized. Planning that works must be concerned with how it will be carried out.

In plan implementation, organizations set ideas, design visions to work. Effective plan development, implementation, monitoring and evaluation are key factors to attain organizational goal. *Heckett Group, (2005*) argued that strategic plan implementation consists of securing resources, organizing them and directing the use of these resources within and outside of the organizations. However, the experiences of developing countries have revealed that it has been rare strategic plans to achieve their goals.

Furthermore, Chane (2002:93) explained that many African countries have strategic plans. Therefore, implementation is the main problem of strategic plan. He noted that, the implementation of strategic planning also had faced many challenges, such as lack of commitment of the management, unwillingness to cascade strategic plan to operational plan, low strategic plan

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revision poor communication and lack of monitoring and evaluation system. The idea of planning should not be conceived in isolation to its implementation. It involves mobilizing resources, structuring work relationships, integrating similar functions, controlling activities and so on in light of previously set policies, plans procedures and rules. There are serious problems of the strategic plan implementation and also indicated that inadequate planning and management capacities at the lower level of the section is a critical problem in realizing the goals of education. The capacity to interpret polices, collect and analyze appropriate data, and enabling to take appropriate action to meet the minimum quality standards defined for local situations are critically lacking at the lower levels of the organizational structure. Development and implementation of this strategic plans still require much effort to be exerted in most public sectors institutions Ethiopia.

Several survey studies looked at the strategic planning and execution in various nations throughout the world. Abdullah H. Alharthy, Hamad Rashid Romano Pagliari, and Faisal Khan performed a series of research on the identification of strategy implementation influence, factors, and their effects on performance as well as the difficulties and solutions associated with doing so (Niclas Brinkschröder, 2014). Studies on the strategic Planning and Implementation Success in Public Service Organizations: Evidence from Canada were also undertaken by others. There is a lot of study being done on titles in our nation, Ethiopia.

A set of studies worked on related to the practices and challenges of formulating, implementing and controlling Strategic Planning in selected NGOs (Tsehay Admassu,2014) and the contribution of strategic planning to public organizations' performance in Sululta Town Administration. Most of the above studies focused on the strategic planning and implementation of data from member countries of the EU. Comparatively, they have carried lower numbers of studies out on data from other countries. They also focused our country's research on NGOs and studies on the city and business. Until now, as per the knowledge of the researcher, they had conducted very little empirical research on the strategic planning and implementation role of researchers of the Ethiopian Minister's Office in public service organizations. The researcher answered the study about the strategic planning and implementation success of the Ethiopian public sector under Minister's Office. The researcher also, examined the relationship between strategic planning and strategic implementation success The study attempted to bridge this gap and try to study the

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Ethiopian data regarding the success of strategic planning and implementation, the challenges faced by the stakeholders in the practice, and the factors that affect the strategic planning and implementation.

1.3. Objective of the Study

The general aim of this study is to examine the strategic planning and implementation success in public service organization.

The study intends to achieve the following objectives:

1. To analyzed the strategic planning practice of Ethiopian public service organization.

2. To examine the strategic implementation practice of Ethiopian public service organization.

3. To discover the main challenges of the strategic planning and implementation practice of the Ethiopian public service institutions.

4. To identify the strategic planning and implementation success in the Ethiopian public service organization.

1.4. Hypotheses of the Study

Based on the research framework, this research paper can be expressed in three hypotheses

H1: Strategic Planning Process has statistically significant influence on the success of public institutions.

H2: Strategic Planning Process and Strategic Implementation have statistically significant influence on the success of public institutions.

H3: The joint effect of Strategic Planning Process and Strategy Implementation has statistically significant influence on the success of public institutions.

1.5. Significance of the Study

This section described the study's applicability in connection to the necessity, justification, and efficiency of the strategic planning, execution, and performance of Ethiopia's Minister office. The findings of this study may be pertinent and beneficial generally for:

   a) **The Government and Decision-Makers**

The government, which historically has contributed significantly to the development and implementation of strategic planning in the country, will benefit from this research. The study will be interesting to government organizations, personnel, the Ethiopian government, and governments from other nations. The government would take the lead in crafting the strategy and policy to achieve the target goal by 2030 using the findings from this research.

Policymakers might successfully address the issues with strategy implementation in the Ethiopian public sector by utilizing the study to share techniques for improving strategic management with federal, state, and local governments. The data is essential for institutional policy makers who may develop plans for both the new offices and the established minister's offices.

b) Managers and Consultants

The strategic management of issues relating to the environment, society, and corporate governance developed Ethiopia's overall strategic management quality, which would be advantageous to the managers of the Ethiopian minister office. For instance, Ethiopian mister Office that performed better in terms of strategic management practices could increase the success of Ethiopia's 2030 goal while also promoting the sustainable development of the societies in which they operated. This was done by effectively managing risks, anticipating regulatory action, and gaining access to new markets. The study would provide a tool to aid managers in methodically thinking through the major challenge they faced. Strategic management approaches are always used by managers to enhance the performance of the public sectors.

c) External Stakeholders

External stakeholders including clients, the community, investors, NGOs, and society at large will find the study beneficial. Stakeholders have seen no discernible financial gains as a result of the national impacts' strategy formulation and execution. This might serve as Ethiopia's basis and guidance if it creates a sound plan and builds strong relationships with key parties.

The originality and worth of the study of literature and theoretical knowledge also come from the attempt to examine strategic planning and implementation success for the first time using a variety of emerging and developing countries as well as by conducting a comparative analysis with a number of other emerging and developing countries.

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d) Internal Stakeholders

They stand to gain because they are acknowledged as important players in the planning and implementation of strategy and because they are internal stakeholders like the employees. There is a belief that public organizations need to boost employee motivation if they want to create long-term, high-quality, sustainable leadership and, ultimately, produce shareholder returns.

e) Academicians and Research Institutions

The study will be important to academics and research organizations because it will provide them a solid foundation for comprehending the many viewpoints on how effectively the strategic planning and implementation of the Ethiopian government have accomplished. Researchers and practitioners would learn more about the topic and provide the groundwork for future research. The project would expand academic institutions' and academics' research horizons, enhancing knowledge of the efficacy of strategic planning and implementation.

This research was required to get a deeper understanding of the effectiveness of the framework for strategic planning and execution, as well as the impacts of its creation, application, and monitoring. As a result, study is necessary to comprehend how effective strategic planning is.

In conclusion, this thesis makes a substantial contribution to both theory and practice, the latter of which is especially crucial at this time when researchers are being urged to emphasize the relevance of academic theory to practice and work toward making research relevant and helpful to practitioners.

1.6. Scope of the Study

The strategy planning and implementation success in public institutions of Ethiopian under Minister offices is the only topic of this study. Geographically, the study was limited to Ethiopia because that is home to public institutions managed by Ethiopian ministry offices. The study's used both primary and secondary data sources fell within a narrow range. The researcher selected this group of respondents to investigate the matter and gather crucial information using questionnaires. Additionally, the study obtained data through interviews with members of the institution's administration since they could offer the researcher frank and insightful feedback that would enhance the results. The sample institutions were the Ethiopian ministerial offices, which have

been in existence for more than five years. people from a sample of Ethiopian ministry offices that participated in the strategic planning Only the entire process from planning to carrying out and controlling could be regarded as the target respondent. The major themes of this study were strategic planning practices, planning, implementation, control, and challenges in Ethiopian minister offices.

1.7. Limitations of the Research

Study's first restrictions of the study were related to uncertainties. Some of the respondents were hesitant to engage in the survey because they were concerned that the data, they supplied may be used against them or have a negative impact on the parastatal. However, the researcher reassured them of the secrecy of the information they were to provide in order to allay their anxieties. The researcher also described the steps that would be taken to guarantee that the data would be kept private.

The second restriction of this study was the unwillingness and mistrust of the chosen managers of the Ministers Office of Ethiopia to conduct interviews with the researcher. The researcher had trouble reaching the managers because of their hectic schedules because the offices of the Ministers were often staffed by office secretaries and subordinate officers. In order to remedy the problem, the researcher scheduled appointments at the managers' convenience and facilitated the exercise by using an introductory letter from Selinus University of Science and Literature. The researcher also developed strong interpersonal relationships with the respondents, explained the significance of the study to them, and assured them of the strict secrecy of the data they provided.

The third limitation for this study was related to the longevity of the questionnaire. The respondents felt that the questionnaire was too long and time consuming when filling and hence preferred it to be collapsed into Four pages only. The researcher overcame this challenge by reducing and administering the questionnaires himself by going through the questionnaires one on one with the respondents and ticking the appropriate answers as desired by the respondents and this in turn took a shorter time.

1.8. Definition of the Concepts

The concept of strategic management can be defined as a process through which an organization establishes its strategic direction, develops and implements actions and systems to achieve its

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objectives. During implementation these actions and systems are adapted or changed taking into account changes in the environment within which the organization operates. According to Chaffee (1985), one of the areas of strategic management that authors agree on is the inseparability of the organization and the environment and that organizations use strategy to deal with changes in the environments.

According to the researcher, an organization strategy is a plan for achieving a goal or goals that is created while taking into consideration the environment in which the company functions. This strategy has been modified to increase organizational effectiveness and to address pertinent environmental changes. As a result, the strategy influences the organization's identity. Strategy is described as a "plan, a ploy, a pattern, a stance, and a perspective" by Mintzberg et al (2003:2). According to Stacey (2002), strategy is an organization's identity that is continually created and enacted via the interactions of its practitioners. Strategic management is described by Ackermann and Eden (2001:3) as "a process that encompasses shaping and molding the future, as well as making meaning of the past, establishing the ability for long-term flexibility and strategic opportunism instead of formulating and adhering to long-term plans, instead of just forecasting, and responding to, some predefined future reality.

The ideas of strategy creation and strategy implementation are essential to the idea of strategic management. These ideas are essential to our study because, in the public sector, the processes of strategy development and strategic plan document creation are carried out independently of one another. According to Joldersma and Winter (2002), the two main topic areas in the field of strategic management are strategy formulation and strategy implementation, which refer to the processes of analysis that lead to the formulation of a strategy and the implementation of the formulated strategic plan, respectively.

Stacey (2003:51) defines strategy formulation as "the analytical process of preparing a plan, which is a set of goals, the intended actions required to achieve the goals, and forecasts of the consequences of those actions over a long period of time," as opposed to strategy implementation as "the process of designing systems to ensure that the plans are carried out in the intended manner and periodically adjusted to keep the organization.

The ability of the department to carry out the aforementioned strategic management process activities, namely strategy formulation and strategy implementation, is also crucially important in this study. According to the researcher, the effectiveness of plans and their implementation will be positively impacted by an organization's capacity to master the process of strategic management. Hart and Banbury (1985) came to the conclusion that organizations with high capacity in the process of strategy creating had greater performance levels in a variety of settings after studying the link between the process of strategy making and the performance of an organization.

The idiosyncrasies of the impacts of the settings in which businesses operate, claims the research, lead to variations in how businesses carry out the aforementioned strategic management tasks. Hart and Banbury (1985) stressed that concentrating on an organization's capacity to execute strategic management processes does not mean that there is a single, conventional way to do so. Given the context in which a institution operates, the effectiveness of the strategic management process is essential. The study found that an organization's flexibility will determine how rapidly its tactics are changed in response to environmental changes. Smit (1999) notes that although the focus of strategic management in businesses today is on ensuring that they are flexible and swift in response to an altering present. In the past, businesses' strategic management efforts were centered on making adjustments to a forecasted future.

Companies are not islands, and the principles of strategic management outlined above demonstrate how important it is for organizational planning to take into account both their internal and external contexts. In other words, they are both touched by and have an impact on other organizations. Systems and complex adaptive systems must thus be incorporated in this research, among other concepts. According to Senge (1994), a system is an integrated unit made up of parts that work together continuously to accomplish a single goal and have an impact on one another in the process. A complex adaptive system, according to Stacey (2003:237), is composed of several agents, each of which behaves in accordance with a particular set of rules. The agents have to abide by these rules to follow while interacting with other agents. In other words, agents interact with one another and adapt to them.

1.9. Chapter Outline
Including this introductory chapter, this study is comprised of five chapters outlined as follows:

Chapter 1: Introduction

Chapter one provides the reader with relevant information on the background of the research project, the problem statement, as well as the main aim of this research project. This chapter provides important detail regarding the reasons why this study is worthwhile as well as to encourage the reader to read through this document with great interest. The main objective of this research is stated in order to inform the reader as to what has to be achieved at the end of this research project. For these reasons it is essential to provide a detailed and informative overview of the research project in chapter one.

Chapter 2: Literature Review

Chapter two provides a detailed literature review of strategic management. In this study, the researcher has attempted to deal with critical concepts of the literature separately to allow the researcher an opportunity to comment appropriately. The following are the critical concepts: which are the concept of strategic planning and implementation, the important and challenge of strategic planning and implementation, Strategic Management in the Public Sector, Empirical study and other related literature of the topic.

Chapter 3: Research Design

Chapter three states what research approach the researcher has used, as well as detail regarding the population and sample used. Information regarding the research design and the measurement instrument is included. This chapter basically indicates to the reader exactly how the information needed was obtained as well as the means by which the data was analyzed and interpreted.

Chapter 4: Analysis and Results

Chapter four can be seen as this research project's most "valuable" chapter, because all the results are documented in this chapter. Detailed information in support of the findings is contained in this chapter.

Chapter 5: Conclusion and Implication of the Study

Chapter five provides an overall conclusion to the whole study, determining whether the research questions were answered, stating limitations and providing Implication to manager and policy makers and also for further research to be done in this field

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This section presents a review of related literature to the strategic concept and management. It consists of general overview about the strategic planning and implementation, challenges, the role of strategic planning and implementation. In general, this chapter synthesized existing empirical research in the strategic planning and implementation and ends by summarizing the review and identifying the gap in the existing literature.

2.2. Theoretical Foundation

This study conceptualization is guided by theories that view an organization as a system of interdependent activities embedded on and dependent on wider environment (Shafritz, 2012). Organizations that have established systems and structures are more concerned with their ability to fit into an industry and adopt industry norms. While as all organizations in an industry are governed by similar regulations and laws, how they apply them and make them part of daily operations differs and this impacts their performance differently. The anchoring theory is Institutional theory (North, 1990) while the supporting theory is the contingencytheory (Lawrence & Lorsh, 1967). Institutional pressure will led organizations into a need for homogeneity and while they strive, environmental dictates will influence them differently and hence need for ingenious ways to address their respective challenges in a unique way.

Institutional theory views organizational management as social process where organizational environment strongly influences development of structures that facilitate change and enhance

efficiency. Contingency theory on the other hand assertsthat there is no one best way to manage all organizations, only a fit between different contingent factors led to better performance. Both theories, emphasis on organizational flexibility to allow for change and they argue that, a change in one areawill necessitate a change in other areas. The theories approach the understanding of management practices as a product of social pressure in addition to economic pressure with pressure to conform to industry practices and adhere to set guidelines andregulations to increase legitimacy being critical (Meyer & Rowan, 1977).

2.2.1. Institutional Theory

Institutional theory (North, 1990) at its core is explaining aspects of social structures, how they are formed, shared, adapted and adopted over a period of time and bypeople operating in the same institution (Amenta, 2005). These structures then become the way that guides formal and informal rules governing social behavior (Johnson, 2002). The environment in which institutions operates will highly influence formation of these structures hence they need to be flexible, allowing change, enhancing efficiency and effectiveness as they are institutionalized. Accordingly, when there is a high level of consensus and cooperation within the institutional environment, diffusion of innovation structures is steady and long-lasting

Drawing on the postulations of the theory, performance increases organization legitimacy because it shows how well the organization is fulfilling its roles in society. The theory suggests that institutionalized activities are a result of interrelated processes at the individual, intra organizational and inter organizational levels of analysis that are viewed as resources of the institution (Olive, 1997). March and Olsen (1984, 1989, 1996) argue that individuals working in an organization behave as they do because of normative standards as opposed to individual desire for maximum utility. As one interacts with many institutions which are repositories for social values, over time they form a standard behavior. Meyer and Rogan (1991) argue that sometimes organizations will adopt some structural forms that do not necessarily improve efficiency in order to gain or maintain legitimacy in the institutional environment which in turn ensures organizational survival. However, these formal structures of legitimacy can reduce efficiency and hinder organizations competitive position in the technical environment.

DiMaggio and Powell (1983, 1991) conclude that institutional pressure will be led organizations into a need for homogeneity in their structures which is as a result of coercive, mimetic and

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normative pressure. Coercive pressure comes from other organizations that institutions depends on stipulated as laws; mimetic pressure is pressureto copy successful institution s and it arises during times of high uncertainty while normative pressure is brought by new employees who are hired and once they join theinstitution they introduce practices from other the institution s they are coming from, leading to homogeneity in attitudes and professional practices in an industry. Since 2003, strategic planning is a requirement for public institutions (MoEST, 2013) however the formality and intensity of the planning process is a variable of anorganization social structure that define how planning will be diffused, adopted and adapted over space and time. The implementation processes in every institution vary depending with the degree to which members conform to set guidelines in the operationalization and institutionalization of strategy. Institutional environment strongly influences achievement of formal structures and stipulates how flexible they are. Organization characteristics which are unique to each organization form part ofits internal environment and variables like age, ownership structure and size highly determine organizational flexibility. Organization performance is not always about themonetary return but more so the increased stakeholder satisfaction in line with organization set vision and mission (UNESCO, 2013).

2.2.2. Contingency Theory

Contingency theory (Lawrence & Lorsh, 1967) contends that there is no one best way to manage all organizations due to the differentiated needs that are unique to different customer groups hence organizations need to offer customized products and services. The design of the organization and its subsystems must fit between themselves to enable decision making capturing strategy, structure, size, environment, task and individuals (Fiedler, 1964: Vroom & Yetton, 1973). The uniqueness of the employees who offer the services in organizations also affects how an organization positions itself to attract and retain qualified personnel. As a theory, it study's organization behavior and gives explanations on how contingent factors influence the design and function of organizations. Its assumption is that no single structure can be applied in all organizations to yield effectiveness in all of them. Organization structure will require a fit between technology, environment, institutions size and institution information systems which are subject of unique organizational characteristics.

Contingent perspective is where the influence of a given variable would not be universal but rather depend on the level of another intervening variable (Miller, 1988; Snow & Hrebiniak, 1980). Zsolt

(2012) argues that contingency theory may be intra and extra organizational while Dobak (2006) says that different solutions are effective for an organization in varying circumstances and this is more appropriate than having universal management principle for all organizations. The theory further advocates that different circumstances require different ways of dealing with them whether within the same organization or across different organizations. Contingency theory is a behavioral theory which argues that to be able to organize well, then a manager needs to take note of internal and external organization environment. Its main emphasis is that performance outcomes of a business are dependent on combination of factors whether internal or external that has a direct and indirect influence on it. Managerial solutions are therefore contingent on the factors impinging on the situation at hand. Tasks are not routine and there is a need to make decisions based on the circumstances of each unique situation. Organizations have to continually adapt to the different influences and demands in their internal and external environment since there is no one best way of running a organization, the circumstances each is in are unique and need to be dealt with as such.

Strategic planning is supported by contingency theory which argues that organizations have to be differentiated and integrated for optimal performance. How inclusive and extensive the planning process is, how operationalization and institutionalization is done, which vary between organizations, is informed by this theory. Organizational outcome are the consequence of a fit between two or more internal or external contingent factors. In the conceptualization of this study, a fit between the strategic planning process, strategy implementation, and organizational characteristics may yield superior organizational performance. Whatever is working in one organization may not necessarily work in another and each organization and industry is supposed to analyze and respond to their circumstances in order to achieve desired objectives. The challenge with the theory is that it does not indicate explicitly how best to choose a fit between the contingent factors.

2.3. Strategic Management Process

From the concept of strategy comes the aspect of strategic management, which can be defined as the set of decisions, and actions resulting in the formulation and implementation of strategies designed to achieve the objectives of the strategies in order that they may deliver the intended

results. Thus, the formulation and implementation of strategies for the organization are core management functions and top management must be involved (Deloitte and Touche, 2003). Strategy formulation is however an intricate task for the organization's top management. Pearce and Robison (1997) define a process as the flow of information through interrelated stages of analysis toward the achievement of an aim. In the strategic management process the flow of information involves historical, current, and forecast data on the operations and environment of the business. The aim of the process is the formulation and implementation of strategies that work, achieving the company's long-term Mission and near-term objectives.

Strategic management is a process that affects the whole organization. It outlines the way in which objectives are determined and strategic decisions are made (Juach and Glueck, 1984). A change in one component results in changes in all other components (Pearce and Robinson, 1997). Although the elements of the model rarely change, the relative emphasis that element receives will vary with the decision-makers who use the model and the environments of their companies.

According to Charles and Gareth (1999) Strategic Management process is the process by which managers choose a set of strategies for the enterprises. They further classify or break down the strategic management process into five main steps. Selection of the corporate mission and major corporate goals. Analysis of the organization's external competitive environment to identify opportunities and threats. Analysis of the organizational internal operating environment to identify the organization strengths and weaknesses. Selection of strategies that build on the weaknesses in order to take advantage of the external opportunities and counter external threats and Strategy Implementation.

Strategy implementation is one of the components of strategic management and refers to a set of decisions and actions that result in the formulation and implementation of long-term plans designed to achieve organizational objectives (Pearce & Robinson, 2003). Its purpose is to complete the transition from strategic planning to strategic management by incorporating adopted strategies throughout the relevant system (Bryson, 1995). Strategic management by itself is a process. Robinson & Coulter (2002) defines it as "the process that encompasses strategic planning, implementation and evaluation." In their view, strategic management process is a way of considering, deciding, and realizing already formulated strategies. Strategy implementation, on the

other hand, is concerned with both planning on how the choice of strategy can be put into effect, and managing the changes required (Wang, 2000).

In real life the formulation and implementation processes are intertwined (Andrews, 1971). The different aspects involved in strategy implementation cover practically everything that is included in the discipline of management studies (Kazmi, 2002). The strategic plan devised by the organization proposes the manner in which the strategies could be put into action. Strategies, by themselves do not lead to action, they are statement of intent. Implementation tasks are meant to realize the intent. This task includes: - allocation of resources, design of structures and systems, formulation of functional policies, and others. A brilliant strategy that can't be implemented creates no real value. Effective implementation begins during strategy formulation when questions of "how to do it" should be considered in parallel with "what to do" Effective implementation results when organization, resources and actions are tied to strategic priorities and when key success factors are identified and performance measures and reporting are aligned (Deloitte and Touche, 2003).

It is always more difficult to do something (strategy implementation) than to say you are going to do it (strategy formulation) (David, 1997). The strategic - management process does not end when the institution decides what strategy or strategies to pursue. Strategy formulation and implementation differ in many ways. For example, strategy formulation is positioning forces before the action while implementation is managing the forces during the action. Unlike strategy formulation, strategy implementation varies substantially among different types and sizes of organizations (Alexander, 1985). Implementation of strategy calls for alternation of existing procedures and policies. In most organizations, strategy implementation requires shift in responsibility from strategists to divisional and functional managers (Kazmi, 2002). It is therefore important to ensure that there is a shift in responsibility to ensure successful implementation. The implementers of strategy should therefore be fully involved in strategy formulation so that they can own the process.

2.3.1. The Process of Strategic Planning
Strategic planning is a combination of strategy and planning (Leslie, 2008). Strategic planning was designed to help organizations to anticipate and respond effectively to their dramatically changing environments (J. Peppard and J. Ward, 2016). Strategic Planning, in the broadest of deciding in

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advance what you intend to do and how you intend to do it, is not, of course, just a business activity (A. M. Pettigrew, 2014). Strategic planning can be defined as the process of developing and maintaining consistency between the organization's objectives and resources and its changing opportunities (Robson, 1994).

In addition, William (1988) states that "strategic planning aimed at total concentration of the organization's resources on mutually predetermined measurable outcomes. Moreover, strategic planning is a management instruments that helps an organization do enhanced performance. Therefore, strategic planning is a disciplined effort to produce fundamental decisions and actions that shapes and guides what an organization is, what it does, and why it does it, with a focus on the future (Bryson, 1988). These definitions imply that aim of the strategic planning is to provide organization objectives, resources and dynamic environment. Being strategic means being clear about the organization's objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment.

Many books and articles explain how most excellent to do strategic planning, but our purpose here is to present the basic steps that must be taken in the strategic planning process. Below is a short explanation of the five steps in the process. These steps are a suggestion, but not the only guidelines for creating a strategic plan; other sources may advocate completely different steps or variations of these steps. However, the steps outlined below describe the basic work that needs to be done and the typical products of the process. Although every strategic planning process is uniquely designed to fit the specific needs of a particular organization, every successful "model" includes most of these steps.

The organization starts on by recognize its vision and mission. Once these are clearly defined, it moves on to a series of analyses, including external, internal, gap, and bench marking, which afford a framework for developing organization's strategic issues. Strategic programming follows and the organization develops specific strategies including strategic goals, action plans, and tactics. Growing strategies develop, challenging the future tactics, and altering the realized strategy. Occasionally, the organization evaluates its strategies and assessment its strategic plan, considering emergent strategies and evolving changes. It usually takes several years before strategic planning becomes institutionalized and organizations learn to think strategically. The

Strategic Planning Process graph at the end of this section provides a graphical representation of these steps (Ansoff, 1994).

Strategic planning is managing for results. It is a long-term, future-oriented process of assessment, goal setting, and strategy building that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation and other decisions. It is a disciplined effort to produce fundamental decisions and actions that shape and guide what an agency is, what it does, and why it does it. It also includes the process of developing a strategic plan. A strategic plan is an agency's comprehensive plan to address its business needs; i.e., to successfully carry out its programmatic mission. Because strategic planning is a team effort that builds consensus on a future direction for an agency, the process itself is more important than the resulting document. The California State Government Strategic Planning and Performance Review Act (Chapter 779, Statues of 1994) finds that strategic planning is a prerequisite for effective performance review and performance budgeting‖ (CSDOF, 1998).

I. Setting Vision and Mission

Set of the organization's vision and mission is the primer step of any strategic planning process. The organization's vision sets out the reasons for its existence and the "ideal" state that the organization aims to achieve; the mission identifies major goals and performance objectives. Both are defined within the framework of the organization's philosophy, and are used as a context for development and evaluation of intended and emergent strategies. One cannot overemphasize the importance of a clear vision and mission; none of the subsequent steps will matter if the organization is not certain where it is headed (Mintzberg, 1996).

II. Environmental Scanning

Once the vision and mission are clearly identified, the organization must analyze its external and internal environment (Lynch, 2000). The environmental scan, performed within the frameworks of the Five Forces Model and SWOT, analyzes information about organization's external environment (economic, social, demographic, political, legal, technological, and international factors), the industry, and internal organizational factors, (Managementhelp.org, 2015).

III. Gap Analysis

Organizations evaluate the difference between their current position and desired future through gap analysis. As a result, an organization can develop specific strategies and allocate resources to close the gap and achieve its desired state (CSUN, 1997).

IV. Bench Marking

Measuring and comparing the organization's operations, practices, and performance against others is useful for identifying "best" practices (Mintzberg, 1994).

V. Identifying Emergent Strategies

Unpredicted and unintended events frequently occur that differ from the organization's intended strategies, and the organization must respond. Emergent strategy is "a pattern, a consistency of behavior over time," "a realized pattern [that] was not expressly intended" in the original planning of strategy. It results from a series of actions converging into a consistent pattern, (Mintzberg, 1994).

VI. Evaluation of the Strategy

Periodic evaluations of strategies, tactics, and action programs are essential to assessing success of the strategic planning process. It is important to measure performance at least annually (but preferably more often), to evaluate the effect of specific actions on long-term results and on the organization's vision and mission (Rowley, Lujan, & Dolence, 1997). The organization should measure current performance against previously set expectations, and consider any changes or events that may have impacted the desired course of actions.

VII. Review of the Strategic Plan

After assessing the progress of the strategic planning process, the organization needs to review the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan must take into consideration emergent strategies, and changes affecting the organization's intended course (Smith, 1990).

2.3.2. Elements of Strategic Planning

According to Gates (2010), strategic plan is critically important for organizing thinking and communicating thoughts. Strategic plans include elements that describe an organizations present state, aspirations, and intentions for the future, and approach for going forward. Organizations should comprehend these elements and their relationship to one another supports not only strategic thinking and planning but also the effective use of CSFs and future scenarios in strategic planning efforts.

According to the author, strategic planning involves the following elements:

1. **Mission** is its primary business or purpose; it describes what an organization does, for whom, and its benefit. The mission of an organization is not a time-bound objective.

2. Vision is an ideal that an organization intends to pursue. It links the organization to the future by articulating instantiations of successful execution of the mission. An organization 's vision is a source of inspiration and can be broader than the organization 's capabilities. It might, in fact, describe what can be achieved in a broader environment if the organization and others are successful in achieving their individual missions.

3. Goals are broad, measurable, aims that support the accomplishment of a mission.

4. Objectives are specific, quantifiable, lower-level targets that indicate an accomplishment of a goal.

5. Guiding principles are directive statements that articulate the constraints an organization chooses to place upon the way it achieves its goals. Guiding principles embrace core values and are used to shape an organization 's strategy. Guiding principles reflect long term intentions, but are not necessarily permanent.

6. Enablers are external conditions or organizational strengths that facilitate an organization 's ability to accomplish its goals or objectives.

7. Barriers are external conditions or organizational (internal) weaknesses that hinder an organization 's ability to accomplish a goal or objective.

8. Strategy is a derived approach to achieving the mission, goals, and objectives of an organization. It supports the organizational vision, takes into account organizational enablers and barriers, and upholds its guiding principles.

9. Strategic plan is a document that results from a strategic planning activity. It elaborates the organizational strategy and documents the elements that influence it.

10. Initiative is a specific set of actions that implement a strategy.

11. Actions are specific steps to achieve a goal or objective. Actions typically have assigned staff and schedule constraints.

12. Performance measures describe performance targets relevant to each objective. A guiding principle may seem similar in content to a goal but it lacks measurable aims. A guiding principle can generate a goal when an organization chooses to implement strategic planning (Gates, 2010).

2.3.3. Characteristics of Strategic Planning

A. It is Strategic: In the dictionary, the word strategy has to do with war and deception of an enemy. In nonprofit management, strategy has to do with responding to a dynamic and often hostile environment in pursuit of a public service mission. Thinking strategically thus means being informed and consciously responsive to this dynamic environment (Stewart, 2003).

B. It involves Planning: Strategic planning is planning because it involves intentionally setting goals (choosing a desired future) and developing an approach to achieving those goals (Robson, 1994).

C. It is Fundamental in nature: Because it is impossible to do everything, strategic planning implies that some decisions and actions are more important than others. The most important decisions have to do with what an organization is and why it exists; the most important actions have to do with what it does. On the other hand, strategic thinking is deciding on and carrying out the fundamental or most important actions (Robson 1994).

D. It is Disciplined: Discipline highlights the relationship between the different steps in strategic planning. Mission depends on environment; which actions are most important are determined by assessing strengths and weaknesses, opportunities and threats.

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Strategic planning is also disciplined in that there is a sequence of questions typically raised to examine experience and test assumptions, gather and make use of information about the present, and try to anticipate the future environment the organization will be working in (McNamara,1999).

E. It involves Decision Making: Strategic planning is based on decision making because in order to answer the questions raised in the structured planning process, choices must be made. The plan ultimately is no more, and no less, than a set of decisions about what to do, how to do it and why to do it (McNamara, 1999).

F. **It is Long Range Plan:** Long range is the longest time period for which it makes sense to make plans. The time period varies from organization to organization: the Social Security Administration must plan for the retirement of today's babies sixty five years from now; high tech computer companies are putting out new products every six months (Mintzberg, 1994).

G. It is Operating Plan: Operating plans are the detailed action plans to accomplish the

strategic goals laid out in the strategic plan. An organization should have operating plans for each major organizational unit and correspond to its fiscal year. In addition, an organization may need operating plans which correspond to grant cycles or longer, or cycles that differ from the fiscal year. Each is important (Lorenzo, 1993).

H. **It involves hierarchy:** In most (large) corporations there are several levels of strategy. Strategic management is the highest in the sense that it is the broadest, applying to all parts of the organizational (Robson, 1994). According to International Institute for Educational Planning (2010) strategic planning involves the following characteristics:

2.3.4. Guideline of Strategic Planning
i. Strategic planning is guided by an overall sense of direction

Strategic planning is not just a cold technical undertaking that spells out future objectives to be reached and actions to be taken. It needs a global sense of purpose and direction capable of guiding implementer s in making everyday choices about what actions should be taken in order to produce the expected results. Handbooks on strategic planning usually recommend starting with the formulation of a mission and a vision statement (Kaufman and Herman, 1991).

ii. Strategic planning is sensitive to the environment

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Strategic planning is based on the belief that the successful development of an organization is the result of finding the right fit between its internal strengths and weaknesses and the external opportunities and threats stemming from the environment. The main assumption is that, in order to be effective, organizations must be responsive to their environment, which is continuously changing. They must place the emphasis on understanding the changes and adapting their decisions accordingly. Consequently, a careful scanning of the environment is important not only at the stage of making the initial diagnosis for preparing a plan, but also, and even more so, at the stage of monitoring the plan implementation.

iii. Strategic planning is result-oriented

Monitoring traditional plan implementation has been mainly concerned with making sure that the necessary inputs are being provided as foreseen and that the different activities are being carried out as scheduled. This is often referred to as compliance monitoring that is checking whether the inputs and activities are in compliance with original plans and budgets. Strategic planning is different, since it considers compliance monitoring as not good enough and prefers to concentrate on whether the expected results have been obtained. In other words, the main emphasis is shifted away from compliance monitoring to performance (or results) monitoring.

iv. Strategic planning is a mobilization instrument

Strategic planning cannot succeed without the commitment of the plan implementer and the different stakeholders. Commitment can only be obtained if people identify with the plan, so that they are motivated to produce the expected results. Strategic planning should therefore not be carried out in isolation by experts alone, but rather as an inclusive process in which the implementer and stakeholders are actively involved in one way or another. If organized in a participatory way, the preparation of a strategic plan in itself becomes a learning experience. It creates a privileged moment for opening new lines of communication and dialogue, for promoting understanding and ownership of what is being planned for and disseminating a spirit of strategic thinking throughout the whole organization. It should be realized at the same time that it is much more complex and time consuming to prepare an education sector plan in a participatory way than to do it in the traditional technocratic way, which explains why certain countries still prefer to do it the technocratic way.

v. Strategic planning is flexible in its implementation

Strategic planning is based on the belief that no neat, final plan can be prepared, simply because situations have become too complex and environments too unpredictable, and because it is impossible to foresee every possible consequence of future decisions that will be made. An essential characteristic of strategic planning is, therefore, to proceed by intelligent trial and error rather than by linear adherence to a detailed, polished plan document. A strategic medium-term plan should lay out the final goal and the general path to be followed, rather than the precise steps to be taken to reach that goal. The ultimate test of a strategic plan is in the implementation, which is in the capacity to continuously reinterpret and adapt the original activities proposed in the light of shifting constraints and possibilities, and without deviating from the final goal.

2.3.5. Importance of Strategic Planning

The purpose of strategic or long-range planning is to assist an organization in establishing priorities and to better serve the needs of its constituency. A strategic plan must be flexible and practical and yet serve as a guide to implementing programs, evaluating how these programs are doing, and making adjustments when necessary. A strategic plan must reflect the thoughts, feelings, ideas, and wants of the developers and mold them along with the organization's purpose, mission, and regulations into an integrated document. The development of a plan requires much probing, discussion, and examination of the views of the leaders who are responsible for the plan's preparation. However, more often than not, the development of the plan is less complicated than is the implementation (Allio, 2005).

According to Lorenzo, (1993), both strategic planning Implementation, in essence, pulls a plan apart and diffuses it throughout an organization. Every unit within the organization which is involved must then accept the plan, agree to its direction, and implement specific actions. In order to effectively and efficiently implement a plan, all individuals involved in its implementation must function as a whole or the plan is destined for failure. Planning is an important aspect of strategic thinking and management. By working on a strategic plan together a team can:

1. Think creatively about the focus and direction of the organization 's work.
2. Strengthen team approaches by defining together a clear focus and direction.

3. Develop plans collaboratively with partner organizations, beneficiaries and other organizations.

4. Provide a framework against which to monitor progress, learn from experience and make the changes necessary to improve effectiveness and impact.

5. Enable decisions to be made about the best use of the human and financial resources available.

2.4. Strategy Implementation

Implementing strategy is a tough and time-consuming challenge. Practitioners emphatically agree that it is a whole lot easier to develop a sound strategic plan than it is to "make it happen." Putting strategy into effect and getting the organization moving in the chosen direction calls for a different set of managerial skills. Successful strategy implementation depends on working through others, organizing, motivating, culture-building and creating strong fits between strategy and how the organization does things. Ingrained behavior does not change just because a new strategy has been announced (Thompson & Strickland, 1993).

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work by implementing it throughout the organization is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. Noble further notes that even the best formulated strategies may fail to produce superior performance for the institution if they are not successfully implemented. Results from several surveys have confirmed this view:

An Economist survey found that a discouraging 57 percent of institutions were unsuccessful at executing strategic initiatives over a period of three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2005). According to the White Paper of Strategy Implementation of Chinese Corporations (2006) strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to

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implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process.

Great strategies are worth nothing if they cannot be implemented (Okumus & Roper 1999). It can be extended to say that better to implement effectively a second-grade strategy than to ruin a first-class strategy by ineffective implementation. Less than 50% of formulated strategies get implemented (Mintzberg, 1994; Miller, 2002). Every failure of implementation is a failure of formulation. It is thus obvious that strategy implementation is a key challenge for today's organizations. There are many soft, hard and mixed factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control (Hambrick & Canella, 1989).

Strategy implementation entails converting the strategic plan into action and then into results (Thompson & Strickland, 1993). It is considered successful if the company achieves its strategic objectives and targeted level of financial performance. In deciding how to implement strategies, managers must have to determine what internal conditions are needed to execute the strategic plan successfully. This involves creating a series of tight fits between how things are managed internally and what is required for first rate strategy execution between strategy and: organization structure, organization's skills and competencies, budget allocations, internal policies, procedures and support systems, reward structure, strategy and the corporate structure. The tighter the fits the more likely targeted organizational performance can actually be achieved.

While the details of strategy implementation are specific to every situation, certain operational and administrative bases have to be covered no matter what the organization's situation is (Thompson & Strickland, 1993). These principal tasks crop up repeatedly in the strategy implementation process. Depending on the organization's circumstances, some of the tasks will prove more significant and time-consuming than others. To devise an action agenda, managers have to determine what internal conditions are necessary to execute the strategy successfully and then create these conditions as rapidly as practical. The keys to successful implementation are to unite the total organization behind the strategy and see that every relevant activity and administrative task is done in a manner that tightly matches the requirements for first-rate strategy execution.

The motivational and inspirational challenge is to build such determined commitment up and down the ranks that an enthusiastic organization wide crusade emerges to carry out the strategy and meet performance targets as well as a concerted managerial effort to create a series of strategy-supportive "fits". The stronger the strategy supportive fits created internally, the greater the chances of successful implementation. The process of strategy implementation therefore involves two major steps namely operationalization of strategy or tactical issues and institutionalization or administration of strategy.

During strategy implementation, the strategy must be made operational or ready for action thus making it ready for eventual implementation. This operationalization of strategy involves breaking long-term corporate objectives to operational short-term objectives and developing specific functional, unit or departmental strategies and drawing action plans to achieve the objectives (Pearce & Robinson, 1996). Policies to guide decision making must also be established, programs developed and procedures on how things will be done determined. In addition, responsibility should be assigned to specific people, human resource aligned to strategy and strategy supportive budgets established.

The implementation phase also requires institutionalization of strategy, that is, developing organizational capability to a point where it is fully supportive of the new strategy. The reality of strategy resides in its strategic actions rather than its strategic statements (Burgelman, Grove & Meza, 2006). This involves action-oriented activities such as communicating strategic intentions throughout the organization, matching strategy with organizational structure, matching strategy with culture, selecting effective leadership and designing effective reward systems. These two phases of strategy implementation are geared towards improving organizational performance. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

2.5. Linkage of Strategy management and Organizational Performance

It is conceptualized that organizations that have effectively embraced strategic planning, evidenced records of better performance as compared to those that have not. In this regard, Hofer and Schendel (1978), Henderson (1979), Greenley (1986), Miller and Cardinal (1994) and David (1997) argue that organizations record improved performance once they effectively embrace strategic planning. Carrying out the various steps in the strategic planning process is expected to

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facilitate the realization of organizational effectiveness. Strategic planning provides direction to the organization and enhances coordination and control of organization activities. McCarthy and Minichiello (1996), note that an organization 's strategy provides a central purpose and direction to the activities of the organization and to the people who work in it. Furthermore, Howe (1986) and Kotter (1996) argue that the primary goal of strategic planning is to guide the organization in setting out its strategic intent and priorities and refocus itself towards realizing the same.

Porter (1980), Greenley (1986), Miller and Cardinal (1994), Hax and Majluf (1996) and Grant (1998) argue that an objective analysis of external and internal environment facilitates the establishment of the organization-environment fit and improved decision-making. Adding to this view, Porter (1980), Quinn (1980), Ohmae (1983) and Kotter (1996) note that the identification of strategic issues and, strategy analysis and selection facilitates the achievement of efficient allocation of resources, sustainable competitive advantage, and improved innovation. It is also perceived that the development of implementation program, evaluation and control systems facilitates smooth execution and implementation of the planned tasks. Bryson (1989), Stoner (1994) and Viljoen (1995) argue that strategic planning assists in providing direction so organization members know where the organization is heading and where to expend their major efforts. It guides in defining the business the organization is in, the ends it seeks and the means it will use to accomplish those ends. McCarthy and Minichiello (1996), note that an organization 's strategy provides a central purpose and direction to the activities of the organization and to the people who work in it.

Adding to this argument, Kotter (1996) contends that the primary goal of strategic planning is to guide the organization in setting out its strategic intent and priorities and refocus itself towards realizing the same. David (1997) argues that strategic planning allows an organization to be more proactive than reactive in shaping its own future, initiate and influence activities, and thus to exert control over its destiny. It assists in highlighting areas requiring attention or innovation.

The process of strategic planning shapes an organization 's strategy choice. It reveals and clarifies future opportunities and threats and provides a framework for decision making throughout an organization. It helps organizations to make better strategies through the use of more systematic, logical and rational approach to strategic choice. Steiner (1979) noted that strategic planning

stimulates the future on paper and it encourages and permits a manager to see, evaluate and accept or discard a far greater number of alternative courses of action than he might otherwise consider.

2.5.1. Strategic Planning Process and Organizational Performance

Strategic planning concepts and performance implications are key areas of investigation in strategic management research (Chavunduka et al., 2015). The purpose of the process is the formulation and implementation of strategies that work, thus attaining the organizational short-term and long-term missions (Pearce & Robinson, 2011). Boyne et al., (2003) observes that planning is believed to lead to positive organizational outcome due to the clarity of objectives, provision of framework to allocate resources and communication to all staff. Formal and intensive strategic planning is a significant tool that can be used by decision makers to deliver superior performance expected by stakeholders (Chavunduka, 2015).

Ramanujan, Venkatraman and Camillus (1986) found that a key effect of formal planning is that it alters specific elements of the overall strategic decision process hence associated with adopting key steps in decision process. For Miller and Cardinal (1994), planning was found to strongly and positively relate to growth in studies in which industry effect were controlled, an informant source of performance data was used, planning was defined as not requiring written documentation and the quality of assessment strategy was high. A lot of emphasis by researchers, academia and executives has been placed on evaluation of the impact of planning on performance but despite the large number of studies, the findings have been inconclusive and present mixed results. Arasa (2008); Boyne (2001); Armstrong (1991); Wood and LaForge (1979) reporting a positive relationship while Robinson & Pearce (1983); Kudla, (1980) and Leontiades & Tezel (1980) found no relationship while Fumer and Rue (1974); Gibson and Cassar (2005) found a negative relationship and Boyd (1991) found a modest relationship between planning and performance with majority of the studies focus on private sector and financial performance.

Despite the intuitive appeal, critics of strategic planning contend that explicit strategies are dysfunctional as they channel attention and behavior to specific plans thereby driving out important innovations and creativity (Miller & Cardinal, 1994). Pearce, Freeman & Robinson (1987) argue that, lack of consistent definition, how constructs are measured, impact of corporate context and business size factors, are possible moderating factors. There has been a wide spread

embracement of strategic planning and strategic planning processes by organizations in developing countries; however, it is not clear whether it benefits organizations to achieve improved efficiency and effectiveness.

2.5.2. Strategic Planning, Strategy Implementation and Organizational Performance

Boyne (2001) argue that most researchers focus on formality and completeness of a strategic plan while only a minority cover intensity, comprehensiveness, flexibility, aspects of quality, commitment and implementation of the strategic plans. The effect of strategic planning process on organizational performance can be mediated by strategy Implementation. Kaplan and Norton (2005) and Pucko (2008) argue that 95% of employees in organization are unaware or do not understand the organization strategy hence cannot be very instrumental in implementation. This necessitates proper leadership that will involve all stakeholders both in setting the plan and implementing through capacity building. For implementation to be successful, emphasis is laid on structures, incentive compensation, control systems, staff and cultural adaptation and adoption to support implementation efforts. The McKinney's 7s model of strategy, structure, systems and processes, leadership style, staff, shared values and strategic performance with resources being an eighth variable is useful in helping organizations achieve successful implementation.

Strategy implementation has received more attention after the mid-80s when strategic planning was recast and a gap in the ability of organizations to implement what was documented in the strategic plan was realized (Galbrah & Kazanjian, 1986). While it is true that poorly formulated strategy may not be implementable, it is important to note that properly formulated strategy may fail if it is not accurately implemented. Accurate implementation is dependent on the ability of an organization to operationalize and institutionalize its strategy into actionable activities.

Waterman et al., (1988) in their survey explain that 90% of strategies do not work because implementation failed and this has been researched in regard to the fit between strategy and structure (Hebriniak, 1984 building on the work of Chandler, 1962). Others study implementation as a variant of leadership processes on a conceptual level (Bourgeois & Brodwin, 1984) while Chakravarty and Doz (1992); and Floyd (2000) criticize the traditional distinction between formulation and implementation and view them as rather interwoven aspects of strategy process with formulation seamlessly flowing into implementation of the plan. This study conceptualizes strategy implementation as an intervening variable that has possible mediating effect. The effect of the independent variable on the dependent variable must be through the intervening variable

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that acts as a mediator between them.

2.6. Challenges of Strategic Planning and Implementation
2.6.1. Challenges of Strategic Planning

There are some challenges in the implementation of strategic plans which restrained effectiveness of plans. Some of these challenges are:

Lack of Accountability: No plan could be effectively implemented without reviewing progress of plans regularly. Plans could not be effective without proper monitoring system. When plans are not reviewed regularly then no corrective erasures could be made and as a result plans become irrelevant to the business operations (Marx, 2004).

Lack of Commitment: Lack of commitment from management in the planning process is a main and root cause of all the obstacles in effective strategic planning. When management didn''t take interest in formulation and implementation of strategy then all other hurdles create. Limited accountability, strict time limits on reviews and a strict scheduled for reviewing the plans all are the obstacles just due to lack of management commitment (Marx, 2004).

Inadequate Instructions to Employees: Managers usually fail to adequately anticipate the required training and instructions for the employees in order to equip their employees with the skills required for the implementation of strategy. Sometime planners didn''t link employee's performance with the reward system during implementation phase. There is generally, a mismatch between anticipated times for implementation which is considered during strategy formulation stage and the actually time needed to takes it to complete the execution of the strategy (Al-Ghamdi, 2008).

Power & Influence: The way in which organizations usually conduct its businesses provide some people in organization with power and influence. Any strategy that could result in a change within organization and which might disrupt their power and influence is generally opposed. People have their interest with status co, sometime such change is also threatened to top management because unfamiliarity with new rolls, analytical techniques. When organizations are divided in different business units then some of top managers feel that the control over institution and their influence will be diminish that''s why they create hurdles in implementation of strategic plans (Marx, 2004).

Culture: In order to successfully implement a strategy, we have to change our culture. As in organizations usually culture is no support the risk taking, on the other hand for success
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entrepreneurial ship and risk taking is very much necessary. We need a culture which support risk taking, business cannot avoid risk by saying that we will not address it. If culture is not supporting then implementation will be restricted only toward generic strategies instead of a specific strategy required by institution to cope with challenges (Jones and Goldberg, 1999).

2.6.2. Challenge of Strategy Implementation

Besides the activities that need to be accomplished if a company wants to implement its strategies, one should not neglect variables in the organization context that could hinder or represent obstacles to effective strategy implementation. Hrebiniak (2005) identifies four broad contextual factors that deserve special attention when discussing obstacles to strategy implementation: the change management context, the organization culture context, the organization power structure context and the leadership context. These four factors affect and are affected by each other. When all four are synchronized, the prognosis for effective strategy implementation should be very positive.

Managing change is difficult but absolutely critical for successful strategy execution (Hrebiniak 2008). Wharton-Gartner's study (Hrebiniak 2005b) found that problems with change management constitute the single biggest threat to strategy implementation. Leaders must therefore identify areas of necessary change and overcome any potential resistance to change. They are instrumental in changing and managing key people, incentives and organizational structures.

Organizational culture refers to the shared values, attitudes and norms of behavior that create the propensity for individuals in an organizational to act in certain ways. One of the most common culture-related problems in companies is a lack of trust (Hrebiniak 2005b), which usually results in poor or inadequate information and knowledge sharing between individuals and/or business units responsible for strategy implementation. This problem was, for example, ranked as one of the largest obstacles to strategy execution by American managers (Hrebiniak 2005b). Another common cultural problem is the domination of the short-term orientation in a company. Two independent studies conducted by Alexander (1985) and Al-Ghamdi (1998) report that competing short-term activities distract attention from strategy implementation in 64% and 83% of companies, respectively.

Controlling activities factors of effective strategy implementation. The organizational power structure is important because it influences decisions regarding the allocation of all kinds of resources necessary for strategy execution. Hrebiniak (2005b, 2006) and Gurkov (2009) argue that

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even well prepared and sound plans die if the implementer s fail to confront difficult organizational and political obstacles that stand in the way of effective implementation. Therefore, strategy executors must persuade all relevant employees to carry out all activities necessary to implement the strategy (Hrebiniak 2005b). Obviously, the top manager's guidance, support and active involvement in strategy implementation is critical (Brenes et al. 2008). If those in power do not care about or even resist execution of the strategy, the success of the implementation process is clearly jeopardized (Hrebiniak 2005b).

Finally, proper leadership skills are also needed to ensure employees will execute the selected strategies. One of the biggest problems is usually the lack of co-ordination and clear guidelines (Hrebiniak 2005b). Al-Ghamdi (1998), for example, reports that 75% of companies lack the effective co-ordination of implementation activities. According to Kaplan and Norton (2006), this problem can be partly solved by using strategic maps which connect a strategy paper with an operative execution plan and can therefore substitute be organizing efforts for strategy implementation. Another important function of leadership is to "sell" the strategy to everyone who matters (Hambrick/Cannella 1989). A strategy must therefore be successfully communicated to the employees (Hrebiniak 2005). Kaplan and Norton (2005) argue that on average 95% of a company's employees are unaware of or do not understand the company's strategy. And if the employees are unaware of the strategy, they surely cannot help the company implement it effectively. Studies also confirm the success of the strategy execution depends on the adoption of a compensation system that motivates managers and employees to achieve company goals (Terborg/Ungson 1985).

In addition to the four organizational context variables, one also should not forget that a strategy cannot be successfully implemented if the strategic planning, i.e. strategic analysis (Puck o/ater 2008) and strategy formulation (Hrebiniak 2005b), is poor. In this regard, Giles (1991:76-77) argues there are three reasons why poor strategic planning is an obstacle to strategy implementation: (1) a strategy is not really a strategy but "a mixture of budgets and management wish list"; (2) a strategy is not executable; and (3) a strategy is not owned by the executors because they did not participate in its formulation and therefore do not accept it as "their own".

Based on the presented literature review, we identified 13 of the most commonly addressed obstacles to strategy implementation that can be classified in five broad groups: problems in

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strategy formulation, change management problems, organizational culture problems, problems related to organizational power structure and leadership problems. Tomaž ater, Danijel Puko

As shown in Table 2.1, most of the operational of these obstacles are adapted from Hrebiniak's (2005b) contextual framework, while some are based on the work of other authors. Although our paper follows Hrebiniak's (2005b) contextual framework in classifying obstacles to strategy implementation, it is worth mentioning here that some of these obstacles can have several common sources or interpretations. Baier et al. (1988:151) suggest two such general interpretations of strategy implementation problems.

Table 2.1. Overview of The Most Important Obstacles to Successful Strategy Implementation

Obstacle group	Obstacles as operationalized in this study	Relevant references
Strategy formulation	Strategic analysis is not properly conducted	Puko/ater 2008
	Strategy is poorly defined	Giles 1991; Hrebiniak 2005b
Change Management	Managers lack capabilities to implement change management	Hrebiniak 2005b, 2008
Organization Culture	Managers do not trust information generated outside their units	Hrebiniak 2005b
	Employees are reluctant to share knowledge with colleagues	Hrebiniak 2005b
	Short-range orientation dominates the company	Alexander 1985; Al Ghamdi 1998
	Strategy conflicts with existing organizational	Hrebiniak 2005b, 2006

Organization Power Structure	power structure	
	Managers lack ideas how to persuade employees to execute the strategy	Hrebiniak 2005b; Gurkov 2009
	Top management is not actively engaged in strategy implementation	Hrebiniak 2005b; Brenes et al. 2008
Leadership	Managers lack leadership skills for strategy implementation	Hrebiniak 2005b
	There are no guidelines or a model to guide strategy execution efforts	Al-Ghamdi 1998; Hrebiniak 2005b; Kaplan/Norton 2006
	Strategy is not properly communicated to lower levels	Hambrick/Cannella 1989; Hrebiniak 2005b; Kaplan/Norton 2005
	Reward systems do not stimulate strategy implementation	Terborg/Ungson 1985

Source: Hrebiniak's (2005)

All the above points are relating to challenges in implementation due to "bureaucratic incompetence", while the second is linked to difficulties in implementation due to a "conflict of interest" between policy-makers and strategy executors. The first common source of problems is therefore linked to more bureaucratic or technical difficulties (e.g. improper reward systems, improper strategic analysis, lack of guidelines to guide strategy execution efforts etc.), whereas the other one relates to more interpersonal issues (e.g. strategy conflicts with the existing power structure, employees are reluctant to share knowledge with colleagues, managers do not trust information generated outside their units etc.).

2.7. Strategic Management in the Public Sector

Can strategic management, such as that applied in the private sector be applied to the public sector as is? According to Koteen (in Van der Waldt and Du Toit 1997) the answer to the above question is a qualified "yes". They further suggest that if the differences in terms of services and products are accepted and provision is made for them through relevant management practices, strategic management can be applied very successfully, and in fact, according to Koteen, strategic management has been applied successfully in some South African government institutions.

After his study to determine the relevancy and effectiveness of applying private sector strategic management models to the public sector, Green (1998) concludes that thou the public sector's emphasis is on the development of goals, objectives, and the allocation of resources, the private sector strategic management process was found to be relevant and of value to the public sector as it has positively changed the management of departments in the public sector.

According to Nutt and Backoff (1995), managers in the public sector work with many stakeholders such as the legislatures and others to deal with policy issues in areas such as housing and health etc. These managers should continuously re-examine their strategies and fit to the demand posed by the environment. This responsiveness occurs when someone in a leadership role takes steps to change the organization's strategy in response to emergent client needs. Concurring with the above, Sminia & Van Nistelrooij (2006) suggest that when compared to organizations in the private sector, organizations in the public sector have larger numbers of decision makers and diverse stakeholders, a more bureaucratic organizational design and intensive organizational dynamics.

According to Sminia and Nistelrooij, in public sector organizations, specific demands are put on the management of change due to the fact that these organizations work with and need to influence different authorities and also in turn handle the influence of legislation and the political environment effectively. According to Wilkinson and Pedler (1995) effective strategy making in the public sector, particularly that which crosses sector boundaries could improve local governance as well as the quality of service delivery. They however further argued that the complexities, uncertainties, and lack of clarity in many areas of public governance frequently add a further and tricky dimension to strategy direction finding. Similarly, Joyce (2004:107) suggests that strategic management processes adopted by organizations in the public sector emphasizes on plans, goals

and performance targets and "lacks creativity and fails to encourage learning and innovation". Joyce further argues that thou strategic management processes in the public sector may be similar to those in the private sector, the challenges facing organizations in the public sector demand that this process be evolved to

(1) Improve service delivery by involving community organizations during strategic planning;

(2) Involving the public during planning; and

(3) Support strategic leaders that will increase their organizations' learning capacity of their organizations, and lead their organizations towards the achievement of their strategic visions.

Joice (2004:109) further suggests that organizations in the public service need to meet the following requirements for them to move away from expecting the public to endorse plans developed on their behalf by managers and professionals:

(1) "Setting up a strategic planning process that places the problems of the public at the heart of the analysis and formulation of strategic actions;
(2) The application of professional expertise within the planning process in line with the public's perceptions and ranking of problems;
(3) Formulation of budgetary and resource plans to support the public and not organizational priorities;
(4) The direct involvement of the public in turning strategic ideas into blueprints for strategic change".

According to Fancy and Matheson (as cited in Boston & Pallot, 1997) the new processes of strategic management in the New Zealand public sector are designed to ensure that wider policy issues are more consciously reflected in the formulation of the budget and in appropriation decisions. It is an attempt to enrich the budget process and create incentives for more strategic thoughtfulness among both politicians and public servants. "The new strategic management process in the New Zealand public service was reported to enhanced coordination within government in that cross-sectoral issues were clearly identified and as a result improved integration amongst government portfolios and ministries as well as helping departments recognize areas where they have common interests" Boston & Pallot (1997:397).

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It is important to indicate that the strategic management approach in the public sector in general as per the literature reviewed, and the process in the Department of Local government in particular, is a typical strategic choice approach that is characterized by (1) the development of a plan (a set of goals and intended actions to achieve goals) as if the future is predictable, (2) the assumption that if the plan is skillfully developed it will ensure the success of an organization in meeting its objectives, and (3) characterized by targets that are not met.

Lately authors such as Brown-Welty (2005) and Drumaux and Goethals (2007) after their respective studies suggest strategic management approaches in the public sector, that are moving away from strategic choice: In her study to understand the relationship between organizational strategy and the performance of Carlifonia's school districts, Brown-Welty (2005) concludes that districts that are led through a modicum of both intended and realized strategy, were found to perform better than districts that were led differently.

An Intended strategy refers to a plan that an organization develops for its future whereas a realized strategy refers to patterns that evolved out of an organization 's past behaviour (Mintzberg et al (1998). Similarly, Drumaux and Goethals (2007:651) after their study on strategic planning in the Belgian Federal Administration, suggests that managers preferred "an emergent, more flexible and less formal strategy, based on the behavioral assumption of incrementalism".

2.7.1. Strategic Planning in the Public Sector

Strategic planning is being used by key government decision-makers precisely because of the drastic changes in the public sector which compel them to think strategically about government needs. Strategic planning for the public sector deals with the function of the community, rather than the organization. (Bryson et al., 2015) indicate, strategic planning is important and probably will become a standard part of the repertoire of public planners. Nevertheless, strategic planning approaches developed in the private sector must be applied with care and caution to public purposes. According to most of the literature on public-sector strategic planning, it appears as though most researchers accept the definition of strategic planning as set out by (Streib & Poister, 1990) "strategic planning is a disciplined effort to produce fundamental decisions shaping the nature and direction of government activities within constitutional bounds.

An interesting difference to note between corporate strategic planning and public-sector strategic planning is the point of focus. The focus in corporate planning is on the organization and improving its performance, while the focus of public sector planning is on the community and the agency's function, and the performance of the agency (Bryson et al., 2015). The strategic planner should also be mindful of the technical situations, as well as the political concerns that need to be addressed. To conclude, (Bryson et al., 2015) suggest that "when applied appropriately to the public-sector conditions, strategic planning provides a set of concepts, procedures, and tools for doing just that.

We suspect the most effective public planners are now – and will be increasingly in the future- the ones who are best at strategic planning" (p. 20). Another situation to monitor is the distortion by the legislation governing the agency or program guidelines, or by the location of the planning agency with the agency affected (Bryson et al., 2015). Strategic Planning in the Public Sector SP is being used by key government decision-makers precisely because of the drastic changes in the public sector which compel them to think strategically about government needs (Bryson et al., 2015).

2.7.2. The Public Sector Strategic Planning Process

Much of the literature on strategic planning focuses on the idea of a system or a process for planning. Authors commonly identify the steps involved in the planning process and treat planning as a very deliberate process that culminates in an explicit plan. (Bryson et al., 2015) provides a simple structure for the strategic planning process by defining the ABC's of strategic planning. According to Bryson, A is where you are, B is where you want to be and C is how you get there. The vision, mission, and goals of the organization help it to move from A to B. Strategy formulation connects between A and C while strategy implementation connects between B and C. Bryson's more complex planning process is a 10 step "strategy change cycle" as shown in below.

Table 2.2. Strategic Planning Process

Stages of Strategic Planning Process	
1	Initiate and agree on a strategic planning process.
2	Identify organizational mandates

3	Clarify organizational mission and values.
4	Assess the external and internal environments to identify
5	Identify the strategic issues facing the organization.
6	Formulate strategies to manage issues
7	Review and adopt the strategies or strategic plan.
8	Establish an effective organizational vision.
9	Develop an effective implementation process
10	Reassess the strategies and the strategic planning process

Source: (Wilkinson & Monkhouse, 1994)

Strategic planning is undergone a lot of general criticisms from researchers and scholars alike. (Wilkinson & Monkhouse, 1994) insist that the public and private sectors are too different to operate under a single model of strategic planning. Private sector strategic planning assumes there is an executive in control of the entire organization who has the freedom to determine the present and future course of business. The assumption of strategic planning in the private sector assumes that the operating environment is competitive and that a profit motive exists and is the driving force in the planning requirement (Wilkinson & Monkhouse, 1994). The authors say that in the public sector executive control often has its powers constrained by statute and regulation, which may predetermine the purpose of the organization and the level of freedom that exists to diversify and reduce; that the primary driver is not profit, but the maximization of output within the given budget system; and that certain elements of competition simply do not exist.

Wilkinson and Monkhouse observe that public sector organizations have been turning to the concept of strategic planning, but traditional models do not "fit" most public entities (Wilkinson & Monkhouse, 1994). Bryson argues that a public sector organization-- and most other organizations may not need every element in the strategic planning models developed (Bryson et al., 2015). This means picking and choosing the elements that are important and" fit" the particular organization. As with any new management tool, there will be researchers poised on both sides of the issue as to whether the technique works. Every organization is going to have a different
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experience with the strategic planning process, and there can be a breakdown at any point in the system, which may be why it is subsequently deemed a failure. As Berry and Wechsler (1995) illustrate, the history of public administration provides many examples of new management tools that have been hailed for their promise to improve government performance, Planning-Programming-Budgeting-System (PPBS), Management by Objectives (MBO), and Quality Circles, which were all met with enthusiasm from people looking for answers to solve certain problems (Berry & Wechsler, 1995).

If negative results are reported with the latest technique, then some are very quick to deem it a failure. In regards to strategic planning, its most ardent critic has been Henry Mintzberg. In 1994, Mintzberg presented extensive evidence that strategic planning had not been effective in the private sector and used examples from President Johnson's administration (the 1960s) as an example of failure in the public sector. Mintzberg has become a critic of traditional planning models, where he concludes that strategic planning has failed in helping organizational leaders develop vision, mission, and strategy (Berry & Wechsler, 1995). Berry and Wechsler (1995) point to their research, in which they claim "strategic planning is taken as a management tool, almost all state agencies report being motivated by their desire to set program and policy direction, to emulate exemplary practice drawn from the private sector, and to respond to budgetary and fiscal pressures" (p. 168). As suggested in the literature, strategic planning seems to have offered public sector organizations a mechanism for achieving proactive, purposeful action for the agency's future agenda.

2.7.3. Application of Strategic Planning in Public Organizations

While strategic planning has become popular in the public sector, there is debate on whether strategic planning in its private sector form can be applied to public organizations. Bloom (1994) depicts this divide as he writes, "Although no one appears to rule out the applicability of strategic planning, some suggest that the differences between the public and private sectors are significant enough that any strategic approach to public sector planning requires extensive adaptation" (Bloom & Menefee, 1994). Some of these differences include the political environment of the public sector, the involvement of external constituents, the difficulty of implementing plans, and the lack of organizational autonomy (Bloom, 1994).

Bryson (2015) identifies that "the more numerous stakeholders, the conflicting criteria they often use to judge governmental performance, the pressures for public accountability, and the idea that the public sector is meant to do what the private sector cannot or will not do, all militate against holding government strategic planning practice to private-sector standards" (p. 1002). Kukalis (1991) echoes this question of applicability by identifying that "successful application is a matter of careful tailoring to the unique circumstances of a particular public organization" (p. 447). He goes on to write, "A boilerplate approach, in short, is likely to prove inadequate, if not fatal, and the organization that knows itself well and adapts its planning approaches accordingly is far more likely to experience success in planning.

Vinzant and Vinzant (1996) address the issue of organizational autonomy and its effects on the planning process of private and public organizations. Organizational autonomy is generally considered an important condition in strategic management implementation because organizations having significant autonomy can implement successful change when necessary. Private and public organizations typically differ in their level of organizational autonomy which affects the planning process. Since public organizations tend to be restricted in their autonomy by statutory and fiscal constraints, these organizations face unique challenges when engaging in strategic planning.

Wilkinson and Monkhouse (1994) support this position as they acknowledge that it is not uncommon for executives in public sector organizations to have their powers constrained by statute and regulation. Intercollegiate athletic departments, which operate within higher education institutions, face additional constraints particular to higher education. Higher education institutions typically incorporate a principle of shared governance which limits organizational autonomy of colleges and universities even more significantly than governmental and other public organizations. The restricted autonomy and the involvement of more individuals in processes and decisions make strategic planning challenging in the higher education setting.

Streib (1992), after identifying the importance of leadership to the strategic planning process, questions whether the public sector possesses the level of leadership necessary to succeed. Streib attributes this, at least partially, to the difficulty in maintaining a shared vision among elected and appointed officials who change frequently due to elections and staff changes. Streib and Poister (1990) discuss public sector limitation in terms of strategic capacity and question whether public organizations can compile the information necessary for the completion of a strategic plan. While

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continuity of leadership certainly can help an organization maintain a consistent vision which would, in turn, help the strategic planning process, one could argue that the authors' questioning of leadership and strategic capacity within public organizations is too general and fails to acknowledge individual levels of leadership and strategic capacity. It is safe to assume that just as there are strong and weak leaders in the private sector, there are also strong and weak leaders of public organizations.

2.7.4. Public Strategic Management in the World

More than two decades ago, Bryson, as an influential public strategic planning scholar, wrote: "Strategic planning is likely to become a part of the repertoire of public … planners" (Bryson, 1988, p. 73). In the mid-1990s public strategic planning was being promoted as an innovative approach in the public sector (Berry, 1994). Developments in the field have confirmed Bryson's forecast as the model dominates many government policy agendas today. Some governments are revising initially introduced models, whereas others have recently introduced them for the first time. The spread of strategic management approaches started in particularly Anglo-Saxon countries such as the US, the UK, New Zealand, Canada and Australia. It later diffused to different governments all around the world from continental Europe (Germany, Netherlands and Norway) to Africa (South Africa, Nigeria, Ghana, Kenya) and Asia (South Korea, Malesia and Pakistan) (Songür, 2011). The experiences of the US and the UK are reviewed below to exemplify the rise of strategic planning.

The Case of the US

Many US cities had started to exercise corporate-style strategic planning in the early 1980s (Kaufman and Jacobs, 1987). At the federal level, only two agencies in the US were identified as having strategic plans in the late 1980s (Koteen, 1997). However, by 1990, Streib and Poister (1990) found in a survey study that strategic planning was diffused countrywide across large and small cities of the US, for both in-house operational and community wide planning purposes. This was three years before the enactment of the Government Performance and Results Act 1993 (GPRA), which obliged all federal government agencies to introduce strategic plans by the end of

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1997. Another survey revealed that 60% of participating state agencies were using some sort of strategic planning by the year 1995 (Berry and Wechsler, 1995). Legislated during the Clinton administration for "restoring the confidence of the American people in the federal government" (Radin, 1998, p. 308), the GPRA had a one-size fits-all or one-best-way approach that mandated top-down, formal strategic planning to federal public agencies (Long and Franklin, 2004).

It obliged federal governmental agencies to develop strategic plans for a five-year period, a performance plan, and an annual performance report as a framework for rational strategy formulation and decision-making, with effective resource allocation, enhanced performance, accountability and inclusion of diverse stakeholders through consultation. The basic aim of the legislation was to improve service quality and public satisfaction by focusing on results (Radin, 1998). Although top down with regard to dictating a standard formal-comprehensive strategic planning model, the GPRA stipulated a bottom-up strategy formulation approach through consultation with internal and external stakeholders (Long and Franklin, 2004). Most of the states in the US have passed parallel laws following the GPRA (Poister and Streib, 1999). Despite problems with implementation (Long and Franklin, 2004; Radin, 1998), strategic planning has become common practice following three decades of deployment in the US (Bryson et al., 2010; Poister et al., 2010).

The Case of the UK

In the UK, rational strategy formulation was adopted as a governmental policy through a process that started with the introduction of the Next Steps Report by the Government's Efficiency Unit in 1988 (Hyndman, 2001). The Next Steps Initiative targeted the separation of policy making from service delivery through the establishment of autonomous agencies at 35 arms-length from the central government and improving efficiency and effectiveness through effective performance reporting and establishing personal responsibility for top managers (E U, 1988).

In 1998, the Best Value framework announced by the Department of Environment, Transport and the Regions required local authorities to specify organizational goals and objectives for sustained advancement in the quality and efficiency of local services (Boyne et al., 2004). UK local authorities were asked to undertake a number of measures to improve efficiency which included directions to conduct performance reviews; compare their own performance with other local

governments; consult the public for the identification of service preferences; set clear targets on an annual basis for a five-year period and assign performance indicators to monitor progress (Boyne and Gould-Williams, 2003).

Additionally, they were also obliged to publish performance plans that lay down quantitatively defined objectives and targets for better service and also to prepare action plans for programme achievement. Public Service Agreements and Public Spending Reviews were introduced as means for rational and strategic management (Songür, 2011). Under the recent coalition government public departments prepared structural reform plans and business plans that lay out the vision, priorities, structural reform plans, expenditure and transparency of business, which were due to be reviewed and revised every year in the light of new developments (HO, 2010). Departments were expected to report their performance through annual reporting and accounting (for example DfE, 2011; HO, 2013). While strategic planning became more diffused across international governments, difficulties with application in the public sector compelled scholars to question its efficacy and relevance in the public sector, and hence raised concerns about the public-private dichotomy.

2.7.5. Public- Private Dichotomy in Strategic Planning

Whether public and private (for-profit) organizations are of the same kind or different in some respects with regard to the application of strategic planning has been the subject of debates among scholars (Joyce, 2015; Nutt and Backoff, 1992; Ring and Perry, 1985). Some authors have distinguished public agencies from private sector organizations with regard to their multi-purpose character, the effect of political leadership in management, and exemption from competition in markets (Christensen et al., 2007). Nutt and Backoff (1992) have outlined a wide array of differences between the two sectors consisting of environmental differences, transitional differences, and process-related differences. Similarly, Ring and Perry (1985) have argued that public and private sectors reveal differences with regard to goal ambiguity, transparency of strategy processes, diversity of stakeholders and interests, time constraints, and lifetime of coalitions. Some frequently-cited differences between the two sectors are discussed here. Unlike private organizations, the goals of public organizations are multiple, ambiguous, generally quantifiable, and are often conflict (Rainey and Jung, 2010; Stewart, 2004).

Goal ambiguity is said to provide a supportive environment for public administration, since it facilitates agreement on goals and values, and encourages public managers to use personal discretion, which may not otherwise be practiced when goals are articulated precisely. On the contrary, it is revealed that managers of effective for-profit organizations concentrate on a few clearly outlined goals, such as growth and market share (Ring and Perry, 1985, p. 279). Public organizations act in an environment that is influenced by electoral outcomes, power struggles, conflict, and bargaining (Wechsler and Backoff, 1986), though to varying extents in different societies (Braybrooke and Lindblom, 1970). These organizations have to take into account diverse stakeholder groups, both internally and externally, and their views and interests in strategy formulation processes (Joyce, 2015; Dror, 1968), while their managers are not totally autonomous in their relations with stakeholders (Stewart, 2004).

Although there is room for organizational politics within for-profit institutions (Quinn et al., 2003; Quinn, 1978), it does not amount to the level of internal and external politics that public organizations are subject to. One of the main differences between the for-profit and non-profit sector strategy lies in the purpose of the employment of strategy. Unlike the private sector, strategy is seen as a way of enhancement of organizational performance for sustained creation of public value (Moore, 1995), rather than a means of competition or gaining advantage over (Bruton and Hildreth, 1993) or defeating rivals (Moore, 1995; Poister and Streib, 1999; Walker, 2010).

Bryson, Berry, and Yang (2010) argue that the private sector employs strategic management to maximize profit, foster growth and increase the share in the market through rivalry or coalition; while in the public sector it is exploited to improve performance, citizen satisfaction and to ensure the long-term viability of organizations. Strategic discretion is argued to be relatively restricted in the public sector because of strict ex ante and ex post control over public management, for example in terms of entering into new markets or constituencies, or abandoning existing markets (Bryson et al., 2010; Pitts, 2010; Stewart, 2004). Strict control is exercised by political powers (Stewart, 2004), "higher authorities" and "monitors" (Ring and Perry, 1985, p. 280) through limiting goals and strategy 37 options beforehand, for example by the use of legal, political, and regulatory means (Boyne and Walker, 2010, p.186) or by the scrutiny of the final strategies through by ad hoc mechanisms. Public organizations demonstrate a highly exogenous character under the conditions of stringent external control (Walker, 2010; Wechsler and Back off, 1986).

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The differences embedded in the nature of public administration and the problems and limitations stemming from these suggest that strategic planning does not fit well with public management (Stewart, 2004; Vinzant and Vinzant, 1996) or is highly challenging to apply (Ring and Perry, 1985) and precise emulation of the model is inevitably problematic (Bryson and Roering, 1988). It is argued that strategies are largely emergent, rather than intended, in the public sector; and hence the contribution of formal strategic planning is contended to be controversial (Ring and Perry, 1985). The opponents of strategic planning contend that strict financial and political control over public agencies and the associated risk of liability suits produce risk-averse behaviors within managers, which counteracts the virtues of strategic planning in the public realm (Kissler et al., 1998a). Strategic planning is even considered by some scholars and public service practitioners as an "anathema" to public agencies (Walker, 2010, p. 228), an oxymoron under conditions of goal ambiguity (Campbell, 2002, p. 430), or a kind of "statistical management" with no real effect on service performance (Boyne et al., 2004, p. 346).

The proponents of the model, on the contrary, see strategic planning as a framework for rational policy and decision making in government, with a clearer mission and set of goals that give strategic direction to the agency and improve public service performance, efficiency, accountability, responsiveness and ensure long-term vitality in public administration (Berry, 1994; Boyne and Gould-Williams, 2003; Bryson et al., 2010; Poister et al., 2010). Although the theory of organizations does not treat public and private organizations as different entities, and early strategic management research included cases from both sectors in their samples (for example Miles and Snow, 1978), a stream of public strategic management literature that is aware of the differences and similarities between the public and private has developed (Joyce et al., 2014; Wechsler and Backoff, 1986) since 1986.

2.8. The Strategy Management Outcome of Performance in the Public Sector

The efficiency is an indicator that is obtained by reporting the outcome effects to the efforts made. The efficiency of public expenses implies a relation between the economic and social effects resulted from implementing a program and the effort made to finance that program. The effectiveness is the indicator given by the ratio of the result obtained to the one programmed to achieve (Poister et al., 2010).

Peter Drucker believes that there is no efficiency without effectiveness, because it is more important to do well what you have proposed (the effectiveness) than do well something else that was not necessarily concerned (Drucker, 2001). The relationship between efficiency and effectiveness is that of a part to the whole, the effectiveness is a necessary condition to achieving efficiency. Ulrike Mandl, Adriaan Dierx and Fabienne Ilzkovitz in the paper the effectiveness and efficiency of public spending indicate that the efficiency and effectiveness analysis is based on the relationship between the inputs (entries), the outputs (results) and the outcomes (effects).

Efficiency is given by the ratio of inputs to outputs. The authors mentioned above distinguish between the technical efficiency and the allocative efficiency. The technical efficiency implies a relation between inputs and outputs on the frontier production curve, but not any form of technical efficiency makes sense in economic terms, and this deficiency is captured through the allocate efficiency that requires a cost/benefit ratio. The effectiveness, in terms of this study, implies a relationship between outputs and outcomes. In this sense the distinction between the output and the outcome must be made.

For example, for education, an output is represented by the degree of literacy, and the outcome can be the level of education of the active population of that country. Thus, the effects resulted from the implementation of a program (outcomes) are influenced by the results (outputs), as well as by other external factors. Therefore, effectiveness, illustrating the success with which resources were used in order to achieve the objectives pursued, is harder to achieve than efficiency, since the latter is not influenced by outside factors (Mandl U., Dierx A., Ilzkovitz F., 2008).

The direct factors of influence of the efficiency are:

➢ **The inputs.** In the public sector the resources are much harder to quantify than in the private sector, because most of the times the public services overlap and resources from several sources are used. But, in general, the inputs are given by the expenses incurred for the project/service in matter.

➢ **The outputs.** They are more difficult to quantify in the public sector than the inputs, because they can have both an economic and a social dimension. In the private sector the outputs have a market value; they are easily evaluated, while in the public sector this process is cumbersome, and involves much more forecasting. To evaluate the outputs from

the non-market sector, which is the public sector, we must first define some indicators that will be evaluated, and through which a level of efficiency will be determined. The mechanism is complicated and kind of vague in some areas.

The effectiveness has as influence factors the outputs, the outcomes and the environmental factors. The latter, the environmental factors (such as lifestyle and various socioeconomic influences) exercise a major influence over the effectiveness. The quality of the public administration is a factor that affects both the efficiency with which the public money is used and the effectiveness. That is why in many developed countries a reform has been launched in the public administration in order to improve the efficiency. The public administration reform, which was also implemented in developed countries covered mainly: simplifying the organizational structures, increasing use of the IT technologies involved in reducing costs and optimizing information flows, a human resources management reform, adopting the budgeting based on programs.

The corruption is another external factor that influences the effects of public policies. The effects covered by a project (the outcomes) are often achieved within a longer horizon, and more outputs are needed in order to achieve an outcome. For example, the economic growth, which is an outcome of the economic policy of a country, requires several years and several results to be achieved, such as low inflation, and more investments. In the opinion of M. Profiroiu, the performance in the public sector implies a relationship between objectives, means and results, so performance is the result of the simultaneous pursuit of efficiency, effectiveness and a corresponding budget (Profiroiu M., 2001, p.8).

In the paper Cadrul de and performance sector public ("The analysis of public sector performances"), A. Profiroiu and M. Profiroiu have illustrated possible performance evaluation methods of a public organization. Establishing a public organization's performance is difficult, caused by the difficulties that exist in the definition of performance: the first difficulty appears from the meaning of the concept of performance; the second appears from the way the performances are obtained, and the third from evaluating the performance. Measuring the public sector performance, in the conception of the authors, implies taking into consideration the distinction between: the means used (inputs), the process (throughput), the product (output) and

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the effect achieved (outcome). Performance assessment can be achieved through some measurement categories (Profiroiu, M., Profiroiu, A.):

1. Measuring the resource economy, which can be determined by comparing the purchase price of the inputs with the designated value.

2. Measuring the costs, which involves measuring in monetary expression the resource consumption in order to provide a particular product or service.

3. Measuring the efficiency, which takes into account the obtained result in relation to the resources used, and a project is effective if the maximum results are achieved with a given level of resources, or if it uses the minimum resources for a certain level of the result.

4. Measuring the effectiveness, which is quantified by the ratio of the actual result to its expected level. The process of measuring the effectiveness faces difficulties. Concerning the assessment and the quantification of the results, which often have non-physical form, and cannot be directly measurable. The results of the public projects can have both economic and social nature.

5. Measuring the quality of services, which is designed to follow the degree to which the public product/service satisfies the requirements of the citizens. In this sense, the quality includes the effectiveness of a project. The deficiency of this method consists in the fact that the quality is a vague concept and far too complex that is not sufficiently reflected by indicators. The concept of quality encompasses not only the quality of the product/service offered, but also the quality of the production process and the quality of the system.

6. Measuring the financial performance: evaluation of a set of indicators in five areas (liquidity, activity, profitability, capital structure, market value), evaluation of a set of indicators, which are grouped into pyramidal appeals.

7. Measuring the overall performance means included general efficiency and the effectiveness of public expenses not only have a major influence over maintaining the fiscal discipline pursued by the Stability and Growth Pact, but diminishes the budgetary constraints, and could get the same results with less expenditure, or at the same level of public expenditure, superior results.

2.9. An Overview of Ethiopian Strategy

Ethiopia has a highly diverse population of 102 million people: 49.82 percent are women and girls and 50.18 percent men and boys. Annual population growth is 2.6 percent. About 42 percent of Ethiopians are under 15 years of age. Eighty-three percent live in rural areas and depend on rain fed agriculture for their livelihoods. Ethiopia has invested heavily in infrastructure, agriculture, education, health, disaster risk management and safety nets. These investments have led to significant progress in economic and social development including increased life expectancy, reductions in income poverty and malnutrition, increased school enrollments and expanded access to health services, fresh water and improved sanitation.

Despite these gains, however, major challenges remain. Eighty-seven percent of the population is "multi dimension poor", suffering from some combination of food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities. These challenges are experienced differently among different population groups owing to gender and other systemic inequalities. In particular, pastoral and lowland areas, mainly in the regions of Afar, Oromia and Somali, lag behind on nearly all social indicators. Gender inequalities resulting from harmful cultural practices and structural and social discrimination contribute to poor health, nutrition, education and livelihood opportunities for women and girls.

Ethiopia has registered strong social and economic development in recent years, leading to important progress towards Sustainable Development Goal 2 (zero hunger). Rates of wasting, stunting and underweight have fallen significantly. Cereal yields have surged. The food system is undergoing a rapid transformation. Major challenges remain, however, and are exacerbated by an infestation of desert locust and the pandemic of corona virus disease 2019. Rates of food insecurity and malnutrition are still high, especially in rural areas. Agricultural productivity growth is insufficient and is hampered by post-harvest losses and poor food safety. Capacity for logistics and supply chains is limited, leading to high storage, marketing and processing costs. Pursuit of Sustainable Development Goal 17 (partnerships for the goals) has led to expanding public sector capacity in the humanitarian and development spheres, with strong government leadership and ownership in both. Significant gaps remain, however, especially at the regional and sub-regional levels. The more prominent role in Ethiopia's development envisioned for the private sector will

require key policy and institutional reforms that create a more conducive environment for resource mobilization and investment.

While Ethiopia's goal of achieving middle-income status by 2025 continues to shape policies, institutional arrangements and investment strategies, some macro level economic, environmental and political perspectives have shifted or been intensified, opening new areas for attention and action. Several political, social and economic challenges and risks arise as Ethiopia makes the transition to a more open, inclusive, equitable and democratic society. Some of these risks will challenge food and nutrition security and must be carefully managed by the Government and its partners. Humanitarian needs are high and expected to remain so over the medium term owing to chronic hunger and food insecurity, vulnerability to climate shocks, pest and disease outbreaks, potential conflict, persistent inequalities and the presence of large numbers of refugees. Ethiopia's impressive development gains are at risk if these substantial humanitarian challenges are not adequately addressed, along with the underlying drivers of vulnerability. The Government continues to cover a large proportion of humanitarian and social protection needs but requires partners that will share the burden.

In Ethiopia public service, strategic planning is also regarded as crucial that the Minister of Public Service and Administration included a section on strategic planning in the Public Service Regulations issued in terms of the Public Service Act, to guide the executing authorities in the public service, heads of national and provincial departments and officials.

According to the Public Service Regulations of 2001 (Part III, B.1), "an executing authority shall prepare a strategic plan for her or his department". The strategic plan shall:

(a) "State the department's core objectives, based on constitutional and other legislative mandates, functional mandates and the service delivery improvement program";

(b) "Describe the core and support activities necessary to achieve the core objectives, avoiding duplication of functions";

(c) Specify the functions the department will perform internally and those it will contract out";

(d) "Describe the goals or targets to be attained on the medium term";

(e) "Set out a program for attaining those goals and targets";

(f) "Specify information systems that:

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enable the executing authority to monitor the progress made towards achieving those goals, targets and core objectives;
support compliance with the relevant reporting requirements and the national minimum information requirements".

The Minister of public service and administration through the public service regulations further directs that "based on the strategic plan of the department, an executing authority shall":

(a) "Determine the department's organizational structure in terms of its core and support functions";

(b) "Grade proposed new jobs according to a job evaluation system prescribed by the Minister";

(c) "Define the posts necessary to perform the relevant functions while remaining within the current budget and medium-term expenditure framework of her or his department, and the posts so defined shall constitute the department's approved establishment; and

(d) Engage in human resource planning with a view to meet the human resource needs".

The Minister further directs that "in implementing the strategic plan, a head of department shall":

(a) "Promote the efficient, economic and effective use of resources as to improve the functioning of the department; and

(b) To that end, apply working methods such as the re-allocation, simplification and coordination of work, and eliminate unnecessary functions".

The current long-term plan, *Ten Years Development Plan: A Pathway to Prosperity 2021-2030,* is the second of its kind in Ethiopia's modern history following the Dergue regime's "*Ten-year perspective Economic Plan,*" of 1985 to 1994 (Planning and Development Commission, 2020). This new 10-Year Development Plan sets a long-term vision of making Ethiopia an "African Beacon of Prosperity", which will be brought about through the following objectives:

1. Building a prosperous country by creating a pragmatic market-based economic system and enhancing the role and participation of the private sectors.

2. Maintaining macroeconomic stability, ensuring rapid and sustainable economic growth, and creating decent jobs.

3. Ensuring structural economic transformation by promoting overall productivity and competitiveness.

4. Creating an enabling environment where every citizen will become an owner and beneficiary of the development endeavor by ensuring the quality and accessibility of basic social services and the provision of infrastructure.

5. Ensuring competent, independent, and quality civil service system by building the capacity of the Government and establishing good governance.

6. Building strong and inclusive institutions to ensure a peaceful society, access to justice, and upholding the rule of law and human rights.

The plan targets prosperity by taking high per capita income through rapid economic growth only as a necessary condition. Prosperity in the plan is largely defined in terms of happiness, improvement in the standard of living and quality of life, and the level of complete satisfaction. The major development outcomes include improvement in income levels and wealth accumulation so that every citizen can satisfy their basic needs and aspirations, basic economic and social services, creating an enabling and just environment where citizens would be able to utilize their potentials and resources so that they lead a quality life, and improvement in social dignity, equality, and freedom (Planning and Development Commission, 2020).

The objective of this review is to critically evaluate the plan document and indicate possible way-outs. The review is organized in such a way that the second chapter gives due emphasis on the two important types of planning: Functional and Structural planning. The third chapter presents a critical review of the plan document by emphasizing major strengths and weaknesses.

2.9.1. Functional Planning and Structural Planning

There are different types of the planning process. Two of the common types which are relevant to discuss here concerning the current long-term planning are functional and structural planning. Planning may be attempted within the existing socio-economic framework or it may seek to change the economic structure radically. The former is known as functional planning and the latter is

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structural planning. Functional planning attempts to modify or improve the existing structure or repair or rehabilitate it if it is damaged or disrupted. It seeks to remove economic difficulties by directing all the planning activities within the existing economic and social structure. Functional planning assumes that planning is possible even in a capitalistic economy whereas advocates of structural planning think that planning and capitalism are incompatible. Structural planning refers to a good deal of changes in the socio-economic framework of the country. This type of planning is adopted mostly in underdeveloped countries. Structural planning is revolutionary, whereas functional planning is evolutionary (Barabashev & Semenov, 2019).

2.9.2. Critical Review: Ten Years Development Plan of Ethiopia (2021-2030)
2.9.2.1. Major Strengths
Major development goals and targets

The ten years perspective plan takes economic growth as a necessary condition and goes beyond that to the level of prosperity by taking human welfare, freedom, and happiness as a goal. This indicates that the overall plan formulation is on the right track.

The introduction of the homegrown economic reform

Evidence from underdeveloped countries shows that an externally driven development framework does not work (Morgan, Lambe, & Freyer, 2009). And for a country to make headway in socioeconomic progress, an endogenously generated strategy that integrates basic development principles with local characteristics and imperative is needed. This strategy known as home grown development is an alternative to externally driven development models. This approach corresponds with the endogenous growth theory and the call for an indigenous strategy for development (Agupusi, 2012).

One of the leading scholars promoting homegrown initiatives, William Easterly, in several of his writings, criticize the World Bank's "one-size fits all" approach and extensively argued that homegrown was the only self-sustaining development strategy that could lift countries from poverty in the long run. "Only homegrown development based on the dynamism of individuals and institutions in free markets", he says, "can achieve the end of poverty". Citing the four Asian Tigers, he argues with detailed examples that their successes were based on homegrown strategies (Easterly 2006, cited in Agupusi, 2012). With such a notion, the inclusion of the concept of

"Homegrown economic reform" in the perspective plan itself, though its questionable homegrown-ness, is a good start.

Mainstreaming the SDGs into the perspective plan

The ten-year perspective plan duly acknowledged and aligned the SDGs (Sustainable Development Goals) into the national plan of Ethiopia. The three dimensions of the SDGs (economic, social and environmental) are aligned with national and regional strategies and the Climate-Resilient Green-Economy Strategy of the country (National Planning Commission, 2017).

Monitoring, Evaluation and Organizational and Institutional set-up

The plan indicates a need for a monitoring and evaluation framework. A good plan cannot be practical without such a framework. When this is supported by organizational and institutional arrangements, it will be appropriate both theoretically and practically where strict macroeconomic management could be realized.

2.9.2.2. Major Weaknesses

The Planning Team Composition

Most of the members of the planning team members were either those who have been in the previous planning processes and/or those who have an affiliation to the ruling party. These experts and institutions were part and parcel of past failures and current economic distortions. Establishing a pool of experts from universities, public institutions, opposition parties, independent experts and even foreign experts is necessary for such national plan preparation. It is important to either prepare a special capacity of local experts or hire from abroad. Also, for the experts, it is necessary to devise a new incentive structure that is higher than that of civil servants (The AWiB Team, 2010).

Stakeholder Participation and the Public discourse

Stakeholders' participation is not only a tool for better planning; it empowers citizens as well. It is enabling people to work together in a spirit of collaboration and cooperation and to make decisions about their own lives (Hassan, El Hefnawi, & El Refaie, 2011). Relevant stakeholders, such as government institutions at both the federal, regional, and city administration levels; representatives of the private sector; political parties; members of parliament; representatives of academic institutions; CSOs; and development partners need to be involved in the planning process with extensive consultations. However, the planning process in the ten years plan of Ethiopia is weak

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in public participation. The discussions among officials were confusing as it was difficult to determine whether the government was gathering inputs for the draft or advertising a finalized economic plan. Some prominent Ethiopian scholars of the country underline that their input was intentionally sidelined (Geda, 2019).

Not properly incorporating inputs from the preceding plan (GTP II)

A plan baseline is a key tool for a successful result. It helps not only set appropriate targets, but also oversee the entire implementation and monitor performance, spot potential problems, and easily identify areas for change (Qureshi, 2012). Such baseline data need to be established through appropriate evaluation and recording of previous national performances. Although the second GTP (Growth and Transformation Plan) of Ethiopia just ended in June 2020, the government has not bothered to evaluate the detailed performance during the specified period, identify reasons for failure and instate a new way of thinking.

No up-to-Date Population Census

It is difficult to plan without an up-to-date population survey. Planners use census data to understand the social, economic, and demographic conditions in their communities. Though extrapolation and forecast is possible to determine population trend, given that

It has been a while since the previous census of Ethiopia was conducted in 2007 (CSA, 2013). Also, there are serious questions on the transparency and accountability of the previous census of Ethiopia. Given such loopholes, there is a noticeable need for a new census before the perspective plan. However, the government did not consider an up-to-date population survey to come up with a baseline.

Absence of Planning Model

Economic models are frequently used to construct economic planning and for fact that such models should have the dual characteristics of clarity and consistency aside from the property of being selective so that only the behavior of the major variables is analyzed, and quantified (Kolawole & Ojapinwa, 2013).

Ethiopia as a country better uses any selected planning model to embrace the ideology of economic planning models in the formulation and implementation of its development plans to achieve meaningful growth and desired development. However, the ten years perspective plan adopted no official growth model. Thus, the plan did not capture even existing problems, let alone the future.

3.9.2.3 Government Role vs the needed Private Participation

It is after the collapse of the socialist Dergue regime and the coming into action of the transitional period that Ethiopia envisions a market-oriented mixed economy where ownership and enterprises will operate on the principle of profitability and competitiveness. Such economic policy requires limiting the participation of the state sector in the economy; intensifying the role of the private sector and encouraging popular participation in development. However, though there is an existence and gradual increment in the size and contribution of the private sector in Ethiopia, and despite more than three decades of the policy shift, the role of government is still dominant. The private sector has been given a marginal status. As such, it is quite easier to bring about reorientation of the state sector. Because of this fact, the perspective plan didn't portray clearly how such a shift into the expected "private dominant" capitalist system could be established in the country. There is no clear plan element to limit the nature of the "Developmental State" nature of the government. The private sector is still given low attention. The financial sector and liberalization process is a good example where there is very little reform.

2.9.3. Real Sector Targets are not Realistic.

2.9.3.1 Meager emphasis on the needed Agricultural Productivity

Though agricultural productivity growth is a necessity to transform the Ethiopian agrarian economy, the focus on it in the stated perspective plan is meager. The plan offers no insight other than keeping up with the status quo. The only new development in the agricultural sector is the low land large-scale farming recently kicked off. No modality is envisioned to relocate capital towards agriculture, transform the sector, and sufficiently address food security, input supply to industrialization, and export. On top of the required growth in agricultural productivity, structural transformation requires dramatic growth and productivity in the manufacturing sector. But such expectation without relevant and appropriate policy reforms and significant private sectors' involvement is simply a nightmare giving the simple ambitiousness to the claimed plan. The plan's trust in improving the growth in the manufacturing sector is tilted towards the industrial parks the performance of which is below expectation and interwoven by multitudes of problems.

2.9.3.2 Concerns on Rural and Regional Development Policy

Ethiopia is a country marked by regional diversity in resource endowment, population distribution, levels of development, and participation (Egziabher, 2000). The majority of the people living in the rural areas with rampant poverty, there is a heterogeneous development pattern in the country

(OECD/PSI, 2020). Under such circumstances, a local/regional approach plays a key role in bringing development. Thus local/rural/regional policy should be at the center of the overall policy of the country. The policy is not clear on the approaches and strategies adopted in the perspective plan. Whether it is functionalist, territorial, integrated, etc is not adopted. Though mentioning of elements of the different approaches is seen in the document, the plan is not clear with expected justification on the approaches. Having a clear direction allows a country to decide clear national goals. These goals will inevitably help to define clear sectoral goals and objectives. However, those needed approaches/strategies on local/rural/regional perspectives are not clearly stated.

2.9.4. The Pitfalls in the Homegrown Economic Reform

Though the term "Homegrown Economic Reform" is courageously applied in the ten-year plan, the exact meaning and its implications to the Ethiopian context are not stated. According to Planning and Development Commission (2020), the rapid and sustained economic growth that Ethiopia registered over the past years was mainly driven by aggregate demand and it was recorded largely as a result of the expansion of government-funded large-scale infrastructure developments. These public investments were financed through heavy debt and external aid with associated continuous inflationary pressures. It is not clear how such massive structural problems can be swiftly be eroded through the undefined "homegrown economic reform".

Recently, Rahman (2012) made a very good attempt of providing a working definition. He suggested that:

"Homegrown development strategy is the incarnation of the people's analysis of development. It gets legitimacy and is strengthened through the direct involvement of the parliament as the major democratic institution that involves the needs of the different constituencies together to make policies context-specific. It is devoid of any sort of donor intrusion as loan conditionality at any level" (Rahman, 2012:86, cited in Agupusi, 2012*).*

As opposed to being endogenous, the Ethiopian homegrown plan is seen in many respects to be the replica of the IMF's program for reforming (IMF Pamphlet Series No. 47, 2019). This violet the basic sense of understanding what the real economic problems at home are. Such a process brought many misunderstandings in the Ethiopian current economy. Some studies and scholarly commentaries also indicated that the GDP growth prediction made in the plan is based on wrong assumptions of government capacity on revenue collection debt carrying capability (Geda, 2019).

Given the low capital accumulation and technology/efficiency in the country and misled GDP prediction, the plan proposed the source of growth to be planned in a wrong way, and hence out of the envisioned "homegrown" concept. These and related facts on the ground and failure to take them on board in the plan document have a detrimental effect on envisaged targets, proposed policies, and their realization in the years to come.

2.9.5. Functional versus Structural Planning

Planning in Ethiopia so far seems more functional than structural. Even though the stated object of Ethiopian planning is to establish a prosperous (middle income) pattern of society no drastic or revolutionary steps have been taken to change radically the existing economic order. In countries like Russia and China, on the other hand, planning has been structural because the very structural changes have been made in those economies (Barabashev & Semenov, 2019; Chen, Li, & Xin, 2017). Given the ambitious prosperity-directed goals, the lack of strict structural reforms in agricultural and industrial sectors is a problem. The problem, therefore, is not one of merely rechanneling economic activity within an existing socio-economic framework or rechanneling economic activity within an existing socio-economic framework but that framework has itself to be remodeled.

2.9.6. Multi-Sectoral Growth Approach Versus Resource and Capacity Requirement

The plan indicates that the country will follow a multi-sectoral growth approach by diversifying sources of economic growth and job creation. Given the country has many challenges including domestic resource mobilization capacity, governance problem, and capital shortage, the plan should have indicated how to realize such objectives practically.

Such an approach needs a very clear and systematized inter-sectoral linkage either to optimally utilize human and financial resources or multiply the beneficial effects. This is not indicated in the plan document. Otherwise, such a "Big Push" approach in a capital-deficit country will be a big challenge make the plan unrealistic.

2.9.7. Sector Reform Versus Structural Reform

Though sector reforms and structural reforms are two sides of the same coin, the plan document treats them as two separate entities. Or at least such an approach may loosen the appropriate link and effort needed to bring the ultimate structural transformation needed. Structural reforms tackle obstacles to the fundamental drivers of growth by liberalizing labor, product, and service markets, thereby encouraging job creation and investment and improving productivity. They are designed

to boost an economy's competitiveness, growth potential, and adjustment capacity. In such conditions, it is difficult to treat sector reform (eg. Agriculture or industry) from the overall structural reform.

2.9.8. Crisis Versus Development Management in the Ethiopian Planning Context

Technically, the Ten-Year Plan is still being implemented. However, the attainment of its targets has been hampered by several intractable problems. There are persistent natural and man-made hazards and crises occurring in Ethiopia. Indeed, planning in Ethiopia has become crisis management rather than development management.

2.9.10. Vision 2030; Ethiopia: An African Beacon of Prosperity

Prosperity ensures material needs, dignity, equality and freedom

1. Physical, human and institutional capital for income generation and asset accumulation

2. Equitable access to education, health and other services for improved utilization of potentials and assets creation

3. Unconditional access to the basic necessities of life

   ✓ Food, shelter, clean water, basic health and education

4. Economic, social and political participation without discrimination

   ✓ Ethnic, religious, demographic, and gender
   ✓ Overall affirmative system built on consensus

Strategic Pillars of This Strategy are:

1. Ensuring quality economic grows
2. Improve productivity and competitiveness
3. Undertake institutional transformation
4. Ensure private sector's leadership in the economy
5. Ensure equitable participation of women and children
6. Build climate resilient green economy

2.10. Empirical Perspective of Strategic Management
2.10.1. Contingencies of Strategic Management

Understanding how different environmental and organizational contingencies affect the adoption and practice of strategic planning and in what ways is valuable for a better understanding and explanation of public strategic planning processes. Environmental contingencies appear in different forms. Evidence shows that legislative and executive mandates are important factors that lead to the initiation of strategic planning in public agencies and that many agencies have adopted strategic planning willingly (Berry and Wechsler, 1995; Poister, 2005). For example, Poister (2005) reveals that among thirty US and Canadian Departments of Transportation (DoT), eight cases cite legislative and four cases mention executive mandates as determinants, while fifteen cases report that they launched strategic planning by choice, and three cases through a blend of preference and external mandate. Berry and Weschler (1995) have found that a third of the US state agencies in their sample initiate strategic planning due to the governors' preference and guidance from budget offices.

Economic and social forces surrounding public agencies shape the performance of public agencies to a considerable extent (Walker, 2013, p. 681). These forces determine the characteristics of the external environment, the extent to which it is complex, dynamic and munificent, affecting the initiation and practice of strategic planning in public organizations. Two survey studies that look into the extent of use of strategic planning in the US municipalities (Streib and Poister, 1990) and in New York state agencies (Miesing and Andersen, 1991) suggest that public managers are increasingly seeking better management models to respond to changes under the conditions of dynamic and competitive environments.

Berry (1994) surmises in her study of US state agencies that the pressure wielded by a turbulent environment upon public managers to 'reinvent government' leads them to emulate the strategic planning practices of other public agencies and of private sector organizations. In another study, Poister (2005) discloses that senior managers of state DoTs in the US and provincial DoTs in Canada perceive strategic management as crucial for their departments to tackle extraordinarily turbulent environments. According to a very recent survey study of Canadian public organizations, strategic planning performs well in dynamic (unstable or less stable) environments that are

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particularly marked by uncertainty since it clarifies through formal analysis, to some extent, the issues likely to confront the organization (Elbanna et al., 2015, p. 20).

The emergence of a strategic planning practitioners' network, in which public agency planners, private consultants, and professional associations closely interact, is found to be an effective environmental facilitator of the diffusion of strategic planning (Berry and Wechsler, 1995). In the same research, the authors contend that the initiation of strategic planning in state agencies is motivated by an aim to be responsive to constituents; learn from others experiences; tackle financial constraints; give a strategic direction to program and policies; and, priorities resources (Berry and Wechsler, 1995, p. 166).

Organizational factors are also influential. Public agencies are more inclined to adopt strategic planning if they are more business-oriented; when a new leader takes over or if there is resource abundance (Berry, 1994; Boyne et al., 2004); and, through emulation when there are other near-by agencies practicing strategic planning (Berry, 1994; Berry and Wechsler, 1995). Findings from the UK local authorities show that resource abundance not only affect the existence, but also the quality of planning documents (Boyne et al., 2004). Services that have prior experience with aspects of rational planning; that possess a corporate planning unit; and agencies that limit planning to fewer functions can more straightforwardly develop planning documents (Boyne et al., 2004).

With regards to centralized- decentralized systems, in their study to find the development and use of planning documents in state agencies in the US, Long and Franklin (2004) determine that agencies with centralized systems develop better plans. This is consistent with the findings of Hendrick (2003) with regard to the state of Milwaukee practice, which demonstrates that strategic planning is more difficult in departments that employ decentralized processes.

Findings based on previous case study research are also often inconsistent on the effects of organizational size. Roberts and Wargo (1994) have found in their case study of the US Navy that large organizations struggle to apply formal comprehensive strategic planning because of the challenges of effective coordination of multiple units and the limitations of the model in enabling the organization to respond to complex and unpredictable conditions in a timely fashion. The case of the US Navy demonstrates that strategic issue management, instead of comprehensive planning,

leads to better performance and compensates for the limitations of formal planning in large organizations.

A case study based on the Equal Employment Opportunity Commission (EEOC) (Kemp et al., 1993) has similarly found that an adaptive strategic (issue) management approach, rather than formal planning, can be successfully applied to a relatively large public organization. The findings of this study cannot be directly related to a specific model of strategy formulation as the author uses the concepts of the both models to define the planning process of the EEOC. While the EEOC's staff population at the time was 2800 which can be deemed as a large organization, the US Navy constituted a 'mega' organization with a staff population of 10,000 (Roberts and Wargo, 1994).

In contrast, a case study of the US Air Force has found that formal corporate style strategic planning can be practiced effectively in a mega public organization; although, the author recognize that strategic planning may be challenging for federal agencies (Campbell, 2002). Comprehensive strategic planning suits the US Air Force due to its large size and its need for co-ordination of numerous functional units, as well as the immensity of its capital investment (Campbell, 2002, p. 431). Successful cases of various size demonstrate that some sort of strategic management can be effectively applied to large and mega organizations, as well as small ones.

2.10.2. Preparation Stage

Even though the importance of preparation for strategic planning is underscored in the expository literature (Bryson, 2011; Eadie, 1983; Vinzant and Vinzant, 1996; Whittington, 2006), empirical studies overlook this dimension. Successful application of strategic planning is dependent on building the management capacity for strategic planning (Favoreu et al., 2015; Kemp et al., 1993; Poister, 2005; Streib and Poister, 1990). For example, Poister and Streib (1990, p. 41) at the time of their research found that the high management capacity of US cities enabled city managements to successfully initiate and exploit strategic planning along with other effective techniques, such as "budgeting tools", "trend monitoring", and "revenue and expense forecasting".

In the successful case of the EEOC, two senior managers conducted a literature review for self-training to understand the strategic management process and to find the best available model for the organization (Kemp et al., 1993). A comprehensive literature review was undertaken also by

the Naval Surface Warfare Centre (NSWC) planning team in a successful corporate planning practice, through which strategic planning was institutionalized (Baker, 1992). While training staff on strategic planning has been found to help encourage ownership of the process, it has also enabled managers and staff to participate more productively in strategic planning processes (Poister, 2005). For instance, the experience of the City of Rock Hill in South Carolina, the U.S, demonstrated that the employment of external consultants as educators of the community contributed to the achievement of strategic planning on a citywide planning basis (Wheeland, 1993).

The NSWC developed workbooks and other training resources in addition to holding workshops, consultant demonstrations and individual self-assistance program for training practitioners, who participated in corporate strategic planning for the first time (Baker, 1992). Successful preparation has been found to include a "detailed design", or a game scenario, that illustrates the expected outcomes from strategic planning and resource requirements for the successfully execution of the process (Kemp et al., 1993, p. 134).

The stage of preparation in public strategic planning and management has a direct effect on strategy implementation and results. Among other reasons, many strategic planning initiatives 43 fail because of insufficient preparation, as will be shown in the case of the MoI throughout this thesis. Hence, it deserves more attention from both the practitioners and scholars for the successful finalization of strategic planning attempts by public agencies.

2.10.3. Strategy Formulation

Strategy formulation is the first component and backbone of formal strategic planning, and how and why other public organizations have effectively or ineffectively formulated strategies is very relevant to the case of the MoI. It is empirically evidenced in the case of the Departmental Fire Rescue in France that the processes of goal-setting and strategy formulation are as important as the outcomes of the process (Favoreu et al., 2015). An important dimension of formal strategic planning is the one-size-fits-all approach to public strategy. Many public administrations dictate a standardize model to public agencies through legislation, such as the GPRA 1993 in the US and the PFMCL 2003 in Turkey. Research findings recommend contingency planning, which takes internal and environmental contextual differences of organization s into account, rather than a one-size-fits-all approach (Poister, 2005; Roberts and Wargo, 1994). Research findings also suggest

that public organization s cannot exactly replicate business-style corporate strategic planning practices because they have various stakeholders, pervasive goal conflicts, high demands for accountability and because of the difference between public and private values (Bryson and Roering, 1988).

Hence, public organizations tailor business models for their own specific needs and conditions. For example, a study of public transit agencies proposes that planning models must be adapted to contextual elements such as decision-making systems and management styles of senior management for effective strategic planning (Ugboro et al., 2010). Long and Franklin (2004) have found in their study of fourteen cabinet-level departments that federal agencies adapt the mandated model to their specific contexts to address challenges that are unique to the agencies. Elements of strategic planning in the US Air Force have been found to be adapted to fit the organizational context and needs, contributing to the success of planning (Campbell, 2002). It is argued that a one-size-fits-all approach in a top-down fashion impedes organizational and strategic learning and adaptation (Long and Franklin, 2004).

Flexible planning practices, rather than set-in-stone planning, is found to be much more favorable to success (Favoreu et al., 2015; Poister, 2005; Wheeland, 1993). Flexibility emphasizes monitoring and modernizing application, through which plans become living 44 documents, as was the case in the Rock Hill experience (Wheeland, 1993). Formal strategic planning within a broader framework of incremental strategy-making, which allows public organization s to review and revise strategies periodically to respond flexibly to changes in the environment, is found to be far superior to any single model of strategizing (Poister et al., 2013). Favorue and his colleagues (2015) evidenced the advantages of evolutionary and dynamic strategic planning in the case of the Departmental Fire and Rescue Service in France. The rest of this section focuses on formality, the use of analytical tools, the role of strategy practitioners, top-down vs. bottom-up planning, participation and creativeness of the environment which are significant factors in strategy formulation.

2.10.4. Implementation
Implementation is another component of strategic management as explained earlier. Poister (2005) proposes performance measurement as a significant element contributing to success in the

American DoTs' strategic management processes. He specifically contends that strategic management processes are facilitated in these public bodies through:

1. The development and use of output and outcome measures to gauge progress towards strategic aims, within the framework of a performance measurement system,
2. Assigning quantitative targets as performance measures that are bound with time frames,
3. Adopting a proactive attitude for the use of performance measurement to manage strategic issues of the organization (Poister, 2005)

The same study elucidates that performance measurement, such as the use of balanced score cards, became a common practice in the US DoTs. This finding corroborates a previous finding by Berry and Wechsler (1995), which discovered a tendency among US state agencies to develop performance measures to underpin the strategic planning process through gauging program and service results. Research into US municipal governments has found that 22 percent of the cities in the research sample used performance indicators to monitor the achievement of strategic targets set in their strategic plans (Poister and Streib, 2005). The regression model used in this study reveals that ascribing strategic plan-based performance targets to department heads and other managers, and evaluating managers through performance appraisal over their achievement of strategic objectives are the two most important factors for effective strategic management. Linking budgets to strategic issues that are formulated in the plan, particularly through the use of performance budgeting, and developing action and business plans for the realisation of strategic initiatives are effective tools for better implementation (Poister, 2005). Similarly, relating strategic plans to benchmarks leads to successful plan implementation (Kissler et al., 1998a). In the Nebraska case study implementation of community-based strategic plans is significantly facilitated by external technical support and local or non-local financial assistance (Blair, 2004).

Community-based strategic plan implementation is also enabled by extensive participation of local people in the planning process (Blair, 2004). In a study of fourteen US federal agencies, Long and Franklin (2004) have found some common challenges in planning implementation. These challenges include: the absence of "systems alignment" (86 percent); inadequacy of resources (79 percent); uncertainty concerning the term of the US executive branch (71 percent); unsupportive organizational culture and resistance to transformation (57 percent); and the absence of valid and

dependable data (57 percent) (Long and Franklin, 2004, p. 314). More recent evidence suggests formal strategic planning, in its own right, was important for better implementation of strategies in Canadian public bodies at federal, provincial and municipal level, particularly because it helps reduce uncertainty regarding the preferences of powerful stakeholders, such as elected politicians (Elbanna et al., 2015). The involvement of top, middle and line managers in strategic planning processes reinforces this relation (mediating effect).

The findings related to plan implementation so far reveal that rational theory-based approaches and tools facilitate the implementation of strategic plans. In an alternative case, survey research conducted with Welsh local authority departments found a positive, however, insignificant relation between rational implementation and organizational performance (Andrews et al., 2011b). The study put forth a negative relation between incremental strategy implementation and performance as well as between strategy absence and performance. These findings contradicted the previous empirical findings to a great extent (Andrews et al., 2011b). However, the authors demonstrated that when they consider strategy content, rational planning leads to improved performance with a defender stance, while incremental implementation performs well with a prospective stance (Andrews et al., 2011b, p. 20)

2.10.5. Outcomes of Strategic Planning and Implementation

Organizations utilize strategic planning for the realization of some short and long-term goals (Wolf and Floyd, 2013), such as the enhancement of organizational capacity and performance particularly in the public sector (Poister et al., 2010). Whether these outcomes were achieved is important to determining the effectiveness of the strategic planning process in public organization s. This section constructs an empirical basis for the discussion of the case of the MoI from an outcome's viewpoint.

Several proximate and distal outcomes of strategic planning are mentioned in the empirical literature in tangible or intangible form. For proximate outcomes, clarification of organizational mandate and goals is an important tangible gain. Eighty percent of the 512 municipal governments in a study perceived strategic planning to be helpful in clarifying their organizational task, aims and priorities (Poister and Streib, 2005). Departments that adopted a comprehensive strategic planning approach in the state of Milwaukee had more explicit and measurable objectives (Hendrick, 2003).

Strategic planning helps public organization s to improve their in-house management capacity. This is a common finding from two studies on US state agencies (Berry and Wechsler, 1995) and the US municipal governments (Poister and Streib, 2005). Evidence suggests that strategic planning improves decision-making through fostering strategic thinking, what Baker (1992, p.78) calls a "tangible result" of strategic planning in the case of the USNSWC. The US municipal governments are reported to widely benefit from advanced decision-making with regard to "programs, systems, and resources" (Poister and Streib, 2005, p. 52). It is found to lead to the alignment of resource allocation with strategic needs and hence to improved budgeting in the US federal and state agencies (Baker, 1992; Berry and Wechsler, 1995). Strategic planning is not only reported to improve decision-making but to provide justification; for instance, with US state agencies it was the basis for justifying organizational continuity, preferences and actions (Berry and Wechsler, 1995), particularly with regard to allocation of resources (Miesing and Andersen, 1991).

Strategic planning is reported to integrate different program and units of public organization s through the creation of cross-cutting strategies (Berry and Wechsler, 1995). Development of a common language of strategy improves communication among disparate departments and their staff, and builds a common insight of and commitment to organizational strategies, goals, and objectives (Baker, 1992). Strategic planning is also thought to be beneficial to public agencies through serving as a framework for the course and control of staff activity, which is a tangible outcome (Poister and Streib, 2005).

Expected distal outcomes of strategic planning are numerous and the empirical literature provides support for at least some of those impacts. For example, strategic planning has been demonstrated to give public organization s a clear strategic direction by helping to clarify organizational mission and goals (Berry and Wechsler, 1995). As an intangible result, it is found to lead to strategic change in public organization s (Baker, 1992, p. 78) through building a positive and supportive organizational culture (Poister and Streib, 2005). Providing strategic legitimacy or "a clear rationale for corporate decisions" in the relevant public organization, as in the case of NSWC, is another important long-term outcome of strategic planning (Roberts and Wargo, 1994).

The ultimate purpose of strategic planning reforms in government is to enhance public service performance (Andrews et al., 2011b). Performance advancement, then, holds an important

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measure of success for the impact of strategic planning; however, establishing a causal link between the two is highly problematic (Eden and Ackermann, 2013). Eden and Ackermann argue that measuring organizational success is akin to comparing "the actual and hypothetical performance", to find out whether an organization would have performed better with and without strategic management, which is a highly challenging mission (2013, p.12). Researchers who have looked into the relationship between strategic planning and performance have found evidence of a positive association between the two in the public sector. While some research simply gathers the perception rate of respondents to survey items that target dimensions of performance (Berry and Wechsler, 1995; Poister, 2005), others utilize statistical models in order to explain the complex relationship between strategic planning and performance (Boyne and Gould-Williams, 2003; Hendrick, 2003; Kim, 2002; Poister et al., 2013).

In the first category, Berry and Wechsler documented that improvement in service delivery, as a dimension of organizational performances, was a perceived important outcome of strategic planning by state agency managers (Berry and Wechsler, 1995). However, only slightly less than 25 percent of the total respondents (295 in total) perceived the occurrence of such an outcome. In a survey of managers of state and provincial DoTs in the US and Canada, Poister (2005) found that 69 percent of the executives perceived improvements in the maintenance of general financial circumstances, 71 percent perceived efficient operation management, and 89 percent perceived improved service quality as the outcomes of strategic planning.

In the second category, research utilized statistical models to measure the association between strategic planning and performance. Based on this, Kim (2002) found, in the context of the departments of Clark County, Nevada, in the US, that participative strategic planning improves both organizational effectiveness and employee satisfaction as aspects of performance. Employee satisfaction receives support also in a study by Poister and Streib (2005), however, based on a positive perception rate of 48 percent of the total respondents. Hendrick (2003) has found a positive statistical relationship between strategic planning and 59 performance, particularly in the dimensions of satisfaction or difficulty in planning and strategic capacity, in the context of fifteen departments of the City of Milwaukee, in the US. Boyne and Gould-Williams (2003) have looked into the extent to which service quality, cost, efficiency, and cost-effectiveness, as dimensions of performance, are affected by strategic planning in their research of Best Value regime in the

context of Welsh local authorities in the UK. The statistical results reveal that strategic planning leads to improvements in service performance, however slightly (Boyne and Gould-Williams, 2003). The same study found that an increase in specific numerical targets weakened performance (Boyne and Gould Williams, 2003).

In contrast to the research cited above, researchers have found a strong association between strategic planning and some dimensions of performance in the context of public transit agencies in the US, particularly when previous performance of public organization s is considered (Poister et al., 2013). The authors found no improvements in efficiency and cost effectiveness measures, while they found that strategic planning very strongly affected the dimensions of "transit system utilization" and "system productivity" within performance in public transit agencies (Poister et al., 2013, pp. 604-605). The authors argue that the differences between the context of the US public transit agencies, dominated by the private sector and steeped in competition, , and that of the Welsh local authorities may explain the discrepancy in the strength of the findings (Poister et al., 2013).

Contrary to the above dimensions of performance, research has also found that strategic planning improves stakeholder and service user satisfaction. Strategic planning has been shown to enhance customer relations, external relations and general public support in US state agencies (Berry and Wechsler, 1995) and municipal governments (Poister and Streib, 2005), most likely through effective communication and enhanced participation mechanisms (Kissler et al., 1998a; Poister and Streib, 2005).

An important distal outcome is the advancement of organizational learning, since good strategic management is associated with thinking, acting, and learning strategically (Bryson, 2011). Strategic management, beyond simple strategy formulation, then helps institutionalization of the components of strategic planning, such as visioning, situation analysis or strategy development (Bryson and Roering, 1988) through having a strategic attitude. Evidence shows that organizational learning took place in the US federal agencies through the introduction of GPRA 1993 (Long and Franklin, 2004). A strategic learning- 60 related gain of public organization s is producing strategically-oriented managers in the long run, as in the case of US NSWC (Roberts and Wargo, 1994). Helping create such competent strategists and an ever-evolving organizational capacity that enables the organization to overcome future challenges, strategic management helps

organization s adapt to the changes in the environment, as in the case of Oregon's community strategic planning (Kissler et al., 1998a).

2.11. Conceptual Framework

This study conceptualizes strategic planning process and Strategy implementation as independent and success of public institutions dependent variables respectively. According to Ranasinghe (2010), strategic planning and implementation process that is operationalized into formality, intensity and document of strategic plan, has a bearing on the public sector institutions' performance (Thompson (2008). Based on this premise, the current study conceptualization is as depictedin the conceptual model below;

Figure 2.1: Conceptual Model
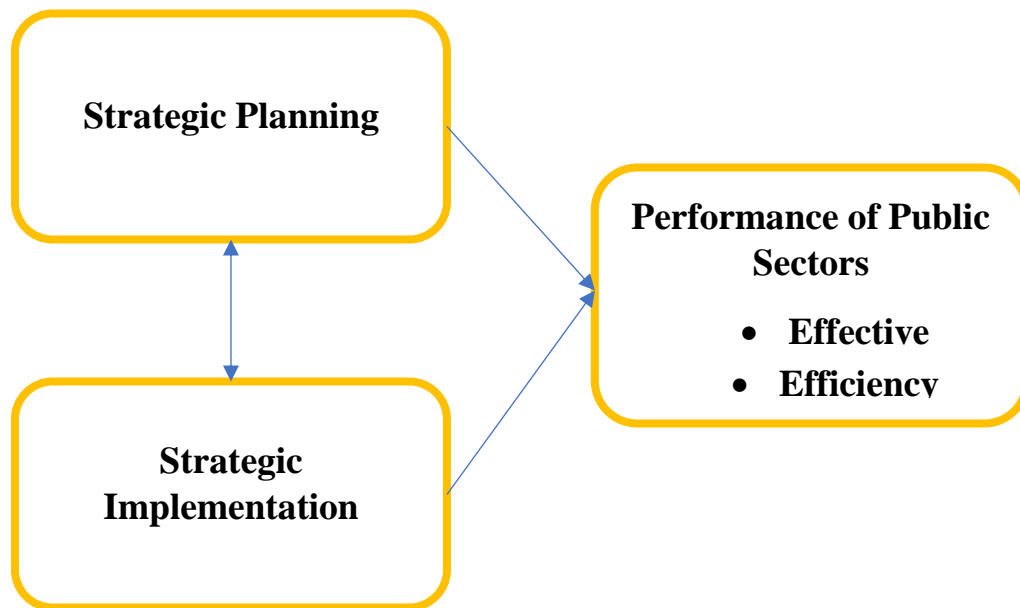
Source: The Public Sector Institutions' Performance (Thompson (2008)

According to Chenhall (2017) a strategic plan is expected to be the blueprint for future success of

public institutions. However, visioning the future and setting goals will not guarantee results with empirical studies showing that only 9% of organizations feel that they have the capacity to fully execute their strategy.

Conceptual Hypotheses

As depicted in the conceptual model (Figure 2.1), the conceptual hypotheses for the study were stated as:

H₁: Strategic Planning Process has statistically significant influence on the success of public institutions.

H₂: Strategic Planning Process and Strategic Implementation have statistically significant influence on the success of public institutions.

H₃: The joint effect of Strategic Planning Process and Strategy Implementation has statistically significant influence on the success of public institutions.

The above hypotheses guided the researcher to examine the outcome of the relationship of concepts as informed by literature review. Each hypothesis was tested separately and the outcome obtained interpreted leading to a discussion, conclusion and recommendation.

2.12. Research Gap/ Contribution

Strategy planning and implementation is widely held to be a critical element of the strategy process and hence, to fully understand the connections between strategy process and public service outcomes, scholars should also assess how well strategies are implemented (Bryson, Berry and Yang, 2010; Poister, Pitts and Hamilton, 2010). This study contributes to filling this gap in the literature by providing scholars and practitioners of strategic management in the public sector with some important insights into strategy implementation and pointing to the variables which may influence its success in Ethiopian public organizations.

First, the study provide evidence showing the impact of strategic planning on strategy implementation success, which lends support to the hypothesis about the value of formal planning.

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Although this proposition has been widely discussed, it is rarely examined in the public sector, in which managerial strategic planning follows, and is based on the public policy decisions made by elected officials. A major strength of strategic planning is its ability to reduce uncertainty by inducing managers to look ahead and forecast the future, at least within the political term of the current government. It in turn helps to foresee changes, examine their impact, and develop appropriate responsive actions. It also helps in coordinating and integrating efforts, knowledge, and capabilities across the organization, which can contribute to successful strategy implementation. However, a central concern in the strategy process literature has been the relative merits of planned and emergent approaches in strategy formulation (Andrews et al., 2011; Elbanna and Child, 2007).

The findings indicate that a planned or formal approach to strategy enhances its implementation in traditional bureaucratic public organizations, which typically operate within constraints posed by prior public policy decisions and short-term political orientation. This finding differs from the prior arguments of several scholars who advocate decentralized and emergent strategy formulation (e.g., Mintzberg, 2000). The difference between this result and some in prior research may be explained in part by methodological and structural differences. As pointed out by Poister et al. (2013), the impact of strategic planning may vary considerably depending on the specification of the dependent variables, namely, the dimensions of the organizational outcomes under observation. For example, since strategy implementation is amenable to managerial control and highly affected by strategy formulation, formal strategic planning may be important, particularly in public organizations where outcomes are typically difficult to control and manage. As such, effective control in the public sector may be best exercised ex ante, that is, through formal planning, instead of ex post through organizational performance measurement. Hence, it is not surprising that formal strategic planning would lead to superior strategy implementation in public organizations.

Second, another contribution of this research is that it leads to a better understanding of the connection between strategic planning and strategy implementation success in public organizations. In particular, it shows that, in addition to its direct effect, formal planning has an indirect effect on strategy implementation in part through the mediating role of managerial involvement which provides support to our second hypothesis. This finding reflects Ethiopian

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practices, as a public sector department manager are responsible for implementing public policy and priorities approved at political levels, that is, managerial involvement is essential to formal planning and implementation processes. Future research should examine the effects of other mediating variables, such as employee strategic alignment, organizational learning and flexibility, which may influence the planning-implementation relationship (e.g., Ouakouak and Ouedraogo, 2013).

Third, the study supports the study hypothesis and shows that for public organizations operating in less stable or unstable environments, formal strategic planning can be especially beneficial for implementation under conditions of uncertainty. Environmental variables may moderate the planning-implementation relationship by strengthening its effects, as is the case in this study. Due to a large number of diverse stakeholders and their interdependency in public organizations, particularly in the decentralized Ethiopian public sector, stakeholder uncertainty is especially relevant. Nevertheless, the strategy-implementation relationship may also be moderated by other important variables in addition to stakeholder uncertainty; and hence future research needs to take into account the moderating effects of other environmental factors, such as economic uncertainty; environmental complexity; political uncertainty; and organizational factors, such as past performance and structure.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter explains the research approach that was employed. The sorts of procedures chosen for data collecting and analysis are described, along with the justifications for choosing them over the alternatives. A research method is the set of procedures and tools used to do research, while a methodology is the way in which the research problem is solved. Research methodology, in general, examines the many approaches or procedures that a researcher employs in order to analyze a research topic and the outcomes of those techniques or stages. Additionally, it is a procedure that enables the method used to get the intended results. Thus, the tactics, plan of action, strategy, or application of a certain technique are the context of methodology, utilizing the same to get the intended result and goal. The research design, research methodology, sample design, source of data collecting technique, validity and reliability of data collection, method of analysis and interpretation, ethical considerations, and other associated method which was employed in the study were all included in the chapter.

3.2. Research Philosophy

The epistemology of how we come to know about this reality is guided by the ontological debate on what constitutes reality in terms of subjective reality in perception and opinions or/and objective reality made of observable phenomenon, leading to the philosophical debate on positivism and phenomenology (Saunders et al., 2009). Every academic study has a philosophical foundation (Amaratunga and Baldry, 2001; Easterby et al., 1991, 2008); each viewpoint in a scientific investigation has a paradigm, which is the world view that directs the investigation (Gudha & Lincoln, 1994).

Every research's underlying philosophy relates to how the researcher views knowledge growth (Babbie, 2010). It raises the question of whether research begins with a hypothesis that is then

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tested in the field, or if it begins with observations and a theory is then developed to explain the observed events. In terms of philosophical viewpoints, positivism and phenomenology are the two extremes. True knowledge is based on science, according to the positivism philosophy, which describes the relationships between actual, visible facts. According to phenomenology (Emory, 1985; Cooper & Schindler, 2003), the universe is socially produced, subjective, and science is motivated by human interests. Each of these assumptions has a unique set of methodological consequences. The division between the two schools of thought is not, however, literal since any given piece of study will not fall cleanly into either extreme but will instead combine the two ideas, even though it will lean more toward one than the other.

Due to its theoretical foundation, this work is grounded on the positivist philosophical approach. It primarily focuses on hypothesis testing, aims to address research hypotheses, and establishes a relationship between study variables empirically (Cooper & Schindler, 2004; 2006). The core tenet of positivism is that social phenomena may be examined in the same manner as natural phenomena since they have similarities and should be measured objectively rather than inferred subjectively (Creswell, 2012). Positive quantitative positivism may be used in social science research because reality is external and objective, knowledge only has value if it is based on observations of this external reality, and reality is external and objective.

When doing research, positivists emphasize search for causation and underlying rules in the data. Additionally, the researcher generates hypotheses, which are then verified using data gathered from the community or samples. Operational definitions, objectives, hypothesis testing, causation, and replicability are characteristics of quantitative research. It draws on current theory to create hypotheses that are verified, affirmed, or disproved, influencing and directing additional theory creation that is continuously examined (Saunders et al., 2007; Rileys, 2000), Positivism aims to clarify and forecast the causal relationships between variables and holds that the researcher is apart from the subject of the study (Easterby, Smith, Thorpe & Lowe 2008).

On the other hand, phenomenology contends that social scientists should gather data and seek for trends as well as understand the many interpretations and meanings individuals assign to their experiences (Laverty, 2003). It places a focus on in-depth examination of small samples over time while making use of a variety of approaches to develop several viewpoints on a phenomenon (Bernard, 1995). (Guba & Lincoln, 1994). In contrast to being decided scientifically, reality, according to qualitative researchers, is socially produced. The study of social and natural

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phenomena cannot be done in the same way since they are distinct. Phenomenology is perceptual as a philosophical method because it examines subjective characteristics and phenomena and concentrates on the immediate experience moving from the known to the unknown (Nachmias & Nachmias, 2004; Saunders et al., 2007).

3.3. Research Design

The study used an explanatory research design method to reach the objective of the thesis. Explanatory research design is a type of research design that aims to obtain information to systematically explain a phenomenon, situation, or population. More specifically, it helps answer the what, when, where, and how questions regarding the research problem, rather than the why. So, the explanatory research design method best shows the strategic planning and implementation role in the public sector better than any other method.

The researcher was able to determine whether there is a significant association between variables at this point in time thanks to the descriptive cross-sectional survey design that was used in this study. Since the study sought to determine whether there was a statistically significant relationship between the conceptualized study variables at the time of inquiry leading to study conclusion and recommendations, cross-sectional survey was deemed appropriate.

The researcher wanted to determine how the variables of the study strategic planning, strategy implementation, and success of public institutions relate to one another, so this design was pertinent to the study. This was done to see if there was a causal relationship between the variables or if there was a significant association between them (Cooper & Schindler 2006). Without drawing any conclusions, this was done while collecting data in their natural environment. The same design was successfully applied by other researchers, including Irungu, (2007); Newbert, (2008); Machuki and Aosa, (2011); and Ongeti, (2014), in theory testing studies, effectively linking the empirical data to the study's goals at a particular time and drawing conclusions. This study evaluated and reported the study's findings on strategic planning and execution using an explanatory research design methodology, monitoring for environmental changes, planning, implementing controls, and overcoming obstacles to achievement in the public sectors

3.4. Research Approach

Research is being conducted using a mixed-methods strategy that combines quantitative, qualitative, and other methods (2003). To establish the thesis' structure and measure the incoming data, the quantitative method creates numerical data and a quantitative presentation system (Kent, 2007). In this, all data would be measurable yet the qualitative data could not be measured (Bryman & Bell, 2007). A basic technique of considering how to carry out qualitative research is called a qualitative "approach." Either expressly or implicitly, it describes. Qualitative research involves gathering and analyzing non-numerical data, such as text, event, video, and audio, among other non-numeric data, which are used to interpret the data concepts, opinions, or experiences as well as to understand in-depth insights the needed problem and to discover new research concepts (Kent, 2007).

To examine the research on strategic planning and execution in the public sectors, the researcher employed a mixed-approach methodology. In this instance, the data collecting is contemporaneous with and takes place throughout one stage of the research due to the combining of quantitative and qualitative approach methods. The mixed research approach is used to evaluate, gather, analyze, and interpret data for both a single study and a series of studies that are meant to investigate a fundamental situation. By combining quantitative and qualitative data, the researcher was able to overcome the drawbacks of using a single approach by obtaining quantitative values from quantitative research and detail from qualitative research. Mixed research approach presented data by distinct quantitative and qualitative methods one method considering the advantages of the alternative approach (Creswell, 2009).

3.5. Source of Data

Both primary and secondary data were used in this investigation. Interviews and questionnaires are examples of primary sources of data, whereas secondary sources of data were produced through reviewing pertinent materials. Primary data sources are authentic, first-hand sources of information that may include questionnaires and interviews. Papers (legal texts, cross-governmental strategy documents, the Minister offices plans, performance programs, annual reports, and meeting minutes) and archival records (Institution program(s) and budgetary records from 2018 to 2022) are the primary sources that have influenced the research.

In contrast, information from secondary sources was created by reviewing pertinent papers. The literature's primary sources are referred to as secondary sources of the research. Multiple literacies are related to strategic planning. The decision-making, planning, and public policy fields are where the theories of strategic planning originated. Additionally, general public administration literature as well as strategic management (encompassing both nonprofit and for-profit organizational study) contain empirical studies on strategic planning. Books, journal articles, conference papers, and online content were examples of secondary sources.

3.6. Data Collection Technique

The researcher used questionnaires to employees and interviews was conducted to managements of the public sectors under minister offices. In addition to this, the study assessed document and observe the institutions related to strategic planning and implementation.

3.6.1. Questionnaire

Strategic planners, analysts, project leaders, finance officers, accountants, and auditors were chosen as respondents because they are thought to be knowledgeable about strategic planning and implementation and could offer crucial perspective. Employees whose work is related to strategic planning and implementation were also given questionnaires to complete. The response is anticipated to aid in comprehending and outlining the strategic planning and execution of certain industries.

Both closed-ended and open-ended questionnaires were used to collect the research's supporting data. Mixed questionnaires offer several benefits, but their great flexibility is their most significant one (McNabb, 2005). The questionnaires' design was based on that of Iyoha and Faboyede's (2011) and Sharif's (2013) questionnaires (2010). The respondents were asked to rate their degree of agreement on a series of closed-ended questions. ratings on a five-point Likert scale are as follows. Strongly disagree (SD; or 2), disagree (D; or 2), agree (A; or 4), and neutral (N; or 3) (SD; or 1). A score of 5 or 4 on this scale shows that the item is viewed as crucial, a score of 3 or 2 that the item is regarded as pretty significant but not critical, and a score of 1 that the item may be overlooked as irrelevant. Both Courtis (1992) and Iyoha and Faboyede (2011) found the scales they employed to be appropriate.

As part of the open-ended questionnaire, participants were invited to reply in-depth to any opinion questions they think the researcher might find interesting. Three sections make up the

questionnaire, which was written in English. The first section dealt with the respondents' demographics, while the second section asked open-ended questions to elicit the respondents' opinions about the study area.

3.6.2. Interview

The management of the HR departments of the chosen public sectors was fully informed of the predetermined identical set of questions. Each question was prepared in advance, and the researcher notes the response according to a predetermined timetable. Preliminary explanations were given and the questions were posed in the same tone of voice and manner as written to reduce the possibility of biased data collection. Given the issue at hand, this structured interview assisted the study in gathering qualitative data.

Through the use of structured interviews, data was gathered. Straightforward open-ended questions were used in structured interviews to provide respondents the freedom to come up with their own answers. According to Welman and Kruger (1999), open-ended questions call for respondents who can express themselves and typically have more education than is necessary for multiple choice questions. Individual interviews with respondents took place in each of their offices, but some respondents made it clear that they wouldn't be available. A questionnaire with structured questions that were posed during the interviews is attached as Annex 1

Interviews were performed with the public institutions that were chosen under ministerial offices and that had been operating for at least five years. This gives the researcher some leeway during the interview to explore a tangential line of inquiry that appears as the study develops. Interviews with those who did not reply to the self-administered survey were conducted. Based on a study of the literature and the research purpose, the interview questions were created.

3.6.2.1. Formulation of the Interview Guide

The manual was initially written in English, and a Amharic translation followed. In order to assess the understandability, viability, and efficacy of the interview guide to elicit the proper sort of data and make required improvements, four pilot interviews were conducted in April 2022 before to the actual interviews. The manager and supervisor of Ethiopia's minister participated in the initial pilot interviews. Both participants were chosen based on their background in strategic management and planning within their respective companies. After each pilot interview, the interview guide

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was evaluated and improved to make it more effective. Later, the manual was tested on two officials from Ethiopia's Minister office. A previous head of unit was one of the two participants, and the other the other had previously had a managerial position in the minister offices. After each pilot interview, the guide was evaluated and modified before being put into its final form in late May 2022.

3.6.2.1. The Conducting of the Interviews

Ethiopia's capital city, Addis Ababa, is where the Ministry is situated. As a result, visiting the Minister's headquarters in Addis Abeba was necessary for the fieldwork. Potential participants received formal advance letters and participant information sheets prior to the interviews.

The covering letter contained the researcher's contact information, a brief description of the project's topic, a request for an interview, and specifics about the interview's anticipated time (60 to 90 minutes), location, and contribution (Goldstein, 2002; Lilleker, 2003; Richards, 1996). The letter also advised potential responders that the researcher will call them later in person to discuss and, if possible, arrange the time schedule for the interview. The participant information sheet included the researcher's name and contact information as well as information about the study's objectives, potential participants, and the principles of voluntary participation. It also included details about the study's duration, the expected contribution of participants, and the anticipated results. It also stated that the content would only be recorded with participants' consent. Content will be utilized for the PhD thesis as well as other publications, and strict adherence to the confidentiality and anonymity standards will be made.

Finally, in case more information or a complaint procedure was required, the names and contact information for the PhD supervisors and the university ethics officer were supplied. To properly notify potential volunteers that the research was being done, a cover letter written by the PhD supervisors was also issued. Participants were only questioned once at their workplaces, and it was requested that the session go no more than 60 to 90 minutes in order to maintain their interest (Seidman, 2006). As a result, just with the pilot interviews, the interviews often lasted sixty minutes. The interviews ranged in length from 33 minutes to 104 minutes. With the exception of one interview, all others were taped with the participants' informed agreement. In this one incident, notes were taken. A digital sound recorder was used to make the recordings. Afterward, thank-you letters were delivered to each participant.

3.6.3. Document Review

The researcher was able to comprehend the main facts about the institutions with the aid of the document review. The most recent information from approved papers and other reports was used to examine the materials. The use of manuals, reports, laws, decrees, proclamations, office records, manual guides, memos, and other documents in connection with the implementation of the strategic planning was made. The information gathered from the surveys and interviews was triple-checked using the document reviews.

3.6.4. Observations

For pertinent information, the researcher relied on firsthand (naturalistic) observation. The necessary firsthand observations were photographed and recorded in a field notebook. By using a triangulation of conflicting and/or divergent answers from questionnaire and interview data, the researcher can gain a deeper knowledge of genuine transactions and relationships.

3.7. Survey Design

The goal of this study was to evaluate the effectiveness of strategic planning and execution in Ethiopia's Minister Offices' public service organizations. According to Fowler (1993), survey research is a method of acquiring data, typically through self-report utilizing questionnaires or interviews. Its goal is to extrapolate results from a sample to the entire population so that conclusions may be drawn. It is also a cost-effective and quick method for gathering data (Creswell, 2003). All levels of employees and management, including top, middle, and lower-level managers of the public sectors under minister offices that have been in operation for more than five years, were given the self-administered questionnaire used for this study. Additionally, they are the informants that are most likely to be knowledgeable on the procedures and strategy. Key top and intermediate administrators from each ministerial office were questioned. The responses of informants for each service were combined to produce service level information appropriate for the analysis of the research.

A questionnaire survey was created to gather managers' opinions on strategic management inside their institutions in order to examine the success of strategy development and execution in the public sector. To pre-test the survey, a prototype version was given to managers. An updated and rewritten version of the survey was made in response to feedback from the pilot procedure. The questions were self-coded and transferred to SPSS for analysis because the survey was performed

in English. The researcher disseminated the survey to deputy general secretaries, department heads, and other unit heads to make sure the study was able to capture managers at all levels of the organization's impressions of the performance of strategy development and implementation. This avoids sampling bias issues brought on by interviewing informants at a single organizational level. Additionally, they are the informants who are most likely to be knowledgeable about organizational performance and strategy. In order to manage, provide, and enhance services on behalf of the municipal government offices and general secretary, deputy general secretaries may be assigned a variety of duties across all divisions. Senior managers who are in charge of managing and delivering main are known as department heads. Unit heads are front-line supervisory managers who are primarily concerned with management and the delivery process.

There were 405 possible informants in all, however only 373 (92%) provided all the information required for this study. Responses came from 17 minister offices, with deputy general directors, department heads, and other unit leaders serving as the real responders. Between April 17 and May 13, 2022, the research conducted interviews with 17 managers in a sample of minister offices in addition to conducting a survey.

3.8. Population of the Study

Employees of the chosen public service are included in the study's population, and management is also involved to guarantee that the findings reflect the many perspectives on the process of developing and implementing strategies in each department. In this study, respondents with sufficient understanding of the institutions' strategy formulation and execution process were selected. The aggregate data from these many respondents' aids in gathering pertinent data for data analysis and interpretation. The team members of the minister's office, including the head of department, senior general managers, senior managers, project leaders, and senior administrators, served as the study's target population. Higher ranking office personnel were the ones who were targeted for the interview. Moreover, the intended audience Employees with more than three years of office experience who are interested in filling out questionnaires and whose jobs include strategy planning and implementation were the questioners. This particular set of officials was chosen because they are currently essential to the minister's office's strategic management process and are in charge of reporting on the effectiveness of their individual units with regard to the strategic plan's execution. A person in charge of compiling the monthly performance reports from

all the strategic business units (SBUs) in the minister's office, ensuring that they are transmitted to the appropriate parties, and consolidating the strategic plan and yearly performance plan papers, who was questioned to learn more about the office's strategic management approach.

3.9. Sample Size and Technique

Probability sampling and non-probability sampling techniques are the two categories of research sampling techniques. While non-probability approaches focus on particular people, probability sampling methods guarantee that every member of the sample population has a chance of being picked. Simple random sampling was used for this population. Random sampling ensures that every member of the population has an equal chance of being chosen, which is crucial for the study's external validity (Creswell, 2009). This random sample is the most acceptable strategy since the goal of the study is to draw theoretical conclusions from the study's findings that are suitable for additional empirical examination in any other environment.

From the human resources of each institution, the number of project leaders and other workers whose jobs are connected to the strategic planning and implementation of the relevant public sectors were gathered, and each of them was included in the sample. Random sampling ensures that every member of the population has an equal chance of being chosen, which is crucial for the study's external validity (Creswell, 2009). Because the study's primary focus is on these institutions of the public sectors that fall under minister offices, the researcher in this specific study employed straightforward random sample techniques.

The following selection criteria were used to specifically identify the personnel of the ministry offices sampled. It had been working in the industry for at least three years, and it has expertise developing and implementing strategic plans for at least five years, or at least one cycle with or without modification. 405 personnel from the sample minister offices were chosen for the research. According to Cohen et al. (2005), the study is challenging because it includes all of the inistitutions. As a result, the researcher chose to select 20% of the entire population for the study. This large of a sample size is considered to be indicative of a homogeneous population (See for example Cohen et al., 2005). Therefore, the study's sample size was drawn from the ministry offices' 405 employees, or 2027, 20%. From the total of 2027 chosen employees, the researcher delivered 405 questionnaires and gathered 373 responses.

3.10. Theoretical Framework

Theoretical framework explores, describes, explains, analyzes and presents fact, principle and provisions of phenomena for better and background understanding of such phenomena (Frank, 1979). To achieve part of the research objective and to test the research hypotheses, this study used the theoretical framework developed by Sharif, (2010) with some minor modifications.

Measuring the public sector performance in the conception of the authors, implies taking into consideration the distinction between: the means used (inputs), the process (throughput), the product (output) and the effect achieved (outcome). Performance assessment can be achieved through some measurement categories. The independent variable is the performance of public sectors, while the independent variables are strategic planning and implementation.

Independent variable   **Dependent variable**
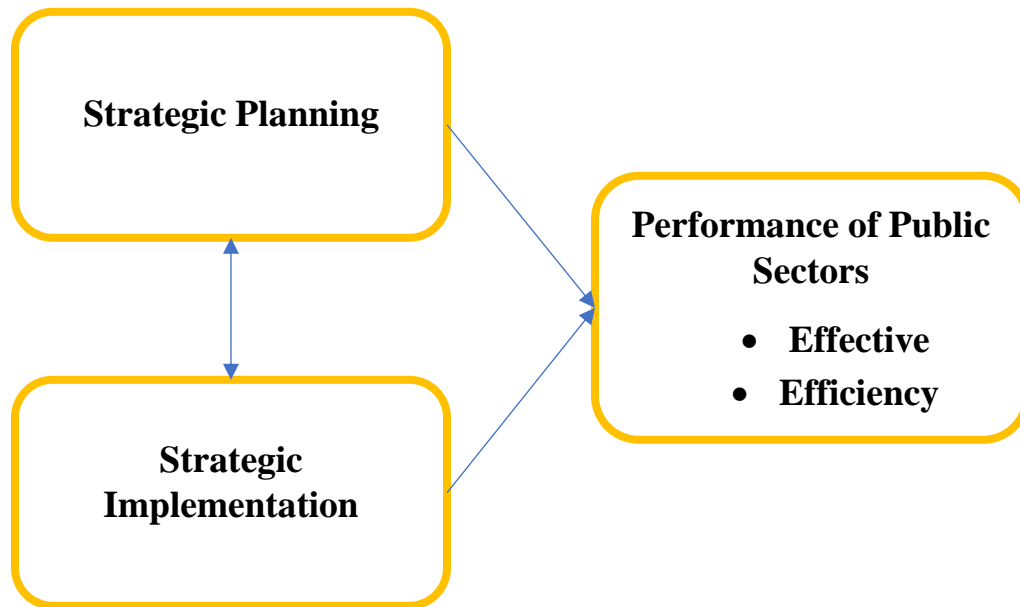
Source: The Public Sector Institutions' Performance (Thompson, 2008)

3.11. Hypotheses Development

A hypothesis, according to Frank (1979), is a provisional assertion of fact that has not yet been independently validated by the researcher. In this study, one dependent variable was compared to

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two independent variables in order to answer the research questions and objectives regarding the performance of the public sectors. Performance in the public sector is the dependent variable, whereas environmental scanning, strategy planning, implementation, and assessment are the independent factors. Following is a discussion of both dependent and independent variables and associated hypotheses.

3.11.1. Dependent Variable

The variable that is the result, outcome, or influence of other (independent) variables is known as the dependent variable. According to Kaplan and Norton (1992), the various viewpoints on performance are determined by strategic performance. Effectiveness and efficiency are the primary factors that drive performance assessment, although there are numerous opinions on how strategic performance is assessed and determined. The performance of the public sectors is the dependent variable in this study, as will be detailed below.

3.11.1.1. Effectiveness

The outputs, results, and environmental factors all have an impact on effectiveness. The latter, environmental elements, which include lifestyle choices and different socioeconomic circumstances, have a significant impact on efficacy. evaluating the efficacy, which is expressed as the difference between the actual outcome and the level predicted. The evaluation and quantification of results, which frequently take the shape of non-physical phenomena and are not immediately observable, provide challenges to the effectiveness measurement process. The outcomes of public initiatives may be both socially and economically beneficial.

3.11.1.2. Efficiency

Efficiency may be assessed by contrasting the results attained via their efforts. It can be done by optimizing the outcomes of an activity in relation to the resources employed. According to Peter Drucker, there cannot be efficiency without effectiveness since it is more necessary to carry out what you have suggested (the effectiveness) successfully than to carry out successfully anything else that is not necessarily related (Drucker, 2001, p.147). When efficiency is measured, which considers the acquired result in proportion to the resources utilized, a project is considered efficient if the greatest results are obtained with a specific level of resources, or if the least amount of resources are used for a specific level of result.

3.11.2. Independent Variables

The cause variables or those that identify the factors or circumstances that have an impact on another object are the independent variables (Neumann, 2007). Strategic planning and implementation are the two independent variables in this study, as described below.

3.11.2.1. Strategic Planning

The rise of strategic planning has been attributed in large part to factors such as increasing attention to the environment and human resources, more corporate diversification, and increased competitiveness on a global scale (Rothaermel, 2017). In the cutthroat, ever-changing business world, planning as the first stage in the management process is crucial to the survival and expansion of any project. An analytical process, strategic planning includes analysis, conceptualization, execution, and assessment (Nzewi & Ojiagu,2015).

Environmental scanning, strategy creation, strategy execution, and strategy assessment comprise strategic planning for this study. Different writers have utilized the same variables (Otieno et al., 2018). The three phases of the strategic plan are vision, mission, and objectives. The definition of vision is "the future course of the organization that dictates what the organization wishes to accomplish and its central purpose" (Rothaermel, 2017). The organization's mission identifies the goods and services it plans to offer, as well as the markets it wants to tap into (Rothaermel, 2017). The outcomes that the organization produces in the form of goods or services with predetermined attributes that contribute to these outcomes or aims are known as the objectives. Considering the After doing an environmental analysis, the organization will be able to create a plan of action to guarantee that the goals are met and are consistent with its vision and purpose.

3.11.2.2. Strategy Implementation

It refers to putting the strategy into action and helping sub-organizational entities start carrying out their responsibilities under the strategic plan successfully by developing an organizational structure capable of carrying out the plan, allocating funding for related projects and programs, developing an information system and follow-up reports to track the development of the implementation process, as well as developing an internal regulatory environment that will allow the strategy to be successfully implemented (Babafemi, 2015).

3.12. Data Analysis

The research was planned to use a mixed technique, as was mentioned in the section above. Both qualitative and quantitative assessments were employed to achieve this goal. Data was gathered using a questionnaire, edited, categorised, coded, and encoded, and then analyzed using the Statistical Package for the Social Scientists' descriptive statistics and frequency distribution tools (SPSS). It is helpful to characterize the data's appearance, their location (mean), and how widely they are scattered from one aspect to another of the same data (Leedy, 1989). To determine percentages, mean values, frequencies, regression coefficients, etc., SPSS was utilized. The information gathered from the interview and examinations of the documents was qualitatively evaluated as the primary method for summarizing the data. Descriptive methodologies, including quotes from respondents, were employed to analyze the interview data.

These were utilized to confirm the relationship between the research variables and test the proposed hypotheses. Preliminary relationships between the research variables were evaluated using correlations, which were examined at 95% and 99 percent confidence levels (levels of significance, 0.05 and 0, respectively).

3.12.1. Quantitative Analysis

By first calculating the response rate and descriptive statistics like the mean, standard deviation, and frequency distributions, which according to Kothari (2012) these measures informed the point about which items had a tendency to cluster, as well as by describing the characteristics of the collected data, the data obtained through questionnaires was analyzed. When the standard deviation was low, most observations tended to fall close to the mean, and when it was large, there were usually wide variances in the answers. Second, inferential statistics were used to assess the data gathered on each of the independent variables under investigation and the performance of Ethiopia's governmental institutions. To ascertain the kind of link that existed between the dependent and independent variables, multiple regressions were performed. This was accomplished by getting an based on multiple regression models, an equation that characterized the dependent variable in terms of the independent variables. The performance of public institutions was used as the dependent variable in a regression analysis to evaluate the study's hypothesis.

According to a research by Kraus et al. (2006) that connected strategic management practices with performance, the model specification employed in this study was based on their findings. Falshaw and Glaister (2006), who contend that if the goal of a strategy is to aid a parastatal in accurately anticipating and forecasting the likely environmental changes, also support the model, claim that it is a well-known fact that parastatals that engage in a form of strategic management practice tend to perform better than public institutions. Regression analysis was employed in this study to evaluate if independent factors had a significant impact on indicators of public institutions' overall performance. Based on the correlation matrix and Variance Inflation Factor, the multicollinearity of the regression model's assumptions was examined (VIF) values that ranged from 1 to 10. Tolerance values between each pair of independent variables, according to Bryman and Cramer (2005), should be between 0 and 0.80; otherwise, independent variables with a coefficient greater than 0.80 were deemed to have multicollinearity. The model of multiple linear regression was used (Gravetter & Forzano, 2009).

Multiple regression analysis was utilized for the study because the regression model below shows a link between one dependent variable (Performance of public sectors) and two independent variables (Strategic planning, and execution).

The empirical performance of the public sector is investigated using a regression model that may help to explain how public institutions run their strategic planning and execution processes. In this investigation, the logistic regression model has the following structure:

$Y = \beta_0 + \beta_1 SP_i + \beta_2 SI_i + + \varepsilon$

Where: Y= Performance of public sectors

SP_i = Strategic Planning

SI_i = Strategic Implementation

ε= Stochastic or disturbance term or error term.

3.12.2. Hypothesis Testing

The study's underlying assumption was that the performance of the public sector was influenced by procedures used in strategic planning and implementation. In the conceptual framework, two pertinent hypothese were then established to direct the investigation. At a threshold of significance of 0.05, all hypotheses were tested with a 95 percent degree of confidence. The P-value was

utilized to determine the importance of each independent variable to the dependent variable in order to test the hypotheses that had been put forth. We adopted the null hypothesis that the variable was significant if the p-value was less than 0.05. Accepting this would mean that the independent factors (such as strategic planning and implementation) had a substantial impact on the dependent variable, which is the stated hypothesis (Public sector performance).

3.13. Pilot Study

Instrument design and development was place prior to the fieldwork process. Pre-contact with the respondents was made as part of the questionnaire administration. The preliminary questionnaire was pre-tested on a pilot group of respondent managers for understanding, logic, and relevance in order to verify content validity. According to recommendations made by Mugenda and Mugenda (2003), who note that a successful pilot study used 1% to 10% of the actual sample size and that this was similar to respondents in the actual survey in terms of background characteristics, respondents in the pretest were drawn from seven parastatals, or 10% of the sample size. In accordance with Mugenda and Mugenda's (2003) instructions, the researcher created seven pilot surveys, which made up 8% of the total sample size and fell between 1% and 10%. As a result, one responder from each of the ministry offices took part in the study's pilot test. Since included the pre-tested respondents would have resulted in evaluation biases and respondent contamination, they were not included in the research population (Mugenda & Mugenda, 2003).

According to Malhotra (2007), the purpose of the questionnaire pre-tests was to gauge respondents' attitudes and reactions as well as identify any confusing questions. Pre-testing was done on every component of the questionnaire, including the substance, language, order, and difficulty of the questions as well as the structure, form, and instructions. Before distributing the questionnaire to the research participants, it was revised in light of the comments received.

3.13.1 Reliability of the Instrument

According to Sekaran (2009), the internal consistency of the research instrument items may be utilized to compute Cronbach's alpha coefficients to determine the reliability of the study measures. According to Sekaran (2003), a measure's dependability is a sign of the stability and consistency with which the instrument assesses the idea and aids in judging the measure's usefulness. Internal consistency was assessed using Cronbach's alpha. The dependability coefficient known as Cronbach's alpha measures how strongly variables in a set are positively

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associated with one another. The range for the Cronbach's alpha coefficient should be 0 to 1. (De vaus, 2002). Scales were considered more dependable when their alpha coefficient values were higher. Masilamani and Aris (2009) advise that an appropriate alpha 0.70 or higher or at least. The dependability coefficient of internal consistency was calculated using the equations below, which are extensions of the Kuder-Richardson formula 20 (KR-20) and Cronbach's alpha basic equation measures.

KR-20= (K) (S2-∑S2)

(S2) (K-1)

Where:

KR-20 =Reliability coefficient of internal consistency

K= Number of questions used to measure the reliability

∑S2 = Total variance of overall scores on the entire test

S2 =Variance of scores on each question

3.13.2 Reliability Results

It was required to evaluate the psychometric qualities of the constructs even though several of the measures in this study were adapted from well-known scales in the body of existing research. In order to ensure internal consistency, this study examined the dependability of the dependent variable (Performance indicators effective and efficient), as well as the independent variables (environmental scanning, strategy planning, implementation, and assessment).

Cronbach's alpha coefficients were used to determine the internal consistency of the measures, and after all the items were run through SPSS, the results of the reliability test showed that each variable's cronbach's alpha coefficient ranged from 0.974 (SCP) to 0.987 (PERFCSR), indicating a high level of reliability. The 46 elements were combined to get the cronbach's alpha coefficient, which is a general indicator of independent and dependent factors. even if t 0.981 numerous. The internal consistency reliability of the used measures was deemed to be sufficiently great and to have appropriately assessed the variables for the study since all reliability findings above the 0.70 lower level of acceptance criteria (Sekaran, 2003).

The outcomes were in line with DeVellis' (2012) recommendations, which highlight the generally recognized rule of thumb for describing internal consistency as follows: 0.9 as exceptional, 0.9 as good, 0.8 as acceptable, 0.8 as acceptable but debatable, 0.6 as bad, and 0.5 as unsatisfactory.

3.13.3 Validity of the Instrument

Although m Validity, according to Beaglehole et al. (2006), guaranteed that both the random error and systematic error were as reduced as feasible. The degree to which an instrument measures what it claims to measure is known as its validity. The degree to which an observation's findings accurately mirrored reality was referred to as its validity. The questionnaire was made simple and, in a language, that all participants could understand in order to achieve internal validity. Through the use of a set of standardized questions, the researcher evaluated validity.

The findings of the pilot test showed that the questionnaire was simple to complete and that the respondents had no trouble understanding the questions.

3.13.4 Data management

In this investigation, a number of presumptions were satisfied before further examination. For the purpose of screening the data, the researcher created a checklist. It was necessary to determine the correctness of the data, missing data, outliers, normalcy, and multicollinearity in order to handle data properly. Data entry was double-checked to make sure it was accurate, and the lowest and maximum values for each variable were examined to make sure they were all legitimate on a scale from 1 to 5. To check the raw data with the inputted data and make any necessary modifications, the researcher engaged a research assistant.

The research also noted the values for the missing data. Only a small number of cases had missing values that were randomly removed since there didn't appear to be any pattern or rhyme or reason as to why they were missing. The respondents were compelled to reply to every question on a survey in order to prevent missing data. The study's data set included all relevant details for each case. The key to dealing with missing data, according to Hair, Black, Babin, Anderson, and Tatham (2006b), is to determine if the data are missing totally at Random-MCAR or Random-MAR, or whether there is any pattern aAccording to Babin and Anderson (2009), practically any analysis will get the same findings if just 5 percent or fewer of the data in a big data set are MCAR or MAR. In this study, just 3.5 percent of the data were missing.

The reason as to why the data points are missing (missing not at Random-MNAR). according to Black Hair, Sekaran and Bougie (2011) explain how outliers occur in multiple regressions as

outliers on the independent variables or on the dependent variable. Therefore, the researcher checked for the outliers, that is, the extreme values on the variables. Histograms were used to indicate whether the distribution contained outliers. The outliers were avoided by minimizing the mistakes in the data entry. If there was any, it was detected through frequencies and was fixed through deletion of the variable.

To make it easier to do the ensuing analyses, it was necessary to ascertain if the data had a normal distribution. The assumption of normality is crucial for fitting a linear regression model, claim Sekaran and Bougie (2011). The skewness, kurtosis, and kolmogrov-Smirno v tests were used to determine the normality of a distribution in three different ways. The data was skewly distributed, with the majority of scores piling up on one side and a small number trailing off the sides of the distribution.

The distribution's peak or flatness was defined using kurtosis. The distribution was excessively peaked and consequently not normal if too many or all of the scores accumulated on or around the mean, but normal when the distribution was too flat. According to Hair et al. (2009), skewness and kurtosis Z- scores should be manually calculated by dividing the relevant values of skewness and kurtosis by the standard errors. There was a difficulty whenever the Z-score was higher than 3.3. Data are considered multicollinear if there is a correlation of 0.90 or higher between any two variables, which is what multicollinearity is all about. In order to evaluate whether multicollinearity existed in this study, a bivariate correlation between each study variable was conducted to make sure that none of the correlations exceeded 0.90. Tolerance and the variance inflation factor were used to analyze multicollinearity (VIF).

3.14. Ethical Consideration

A deliberate effort will be made to ensure that the fundamental components of a good ethical job were pursued in this study, including the aspects of demonstrating the truth in the presentation of genuine data, honesty in guaranteeing a detailed work, and investigation into other fields of study. It is crucial to follow morally sound guidelines when doing liability research in order to further assure the accuracy of the material used.

According to Cohen et al, (2007) there are about ten ethical questions about the ethical dilemma which the researcher must address coercing them to participate.

1. Withholding information about the true nature of the research

2. Deceiving participants in other ways to falsely gain information.

3. Inducing them to commit acts diminishing their self-esteem

4. Violating rights of self-determination

5. Exposing participants to physical or mental stress

6. Invading their privacy in any way

The research is carried out in conformity with the general ethical guidelines and the Selinus University Code of Research Ethics. The university adviser, who also examined and endorsed the ethical clearance form, together with the participant information sheet and permission form, were all in agreement. In the instance of the Ethiopian Minster Offices, it should be noted that there were no formal ethical approval processes to be satisfied as they don't last more than five years. Oral negotiations and agreements on ethical matters were made with Ethiopian government authorities. As a result of the researcher's employment standing inside the Ministry and the Ministry of Ethiopia's sponsorship of the PhD program, institutional access was quite simple to gain. Individual access was largely obtained during fieldwork by utilizing the snowballing approach, while some access came via familiarity (Seidman, 2006; Silverman, 2010). Prior to conducting interviews, participants' informed consent was obtained, which is extremely important (Lewis, 2008; Mason, 2002; Ryen, 2011; Seidman, 2006).

Before the interview(s), the participants had the chance to read the permission form and ask questions about it or other facets of the research, to put it briefly. The permission papers were reviewed, filled out, and signed by each participant. Anonymity and confidentiality were rigorously guaranteed. The participants' real names have been covered up, and the portions included in this thesis are meant to be untraceable. Extra care is taken to guarantee that "off-the-record" interview information is kept a secret (Goldstein, 2002, p. 671). The strategy plan, performance program, and yearly reports one of the two groups of primary data sources, together with interviews were in the public domain and accessible through the internet. Following ministerial procedures for on-site inspection allowed access to the minutes of the Strategy Development Board's seven strategic plan development sessions.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter explains and discusses the results of findings and presents, analyzes and interprets the data collected during the field survey. The results of the study are presented in the form of data collected from different sources that are results of questioners, interviews, document reviews and relevant literature. This presentation was based on the responses from the completed questionnaires which were distributed to the respondents and from management interview. The result of this data was summarized in tabular form for easy reference and analysis. The discussion attempts to accomplish the objectives of the study and answer the research questions. The researcher employed simple percentage and SPSS software for the analysis.

For the data analysis purpose of this study, the values of the responses below (5+4+3+2+1=15/5=3). 3 were considered as disagreements, the values of 3 were considered as neutral (indicating neither agreement nor disagreement) and values above 3 were considered as agreements. If we compute the average value by summing up all the assigned values for the response alternatives under each of the items within the 5-point Likert scale questionnaires and divide the result to the total of 5 alternatives provided the study, we can get an average value of 3 (5+4+3+2+1=15/5=3).

Based on this assumption, for this study, a mean value greater than 3 indicates agreement while a mean value less than 3 indicates disagreement. For quantitative data, the mean response of respondents was compared and judged against these values. Here, the analysis of quantitative data was done first and followed by qualitative data analysis in the form of texts and quotes to triangulate and/or corroborate the results of quantitative data and to finally draw an overall converged finding.

A total of 405 questionnaires were distributed to a sample of respondents which are related to strategic planning and implementation. 373 questionnaires (92%) had usable responses. Compared

to other studies and considering the difficulty of collecting data in a developing country such as Ethiopia and in a pandemic (Covid 19) like the current one, it's safe to say that the response rate was reasonably good. This response rate compares well with other social science research studies where a response rate of above 50% is acceptable (Saunders et al., 2007; Rileys, 2000). To this end the results obtained from the survey are analyzed through descriptive method.

Table 4.1 Questionnaire Collection

Item	No	Percentage%
Returned questionnaires	373	92 %
Used questionnaires	32	8 %
Total	**405**	**100%**

Source: Survey 2022

4.2. General Information of the Respondents

In this section, the researcher tried to analyze the respondents demographic information.

Table 4.2 Respondents Demographic data

Description	Range	Number of Respondent	Percent (%)
Age	18-30	59	15.82
	31-40	244	65.42
	41-50	43	11.53
	51-60	27	7.24
	Total	**373**	**100**
Sex	Male	282	75.60
	Female	91	24.40
	Total	**373**	**100**
Academic level	Diploma	41	10.99
	BA	297	79.62
	MA	33	8.85

	Other	2	0.54
	Total	**373**	**100**

 The above table shows that, the respondents in the age category between 18-30 years are 59 or 15.82%. 244 of them or 65.42% of them are between 31-40 years, 43 of them or 11.53% of them are between the year 41-50 years, and the remaining 27 of them or 7.24 % of the respondents are found between 51-60 years of age. This shows that most of the respondents are young. Coming to the gender composition of the respondents 282 or 75.60% of them are male and the remaining 91 or 24.40% of them are female.

The last factor of the respondents' information depicted on the above table shows the respondents' level of education. Accordingly, 41 or 10.99% of them have a diploma. 297 or 79.62 % have a BA degree. 33 or 8.85 % of them have MA degree and 2 or 0.54 % of the respondents have other educational levels. Most of the employees of the sample public organizations are degree holders. This shows that most of the public service employees are male, young and have a degree. Thus, the employees that actively participate on the strategy planning and implementation are qualified and energetic.

Table 4.3. Respondents Work Experience

Work Experience	Number	Percent (%)
3-5 years	103	28 %
6-10 years	219	59 %
Above 10 years	51	14 %
Total	**373**	**100** %

Regarding the employees work experiences in the institution, 103 or 28% respondents have work experiences of between 3-5 years. 219 or 59 % of them have work experiences of between 6-10 years and the remaining 51 or 14% of the workers have above 10 years of work experience. From

this, the researcher infers that most of the respondents work experiences are between 6-10 years in the institution under consideration. These shows that the respondents have adequate knowledge about the topic and their experiences are enough to answer the questions.

Table 4.4 Respondents Job Position

Work Position	No of respondents	Percentage (%)
High level Management	27	7.24 %
Middle level Management	57	15.28 %
Lower-level management	163	43.70 %
Officer Level	65	17.43 %
Any other	61	16.35 %
Total	**373**	**100 %**

Source: Survey 2022

Regarding their positions in the institution, 27 (7.24%) of the work position in the organization is occupied by people working at the highest management level. 57 (15.28%) of the work position in the organization is occupied by people working in the middle management level. 163 (43.7%) of the respondents work in lower-level management or are experts. The other work positions in the organization where 65 (17.43%) of the respondents are found in is the officer level, and the remaining 61 employees or 16.35% of the respondents are employees who work in other positions which are not listed on the question.

From this, the researcher deduced that the respondents work in different management level in the organization. Which means that the information collected from lower level employees and management would be different. Additionally, the information would consist of the views of different level employees making the information good for analysis and a reliable source of real information.

4.3. The Strategic Planning and Implementation Success in Public Service Organization: Evidence from Ethiopian Public Service

4.3.1. Internal Environmental Scanning

According to Dr. Rajan, Dr. Naresh and Dr. Dhaneswar strategic management (2014), internal environmental factors are things that are dominant within the organization premises and are easily adjustable and controllable. A company might take all the necessary support from these internal variables as needed or required so that activities can run safely & smoothly. Therefore, it is a widely acknowledged fact that the extent to which the value system is shared by all those within the organization is an important factor for success. Every organization has its strengths and weaknesses in the functional areas of business. No enterprise is equally strong or weak in all areas. Objectives and strategies are established with the intention of capitalizing upon internal strengths and overcoming weaknesses. It is not possible in a strategic-management text to find an in-depth review of all the materials found in teaching courses such as marketing, finance, accounting, management, management information system, and production/operation. Nor can one find the many subareas within these functions, such as customer service, warranties, advertising, packaging, and pricing under marketing.

Table 4.5. Internal Environmental Scanning

Internal Environmental Scanning	N	Mean	St.Dev
The institution had bench mark scanning	373	4.87	0.89
The institution used formal internal environmental scanning mechanisms of analysis	373	4.15	0.58
The institution had conducted strength and weakness and had made a well identified analysis	373	4.32	0.59
There is a wide management participation and communication because they expect it to be a job for lower department/section heads	373	2.24	1.51
The institution expectation values, chain, culture, asset, competency and mechanisms were scanned	373	2.13	1.23

Source: Survey 2022

Five questions were distributed to assess the internal environment scanning. The mean responses of the three questions under the internal environment scanning were more than 3.00 and the standard deviations were also less than 1.00. On the other hand, the two questions which are related to management and different stakeholders' participation in the internal environment scanning were less than 3.00 and the standard deviation were also more than 1.00.

The first sub section of the internal environment scanning was incorporated by the questions related to the institutional bench mark scanning. The respondents agreed with the fact that the institutions do have a bench mark for internal environmental scanning. Which means that the institutions use something that serves as a standard by which other factors may be measured or judged. This shows that, the institution has decided on what the institution wants to become in the future. The second question is concerned with formal mechanisms of analysis. The respondents agreed with the fact that the institution uses formal internal environmental scanning mechanisms of analysis. Which means that the institution is determined and uses standard internal environmental scanning elements.

The third one is concerned with strength and weaknesses. The respondents assured that the institutions had conducted a strength and weakness scanning and had forwarded a well-defined analysis. The institutions conducted a SWOT analysis that would give the opportunity to identify their distinctive competencies. This shows that the institutions had made a well-defined analysis of the strength and weakness of the institution within; its internal environment.

The fourth sub section is concerned with whether or not there is a wide management participation. The responses show that the respondents argued that the internal environmental scanning process of the institution doesn't have a wide management participation and communication because they expect it to be a job for lower department heads. In addition to this the respondents didn't agree with the question that raises if the issues of institutional expectation values, chain, culture, asset, competency, had been scanned. This can be interpreted as the institution's internal environmental scanning practice doesn't assign value to mechanisms helpful for integrating diverse functions and operations.

The overall results show that the sectors might have had some other organizations to learn from prior to the design and implementation of the strategic planning in their respective organization. This may infer that the selected sectors have internal and operational mechanisms including rules and guidelines to examine their internal environment. Hence, it can be argued that despite the fact that the plan is instructed from the top, the organizations have made an attempt to examine their internal environment which might have helped them to internalize the process of designing and implementing the strategic plan. The above indicates that the respondents' overall position is a moderate one with regard to stakeholders' participation in the process of designing strategic planning. Meaning, only the economic and efficiency aspects of the strategic planning have been considered.

According to Neil Ritson (2013), expression and wide management participation is important for internal environment analysis. In which managers are likely to have a particular interest, and concern for, the size and growth of the organization and its profitability, job security, status, power and prestige (office size, type of company resource, number of staff working for them). A wide management participation in the internal environment analysis helps us to know what it is that the employees need concerning improving payment, benefits other conditions. Especially, in the existing economic condition, job security, safety, freedom from discrimination, and industrial democracy are also of concern. Therefore, the participation of stakeholders in preparation and planning for strategic plan in the institutions was inadequate. Thus, the present status of the participation of management in preparing strategic plan is unsatisfactory in the institutions. For that, the strategic plan is essentially a collaborative process that draws the whole stakeholders together in shaping the organization feature.

4.3.2. External Environment Analysis

External environment analysis refers to those factors or forces which reside outside the business, but have influence on the normal functions of the business. As these forces reside outside of the organization, it does not have control over them. External environment is also important for the survival and success of the business unit. External environment analysis focuses on identifying and evaluating trends and events beyond the control of a single institution such as increased foreign competition, population shift to the Sunbelt, an aging society, consumer fear of traveling, and stock market volatility. An external audit reveals key opportunities and threats confronting an

organization so that managers can formulate strategies to take advantage of the opportunities and avoid or reduce the impact of threats (Fred R David ,2011).

Table 4.6. External Environment Analysis

External Environment Analysis	N	Mean	St.Dev
The institution clearly conducted and identified opportunity of the institution from its external environment	373	4.21	0.74
The institution clearly conducted and identified the threats of the institutions from its external environment	373	3.65	0.68
The institution used professional to study external analysis	373	2.59	1.59
The institution external analysis scanned to determine development and forecasts of factors that will influence organizational success	373	3.45	0.59
The institution carries out an environmental, political and resource analysis to ensure it remains relevant and it adopts to change continuously carries out an environmental analysis.	373	3.21	0.19

Source: Survey 2022

Five questions were distributed to assess the external environment scanning. The mean response of the four questions under the external environment scanning were more than 3.00 and the standard deviation were also less than 1.00, which indicates that the respondent's perception was close to one another. On the other hand, the questions which are related to the institution used professional to study external analysis, were less than 3.00 and the standard deviation were also more than 1.00.

The first sub section of external environment scanning were questions related to whether the institution clearly identified opportunity and threat. The respondents agreed with the fact that the institution clearly conducted and identified opportunity of the institution from its external environment. In addition to this, the respondents also agreed with the institution clearly conducted and identified the threats of the institutions from its external environment. Which means the institution external environment scanning and which had properly analyzed the external analysis;

scanned both threats and opportunities; and it has conducted formal mechanisms to scan the environment from its external environment.

The other question which are related with the institution external analysis determinants. In which, most of the respondents agree with the institution external analysis scanned to determine development and forecasts of factors that will influence organizational success. And also, the respondents assure that, the institution carries out an environmental, political and resource analysis to ensure it remains relevant and it adopts to change continuously carries out an environmental analysis. This show that, the institutions external analysis processes consider the factor that could be affect the organizational success by identify and examining the environmental, political and resource which could be vary and relate to the change.

On the opposite, the respondents don t agrees with the participation of professional. In which the strategic planning of the institution doesn't used wide participation and uses professional to study external analysis. According to 2013 Neil Ritson, the external analysis includes increasing managerial awareness of environmental changes, increasing understanding of the context in which industries and markets function, increasing understanding of multinational settings, improving resource allocation decisions, facilitating risk management, focusing attention on the primary influences on strategic change and acting as an early warning system

The overall result show that, although environment analysis of the public sector doesn't use professional for the external environmental analysis, the institutions follow the main points of external environmental analysis. In which, identify the opportunity and threat by analyses the environmental, political and resource factors that could have high effect on the success of the organization and achieve the target objective.

According to Fered R David, 2011, External environment analysis can be divided into five broad categories which are economic forces, social, cultural, demographic, and natural environment forces, political, governmental, and legal forces, technological forces and competitive forces. global economic recession, significantly affect products, services, markets, and organizations worldwide. To perform an external environment analysis, a company first must gather competitive intelligence and information about economic, social, cultural, demographic, environmental, political, governmental, legal, and technological trends. Individuals can be asked to monitor

various sources of information, such as key magazines, trade journals, and newspapers. These persons can submit periodic scanning reports to a committee of managers charged with performing the external environment analysis. This approach provides a continuous stream of timely strategic information and involves many individuals in the external environment analysis process.

4.3.3. Designing Strategic Planning

The designing or formulation of strategies at the business level instead, broadly focuses on competition. At this level, the main objective is to develop and sustain competitiveness in all the lines of business the organization has decided to participate. A popular theoretical and conceptual framework in businesses that regards this strategic level is competitive advantage. One can say that institution that generates profit over the average of its industry has a competitive advantage over rival institutions. From a strategic point of view, the objective is to sustain such an advantage over time as long as possible. The formulation of strategies should be clear vision and mission statements are needed before alternative strategies can be formulated and implemented. As many managers as possible should be involved in the process of developing these statements because through involvement, people become committed to an organization (Neil Ritson, 2013).

Table 4.7. Designing Strategic Planning

Designing Strategic Planning	N	Mean	St.Dev
The results of strategic planning process were clearly spell out- what will be done, when and by whom	373	3.19	0.98
Activities and programs are consistent with the vision, mission, goals and objectives of the institution	373	3.51	0.85
Long-term implications were scanned	373	3.69	0.87
Alternatives are developed before a strategic plan is adopted and alternatives were evaluated and the best ones were selected	373	4.89	0.71
The required budgets and resource were put on spot	373	3.89	0.49
Possible risks were forecasted in the formulation	373	3.27	0.15

Source: Survey 2022

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Six questions were distributed to assess the strategic planning design. The mean response of the five questions under the strategic planning design were more than 3.00 and the standard deviation were also less than 1.00, which indicates that the respondent's perception were close to one another.

The survey respondents agreed with the strategic planning process were the activities and programs are consistent with the vision, mission, goals and objectives of the institution basement. Similarly, the respondents assure that, this strategic planning process clearly spell out- what will be done, when and by whom. Which means, in this designing strategic planning phase the design should put precisely describe the future operation activates indeed and which are be related with the main institutional target which are vision, mission, goals and objectives of the institution.

The other part of the designing strategy planning survey result show that, the institution long-term implications were scanned. And also, majority of the respondents believe that, alternatives are developed before a strategic plan is adopted and alternatives were evaluated and the best ones were selected. Which show that, the designing strategy planning considered the long effect and consequence and identified various alternatives to select the comfortable to the institution activates.

In addition to this, the survey result show that, the institution spots the required budgets and resource in the strategic planning design. The last question of the strategic planning design related with the possible risk, in which the respondents assure that, the possible risks were forecasted before implementation. Which show that, the institutions clearly identified and considered the possible risk which could happened in the implementation phase and also plug the financial and resource which are necessary to implementation.

The responses of the minister office mangers to the interviews, the strategies contained in the plan address all the functions for strategies, to meet the different aims for institution: focus of staff effort, consistency of direction and commitment, to give meaning to the institution and to differentiate it from other entities. According to the interview responses, 100% of those interviewed feel their planning system allows them to address real, important issues, meeting another criterion proposed by public institution under public sectors as a measure of plan success. Also, since the minister offices sees itself as responsible for strategic planning, another element is

met which public institutions under minister offices as important for the success of strategic planning - involvement of the top three levels of managers in an organization.

The overall result show that, the strategic planning design of the institutions are held on the vision, mission, goals and objectives of the institution and describe the operational activity function, time and responsibility. In addition to this, the institution design considered the long-standing allegation of the institution by identified the future risk and selected the better alternative by calculate the needed budgets and resource.

According to Chandler (1962) show that, strategic planning involves gathering data and deciding on a path that the business or project will take to achieve its goals. Strategic thinking involves everyone at all levels of the organization/design team consistently finding and contributing to activities that add to the organization's success. And also "the determination of the basic-long term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals". And also, A strategy must provide for the creation and/or maintenance of a competitive advantage in a selected area of activity.

4.3.4. Implementation of Strategic Plan

The strategic-management process does not end when the institution decides what strategy or strategies to pursue. There must be a translation of strategic thought into strategic action. This translation is much easier if managers and employees of the institution understand the business, feel a part of the company, and through involvement in strategy-formulation activities have become committed to helping the organization succeed. Without understanding and commitment, strategy-implementation efforts face major problems. Implementing strategy affects an organization from top to bottom; it affects all the functional and divisional areas of a business. It is beyond the purpose and scope of this text to examine all of the business administration concepts and tools important in strategy implementation (Johnson and Scholes ,2002).

Table 4.8. Implementation of Strategic Plan

Implementation of Strategic Plan	N	Mean	St.Dev
Responsibility for the implementation of strategic plan is communicated to the staff	373	4.85	0.74

Major decisions and activities are carried out as per the strategic plan	373	3.98	0.27
Resources allocated are adequate to implement the strategic plan	373	2.36	1.79
The activates were aligned with the strategy planning	373	2.79	1.61
The employees of the institutions are motivated and willing to implement the strategic plan	373	2.41	1.39
The right person and unit have been created for implementation	373	2.69	1.26
During the implementation process, we amend our strategies if necessary	373	2.52	1.65
Our strategy develops through a process of ongoing adjustment while implementing	373	2.61	1.26

Source: Survey 2022

Eight questions were distributed to assess the implementation of strategic plan. The mean response of the six questions under the implementation of strategic plan were less than 3.00 and the standard deviation were also more than 1.00. On the other hand, the two questions which are related to the responsibility and decision for the implementation of strategic plan is communicated to the staff are in place were more than 3.00 and the standard deviation were also less than 1.00. which indicates that the respondents perception were close to one another.

The survey respondents agreed with the implementation of strategic plan were clearly spell out-the responsibility for the implementation of strategic plan is communicated to respondents' the staff. Similarly, the major decisions and activities are carried out as per the strategic plan. Which show that, the communication of the staff which are describe each employee's responsibility and also this the basic pronouncements and operational activity of implementation following the strategic plan are the up-front parts implementation which enhance the successful level of the implementation.

On the opposite, adequacy of resource allocation of the implementation, majority of the respondents don't agree with the adequacy of resource allocation of the implementation. In addition to inadequacy of resource allocation of the implementation, the respondents don't agree

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with the activates alignment with the strategy. Which show that, the assigned resources for the implementation is not enough and also the operation also couldn't progress with similar to the strategy planning.

In addition to this, most of the respondents assure that, the employees of the institutions are not motivated and willing to implement the strategic plan. In addition to this, the respondent's response show that, the institution doesn't put the right person and unit have been created for implementation. Which show that, the assigned leaders and employees for this implementation are not qualified and inspired to implement the strategy of the institutions.

The general result show that, the institutions announced to their employees their responsibility about the implementation of strategic plan and operate and decide on the implementation according to the strategic plan. Although the institutions declare the responsibility of employees and decide on the operation, the scarcity of the resource given to the implementation could make factor and also the activities of the implementation don't follow the strategy. The other implementation problem is related with the human resource, in which the leadership managements and employee's passion to the implementation affected the implementation according to the strategic plan.

According to strategic management implementation literatures, a major aim of the process of implementation is to achieve the understanding of and commitment from all managers and employees. Understanding may be the most important benefit of strategic management, followed by commitment. When managers and employees understand what the organization is doing and why, they often feel they are a part of the institution and become committed to assisting it. This is especially true when employees also understand linkages between their own compensation and organizational performance. Managers and employees become surprisingly creative and innovative when they understand and support the institution mission, objectives, and strategies. A great benefit of strategic management, then, is the opportunity that the process provides to empower individuals. Empowerment is the act of strengthening employees' sense of effectiveness by encouraging them to participate in decision making and to exercise initiative and imagination, and rewarding them for doing so.

4.3.5. Strategic Evaluation

The literature identifies monitoring and evaluation as an essential component of strategic planning since they provide worth information for assuring smart plans implementation. The factors of monitoring and evaluation are on relevance, performance, and success of plans. Thus, ensuring the production of sustainable results benefit the target groups (Chang, 2008). Constructive monitoring, or formative evaluation, facilitates effective implementation. It is a way of discovering if the plan is working and of assessing how well it is working so that corrective action can be taken as soon as it becomes necessary. In general, conducting monitoring and evaluation at the public sector is constructive for the proper functioning of the implementation and identification of its weakness and strength so as to take corrective action. Self-evaluation is a key for ongoing improvement. The literature identifies monitoring and evaluation as an essential component of the strategic planning since they provide worth information for assuring smart plans implementation. The factors of monitoring and evaluation are on relevance, performance, and success of plans. Thus, ensuring the production of sustainable results benefit the target groups (Chang, 2008).

Table 4.9. Strategic Evaluation

Strategic Evaluation	N	Mean	St.Dev
The institution developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives	373	3.27	0.89
The institution used ongoing evaluation practices as it relates to strategic initiatives.	373	4.15	0.58
The institution success at identifying corrective action when strategic initiatives are failing or could be improved.	373	4.32	0.59
The institution evaluates the effectiveness and impact of changes subsequent to initial strategy formulation.	373	2.24	1.51
The institution give attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies.	373	2.13	1.23

Source: Survey 2022

Five questions were distributed to assess the strategic evaluation. The mean response of the three questions under the strategic evaluation which are related to the key performance indicators and the institution used ongoing evaluation practices as it relates to strategic initiatives the mean and standard deviation were more than 3.00 and the standard deviation were also less than 1.00. On the other hand, the two questions which are related to the effectiveness at evaluating and identifying corrective action the mean and standard deviation was less than 3.00 and the standard deviation were also more than 1.00.

The respondents' response of the questions related to the strategic evaluation, majority of respondents agree with, the institution developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives. And also, the respondents assure that, the institution used ongoing evaluation practices as it relates to strategic initiatives. In addition to this ongoing evaluation, the institution success at identifying corrective action when strategic initiatives are failing or could be improved. This show that, the institutions prepared the performance measurement points to evaluate the strategic implementation successfulness. In addition to the institutions prepared the performance measurement points, the institution evaluate performance periodically by identify the problem of the implementation and reform it to solve the definite problems.

On the opposite, the strategic evaluation question related to the effectiveness and impact of change taken by the institution, most of the respondents don't agree with, the institution evaluates the effectiveness and impact of changes subsequent to initial strategy formulation. And also, the respondents also assure that, the institution don't give attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies. Which show that, the process of evaluation of strategic implementation don't consider the effect of the new reformed strategy which are related to the initial strategy formulation or not.

The general result show that, the institutions have own measurement for evaluation of the strategic implementation and evaluate throughout a time. On this the evaluation phase the institutions classifying counteractive when strategic initiatives are failing or could be enhanced. Even though, the institutions have own measurement for evaluation and evaluate regularly, the institutions don't

fine-tune and emerging new strategies ensuing to evaluation of the preliminary strategies. This difference between previous and new formed strategy indicate the evaluators only focused on the way how to solve the given challenge rather than considering whether associated with the initial strategy formulation.

According to Andrews, K R 1971 on the book of the concept of corporate strategy, strategy evaluation includes three basic activities which are examining the underlying bases of a institution 's strategy, comparing expected results with actual results, and taking corrective actions to ensure that performance conforms to plans. Adequate and timely feedback is the cornerstone of effective strategy evaluation. Strategy evaluation can be no better than the information on which it is based. Too much pressure from top managers may result in lower managers contriving numbers they think will be satisfactory. Strategy evaluation can be a complex and sensitive undertaking. Too much emphasis on evaluating strategies may be expensive and counterproductive. No one likes to be evaluated too closely! The more managers attempt to evaluate the behavior of others, the less control they have. Yet too little or no evaluation can create even worse problems. Strategy evaluation is essential to ensure that stated objectives are being achieved.

4.3.6. Challenge of Developing Strategy Plan

According to Chang, (2008) Although the strategic-management process is overseen by strategists, success requires that managers and employees from all functional areas work together to provide ideas and information. Financial managers, for example, may need to restrict the number of feasible options available to operations managers, or R&D managers may develop products for which marketing managers need to set higher objectives. A key to organizational success is effective coordination and under-standing among managers from all functional business areas. Through involvement in performing an internal strategic-management audit, managers from different departments and divisions of the institution come to understand the nature and effect of decisions in other functional business areas in their institution.

Knowledge of these relationships is critical for effectively establishing objectives and strategies. A failure to recognize and understand relationships among the functional areas of business can be detrimental to strategic management, and the number of those relation-ships that must be managed

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increases dramatically with a institution 's size, diversity, geographic dispersion, and the number of products or services offered. Governmental and nonprofit enterprises traditionally have not placed sufficient emphasis on relationships among the business functions. Some institution s place too great an emphasis on one function at the expense of others (Bryson et al., 2015).

Table 4.10. Challenge of Developing Strategy Plan

Challenge of Developing Strategy Plan	N	Mean	St.Dev
Lack of reliable data /information/ to prepare strategic plan	373	2.84	0.51
Lack of commitment of strategic planning team	373	3.45	1.53
The strategic planning team low awareness on how to prepare effective strategic plan	373	3.71	1.73
New strategies are introduced in a very similar way to those that have already been implemented	373	4.25	1.98
Unwillingness of strategic planning team to take feed backs for corrective action	373	4.52	1.26
The institution doesn't used enough reward systems to motivate employees to implement strategy well	373	3.63	0.73
Strategy is not properly communicated to lower levels	373	3.31	0.38
Strategy planning is poorly defined	373	3.65	0.36
Strategy conflicts with existing organizational power structure	373	3.61	0.74
There are no guidelines or a model to guide strategy execution efforts	373	2.35	0.71

Source: Survey 2022

Ten questions were distributed to assess the challenge of strategic planning. The mean response of the most of the questions under challenge of strategic planning were more than 3.00 and the
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standard deviation were also less than 1.00, which indicates that the respondent's perception was close to one another. On the other hand, the two questions which are related to the lack of reliable data /information/ to prepare strategic plan and the guidelines or a model to guide strategy execution efforts the mean and standard deviation was less than 3.00 and the standard deviation were also more than 1.00.

Majority of the respondents don't agree with the lack of reliable data /information/ to prepare strategic plan and the low stakeholders' awareness on how to prepare strategic plan are the challenge of strategic planning. All most all of the respondents agree with, the lack of commitment of strategic planning team are the challenge of strategic planning are not the challenge of strategic planning development. Which show that, the strategy development prepared by using relevant input document which need to develop plan. According to table 4.5 and 4.6, the strategy planning uses internal and external environment scanning by conducting SWOT analysis and also evaluate alternative and selected the best one. So that, the strategy planning prepared by using relevant data and the planning team are committed to what they prepared the strategy.

And also, most of the respondents are agree with the strategic planning team low awareness on how to prepare effective strategic plan. And the new strategies are introduced in a very similar way to those that have already been implemented. Which show that, the strategy development prepared by using relevant input document which need to develop plan, the lack of skill and knowledge of the strategic team to prepared effective strategic plan are the challenge of strategy development. In addition to this, the new strategy developed by the team are not solved the problem and similar to the previous ones.

The other question of the challenge of strategic development are related with the willingness of taking feedback. Most of the respondents are agree with the unwillingness of strategic planning team to take feed backs for corrective action are the challenge of strategic planning. According to the previous table 4.5 shows the lack of wide management participation and communication their expectations down to departmental/section heads are the problem of internal environmental scanning. Those result clearly show that this un wide management participation effect on the strategic planning team to take feed backs for corrective action. For this the strategic planning team

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couldn't listen the problem of the concerned party so that they couldn't solved the problem and repeat the previous strategy planning again without take correction.

The other question of the challenge of strategic development are related with the institution reward systems to motivate employees to implement strategy. Most of the respondents are agree with the institution doesn't used enough reward systems to motivate employees to implement strategy well. The next question of the challenge of strategic development are related with the communicated to lower levels. Most of the respondents are agree with the institution don't communicate to lower levels. The other question of the challenge of strategic development are related with the strategy is defined. Most of the respondents are agree with the strategy planning and implementation is define poorly. Which means, the institution doesn't used enough reward method to encourage employees to contrivance strategy effectively. And also, the institution doesn't interconnect the strategy planning and implementation to lower levels employees. Generally, the strategy planning and implementation is defined poorly in Ethiopian public sector institutions.

The other question of the challenge of strategic development are related with the conflicts with existing organizational power structure. Most of the respondents are agree with the strategy makes conflicts with existing organizational power structure. The last of the challenge of strategic planning and implementation. In which majority of the respondent assured that, the strategic planning and implementation has guidelines or a model to guide strategy execution efforts. Which means, the strategic planning and implementation process uses own model which express how to implement and the way to implement.

The general result show that, the strategic planning process are uses adequate and reliable data for preparing strategic planning and the strategic team are highly committed to prepare strategic plan. But the strategic planning team don't used wide management participation and communication their expectations down to departmental/section heads and feedback of the concerned party. For this the strategic planning team have no enough awareness and couldn't prepared effective strategic plan. In addition to this effect the new strategy planned by the team couldn't take corrective action and solved the problem. Although the strategic planning and implementation process uses own model which express how to implement and the way to implement, it doesn't used enough reward method to encourage employees to contrivance strategy effectively. And also,

the institution doesn't interconnect the strategy planning and implementation to lower levels employees. Generally, the strategy planning and implementation is defined poorly.

Scholars also suggest that the leaders' (in collaboration with the planning team and concerned stakeholders) readiness and commitment to continuously assess their institutions external environment and proactively accommodate changes occurring outside their institution is a crucial step to success in these days' everchanging institutions landscape. Effective planning in institutions involves an internal focus on the company and an external focus on the environment. The challenges arising both from internal and external environments of the current universities require forward-looking, proactive management strategies by the leaders. It is difficult to envision a higher institution committed to continuously improving its services without having a strategic plan with clearly identified opportunities (to build on them) and threats (to reduce their expected negative impacts) accompanied with the culture of continuous assessment from the external environment. The basic strengths of strategic planning are its abilities to help better align the organization with its environment (that set of internal and external forces that can positively or negatively affect the activities of an organization. An effective communication plan must be initiated from the top down. Transparent, honest communication is not only the quality of an effective organization, but it is a necessary step for any new roll out. There should be regularly scheduled formal reviews of the new strategy to review processes, ensure the plan is performing as designed, and make any necessary tweaks (Rowley & Sherman, 2001).

4.3.7. Challenges Encounter in Implementing Strategy Plan

Strategy implementation is the final step in the strategic management process and it is where the strategy is put into action. No matter how creative the formulated strategy may be, the organization will always operate in a turbulent and competitive environment. Strategy implementation involves using several tools including parts of the institution that can be adjusted to put strategy into action. Once a new strategy is selected, it is implemented through changes in leadership, structure, information and control systems, and human resources (Nutt, 1989). There are many organization characteristics and challenges that routinely would stand on the way of strategy implementation. They include politics, resistance to change, structure, culture, leadership, policies, reward and ownership of the strategy (Burners, 2000).

These challenges hinge on the strategies themselves and are of both institutional and operational in nature. In the organizational behavior literature, organizational culture has been defined in many ways by various authors and researchers. However, many would agree that organizational culture can be referred to as a set of values, beliefs, and behavior patterns that form the core identity of organizations and that help in shaping their employees' behavior (Rashid et al., 2003; Pool, 2000). Organizational culture is not just any thoughts, values, and actions, but rather the unifying patterns that are shared, learnt, aggregated at the group level, and internalized only by organizational members. These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems. Resource allocation brings challenge to strategy implementation if they are not allocated according to priorities established by annual objectives. All organizations have at least four types of resources that can be used to achieve desired objectives which include financial, physical, human and technological (Thompson and Strickland, 1993).

Table 4.11. Challenges Encounter in Implementing Strategy Plan

Challenges Encounter in Implementing Strategy Plan	N	Mean	St.Dev
Inadequacy of budget and resources	373	2.35	1.56
The absent of implement strategies by piloting them initially and then implement them in full	373	3.21	0.42
Absence of timely monitoring and evaluation system.	373	4.52	0.75
High corruption practice	373	3.69	0.41
Unwillingness of principals to take feedbacks for corrective action	373	3.25	0.59
Managers do not trust information generated outside their units	373	3.61	0.59
Short-range orientation dominates the institution	373	2.36	1.74
Managers lack leadership skill and capabilities for strategy implementation	373	3.91	0.61
Employees are reluctant to share knowledge with colleagues	373	2.67	1.57
The strategy is incapable to implement	373	2.32	1.92

Five questions were distributed to assess the challenge of strategic implementation. The mean response of the five questions under the challenge of strategic implementation were more than 3.00 and the standard deviation were also less than 1.00, which indicates that the respondents' perception was close to one another. On the other hand, four questions which are related to the inadequacy of budget and resources , short-range orientation dominates the institution, employees are reluctant to share knowledge with colleagues and strategy is incapable to implement related questions the mean and standard deviation was less than 3.00 and the standard deviation were also more than 1.00.

Most of the respondents don't agree with inadequacy of budget and resources are the challenge of strategic implementation. According to the table 4.7 strategy design show that, the required budgets and resource were put on spot. For that, the respondents agree with, the budget and the resource are enough to implement the strategic plan. Which show that the institutions have adequate resource and financial ability for that the resource and budget are not the challenge to implement the strategic plan.

On the opposite the respondents agree with the absent of implement strategies by piloting them initially and then implement them in full. Which show that, the strategy design is implement directly without pilot test. For that, the strategy couldn't pretest either or not the strategy will be effective or not by using the strategic planning with the sample institutions before implement the whole. According to table 4.6 the strategy planning of the institution used professional to the study. This unprofessional strategic planning team couldn't achieve the targeted goal and know makes success or not.

In addition to this, the respondents agree with, the absence of timely monitoring and evaluation system are the barrier to the strategic implementation. This show that, the institutions don't manage the strategy throughout a time and they don't follow up the strategy the progress and the challenge that faced through the implementation timely. And also, the respondents agree with, the high corruption practice in the institutions is the challenge of strategic implementation. This show that, the strategy implementation is highly exploited to waste of budget by corruption. This is related to

the lack of timely monitoring and follow up of the institutions. This the absent of monitoring and evaluation system lead to the corruption.

The other question is related to the design and reality, in which most of the respondents agree with the difference between the strategy design and reality makes difficult to implement the strategy. This is much more related with the previous questions related with pilot test. This show that, the strategy design to implement are not capable because the reality is different. In which the strategy design doesn't considered the existing situation of the institutions. The pilot test helps the institutions to solve these problems by notifying weather the strategy planning and implementation are effective or not.

The respondent's response of the question is related to the trust information. In which most of the respondents agree with the managers do not trust information generated outside their units. The results of the question which is related to the managers lack leadership skill and capabilities for strategy implementation. In which most of the respondents agree with the managers lack leadership skill and capabilities for strategy implementation. Which show that, the management problem is highly dominated in the implementation. In which the managers don't trust any information and also the leadership and the management skill dose not competent to implement the strategic implementation.

The respondent responses of the question which is related to the short-range orientation dominates the institution. In which most of the respondents don't agree with the short-range orientation dominates the institution. The respondent responses of the question which is related to the share knowledge with colleagues. In which most of the respondents don't agree with the employees are reluctant to share knowledge with colleagues. In which, the strategic could be implement well but the implementation process are now well implemented because of various factors.

The general result shows that, though the institutions budget and resources are enough to implement the strategy, the absence of a piloting test of the strategy implementation could be challenged because of the strategy design and the reality vary. In addition to this challenge the lack of the monitoring and evaluation system of the implementation also leads the implementation to be not successful. In which the strategic planning team does not considered how the implementation system process could be effective and they only design the strategy planning. The

management problem is highly dominated in the implementation. In which the managers don't trust any information and also the leadership and the management skill dose not competent to implement the strategic implementation. On the opposite the present strategy could be implement well but the implementation process is not well implemented because of the challenges of various factors.

According to Kinyoe, (2012), Implementation of strategy is the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives. Once the creative and analytical aspects of strategy formulation have been settled, the managerial priority is one of converting the strategy into operationally effective action. Indeed, a strategy is never complete, even as formulation until it gains a commitment of the organization's resources and becomes embodied in organizational activities. Therefore, to bring the result, the strategy should be put to action because the choice of even the soundest strategy will not affect organizational activities and achievement of its objectives. Therefore, effective implementation of strategy is a must for the organization. Judging from this definition, it can be observed that the scope of managerial activities associated with strategy implementation is virtually coexistence with the entire management process. This is because the entire management process is geared up according to the needs of the strategy.

The level of success of a strategy depends on the degree of participation in planning and on acceptance of the goals, indicators and targets set. Therefore, effective implementation of strategy plan is likely to be successful if it rests on meetings and consensus between the management and staff, rather than a top-down imposition of plans and targets (Song, 1983). Goal setting involves managers and subordinates jointly establishing and clarifying employee's goals. The first element of goal setting is establishing goals that are perceived as challenging but realistic and to which there is high level of commitment. It involves having employees participate in the goal setting process so as to increase motivation and performance. Participation also convinces employees that the targets are achievable and can increase their commitment to achieving them. Participation in goal setting is likely to be seen as legitimate, resulting in the desired commitment to the implementation of a strategy (Cummings & Worley, 2005). Okumus (2001) identifies ten key variables that are important for successful strategy implementation. The factors are; formulation,

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environment uncertainty, organizational structure, culture, operational planning, communication, resource allocation, people, control and outcome. Pearce and Robinson (2003) assert that to ineffective implement strategy, mechanisms such as European Journal of Business and Strategic Management organizational structure, information systems, leadership styles, assignment of key managers, budgeting and rewards and controls systems must be in place.

4.3.8. The Strategic Planning and Implementation on the Public Institutional Performance

The role of strategic planning and implementation offers other tangible benefits, such as an enhanced awareness of external threats, an improved understanding of competitors' strategies, increased employee productivity, reduced resistance to change, and a clearer understanding of performance reward relationships. Strategic management enhances the problem-prevention capabilities of organizations because it promotes interaction among managers at all divisional and functional levels. Institutions that have nurtured their managers and employees, shared organizational objectives with them, empowered them to help improve the product or service, and recognized their contributions can turn to them for help in a pinch because of this interaction (Grant, RM, 2008).

In addition to empowering managers and employees, strategic management often brings order and discipline to an otherwise floundering institution. It can be the beginning of an efficient and effective managerial system. Strategic management may renew confidence in the current business strategy or point to the need for corrective actions. The strategic-management process provides a basis for identifying and rationalizing the need for change to all managers and employees of institution; it helps them view change as an opportunity rather than as a threat (Argyris C, Schon D. 1996).

Table 4.12. Effectiveness

Effectiveness	N	Mean	St.Dev
Provides clearer focus for the organization and show progress the organizational goal	373	3.69	0.74
Improve organizational performance and informed change	373	2.41	1.89
Helps in building strong teams and a glue or bond to management	373	2.54	1.63

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Helps to enhance and communicate those goals and objectives to the organization 's constituents	373	2.49	1.95
Strategic implementation helps to having appropriate institutional policies and systems	373	2.98	1.84
Strategic implementation enhances institutional effectiveness	373	2.73	1.25

Source: Survey 2022

Six questions were distributed to assess contributions and role of the strategic planning for organizational effectiveness. The five questions results were less than 3.00 and the standard deviation were also more than 1.00, which indicates that the respondents' perception was close to one another. On the other hand, only one question which are related to the strategic implementation providing of clearer focus for the organization and show progress the organizational goal related questions the mean and standard deviation was more than 3.00 and the standard deviation were also less than 1.00.

The survey respondents agree with the contributions of strategic planning and implementation for organizational performance by providing clearer focus for the organization and show progress the organizational achievement. The others thee respondents respond show that, the strategic planning doesn't improve organizational performance and informed change. Which show that, although the strategic planning contributes to the institution performance an which point out and helps to enhance the progress, it doesn't enhance the organizational performance and achieve informed change. For that, the strategic plan which prepared by the strategic planning and implementation don't achieve the given of the organizational goal.

The other question of the above table is related to building strong team and enhance communication. In which most of the respondents don't agree with the contributions of strategic planning and implementation don't help in building strong teams and a glue or bond to management. In addition to this, the respondents don't agree with the strategic planning helps to enhance and communicate those goals and objectives to the organization 's elements. In addition to this, the respondents assure that, the strategic implementation helps by having appropriate institutional policies and systems. The last question of the above table which are related to

effectiveness, the respondents don't agree with the strategic implementation don't enhance institutional effectiveness.

The overall results show the strategic planning and implementation provides clearer focus for the organization and show progress the organizational goal. But this strategic planning and implementation don't make comfortable work environments and which doesn't make sturdy team to between employees and managements. For this lack of building well-made team couldn't improve the communication of the strategic goal with the institutional goal. Generally, the strategic implementation doesn't enhance institutional effectiveness.

Table 4.13. Efficiency

Efficiency	N	Mean	St.Dev
Solves major problems and provides a framework	373	3.84	0.53
Ensure wise use of resources as per priority	373	2.19	1.65
As a result of strategic plan planning and implementation, the institution is able to significantly reduce operational costs	373	2.14	1.53
The institution is providing the required service delivery within short period of time and have become accessible	373	2.69	1.27
Increase institutional out put	373	2.56	1.69
Strategic implementation enhances institutional efficiency	373	2.74	1.54

Source: Survey 2022

Six questions were distributed to assess contributions and role of the strategic planning for organizational efficiency. The five questions results were less than 3.00 and the standard deviation were also more than 1.00, which indicates that the respondents' perception was close to one another. On the other hand, only one question which are related to the strategic implementation

Solves major problems and provides a framework related questions the mean and standard deviation was more than 3.00 and the standard deviation were also less than 1.00.

The first question of the contributions of strategic planning and implementation for organizational performance in terms of efficiency which are related to solving problem and wisely use of resource, majority of the respondents believe that, the strategic planning solves major problems and provides a framework. In addition to this, most of the respondents assured that, the strategic planning and implementation doesn't ensure wise use of resources as per priority. The second question of the survey result show, the strategic planning and implementation for organization don't significantly reduce operational costs. Which show that, the strategic planning and implementation of the institutions dose not contribute to the institution to use resource wisely and still the previous waste of resource is continues in the institution by reduction of resource and operational cost which are held in the operation of the institution. Although, the strategic planning and implementation of the institutions solve the problem, which don't reduce unnecessary operational cost and corrected the previous challenge of the institutions.

The survey responses of the question related with service delivery and increase output, most of the respondents don't agree with, the strategic implementation of institution providing the required service delivery within short period of time and have become accessible and also majority of the respondents don't agree with this strategic implementation increase institutional output. Which means strategic implementation of this public services are not changed the customer service of the institution in which don't contribute to the institutions to giving reachable and fast service. The last question is related with the strategic implementation role by enhancing the institutional efficiency. In which, most of the respondents assure that, with the strategic implementation don't contribution by enhancing the institutional efficiency. Which means the strategic implementation don't contribute to the organizational efficiency. Which does not enhance output and also reduce cost of organizations.

Overall, these results confirmed that the link between strategy planning processes and strategic implementation haven't contributed on organizational efficiency. The general finding shows, the strategic planning and implementation don't enhance the institutional efficiency. Though, the strategic planning and implementation of the institutions solve the problem, which don't reduce unnecessary operational cost and corrected the previous challenge of the institutions and increase

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institutional output. And also, it doesn't provide the required service delivery within short period of time and have become accessible.

According to Dr. Rajan Welukar Dr. Naresh Chandra and Dr. Dhaneswar Harichandan strategic management book (2014), the strategic management has certain benefits or importance which are Improves Employee's Efficiency, e help of proper allocation and utilization of resources, facilitates communication and coordination, helps for evaluation to compared with standards set and if any variation is found then the corrective measures are taken. and enables to develop effective strategies. For that, the strategic planning and implementation of the public organization are not achieved because it does not enhance the institutional efficiency and effectiveness by the measurement of the strategic management has certain benefits or importance to the organization.

The performance measurement and evaluation of the activities of the public sector may be seen as critical to efforts to streamline governments; gain greater efficiency, productivity and effectiveness; enhance transparency and accountability; regain public trust in governmental institutions; and contribute to a reorientation of the role and functions of government. Efficiency is the relationship between inputs and outputs, i.e. using minimum inputs to achieve a given output, or gaining maximum outputs for a given level of input. It may be measured through output, productivity and cost measures. Effectiveness delineates the success of programs and focuses on their results, as assessed through outcome measures. In addition, the quality of services may be assessed through process measures relating to customer satisfaction and perceptions (Hatry, H. ,1999).

According to the Swiss J.E. (1991), the study of Public Management Systems: Monitoring and Managing Government Performance, there is no single way of conducting evaluations or selecting performance measures. It has been suggested that multiple measures would be more useful in "capturing" an organization's or program's effectiveness, and that the development of reliable and valid measures should not depend on immediately available data, but rather on deliberate choice and discretion. One might construct a "chain" or "hierarchy" of measures, starting with inputs and ending with ultimate outputs (or results). While at the beginning of the chain inputs might be easy to obtain and track, they might bear little relationship to actual agency effectiveness. On the other hand, efforts to measure results might be difficult because of their long-range and diffuse nature, although they represent the real impact of agency activities. It depends on public management to

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select and balance the most useful and feasible measures. Performance measures and evaluation, in other words, have a variety of uses. They may be employed in accounting for past activities, managing current operations, and assessing progress toward planned objectives

4.4. Interview Discussion

The managers answer of the first question which are related to the development of strategic plan. Interestingly, the managers appear to believe the planning process asses both internal and external environment before the formulation of plan. A majority of the mangers felt that, the legislative requirements which force the strategic planning process to fit into the budget request structure took away from the creativity and long-range vision aspects of strategic planning. The resulting plan was felt to be focused on a much shorter planning horizon which forced managers to be more immediately pragmatic than visionary.

The mangers expressed about the strategic implementation of public institutions, the strategic planning function of the institutions investigated is robust and mature and meets many of the criteria for success. The strategic plan is less successful in the view of the managers in meeting their own criteria of success: integration with other agency processes, involvement of consumers and advocates and local planning, as well as connecting well with implementation and monitoring efforts in the agency. The institutions have been attempting to incorporate improvements in these areas but, according to managers responses, have not been successful to date. The top managers in the institutions have a clear understanding that strategic planning is intended to focus the institutions toward establishing a vision and setting about the ways of accomplishing it.

The mangers express the strategy planning and implementation has effect on the performance of the public institutions, the managers feel that the current system, while useful in establishing the direction of the institutions, falls short in the area of performance measures and budgets. They also feel that the link is very weak between the strategic plan and implementation plans within the institutions for accomplishing the long-term goals. Several managers felt that plans should not be so closely linked to appropriations requests and performance measures since that reduces their flexibility, creativity, and vision. While some managers felt that better data would allow them to develop better performance measures, others felt that the entire system of measuring performance

needed to be re-thought and new measures which are better measures of success need to be developed.

The interview result of the managers most of them agreed that the strategic planning office offered great assistance in facilitating and ensuring that they get through the process and actually turn out a strategic plan product on time. And also, the mangers express that, strategic planning is important to achieve the institutional goal and objective. In this, the planning provided clear guidelines of the operation and set adequate budget. On the contrary, the other managers cautioned that the strategic plan is not considered the potential of the public service, it doesn't solve the required problem.

One hundred percent of respondents felt coordination between units was either not good or needed improvement, and that "There is a tendency to be aware only of the needs of one's own management chain, and not a larger or agency-wide picture.

One manager described it this way:

"There is none coordination between one division and the other division. We don't know what they are doing. We had different goals regarding consumers and didn't even know it. Another manager said, "We have many points of view and relatively little convergence."

When asked how to improve the system some of managers suggested that more cross-functional teams would increase coordination between units. The other managers felt that top management needed to get better at planning or develop more of a feeling of ownership of the plan to improve coordination. The rationale for this point of view was that:

"*We need increased participation of managements by the public sectors, especially the deputies, in the content of the plan. If it's theirs, they'll use it more, participate in it, and it will become part of the ethic of the institutions."*

During the interview, one manger was strongly arguing on the advantage of strategic planning as a tool for implementation rather than for quantifying further activities to meet the objective of the institutions. The argument was that due to the uncertainties of the implementation of the strategic plan, the visible advantage of the process is the implementation aspect which the institution acquires in the internal and external analysis process.

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During this face-to-face interview with the mangers of this public institutions, the following points are given as important points for the success of strategic plan implementation:

1. Institutional readiness for uncertainties and readiness for changes is mandatory as the implementation challenge in most institutions are related to the commitment for change and strategic execution entails change

2. Planning for maximum impact in rapidly changing environment has to be one of the tasks of the public institutions' managers, they have to be able to assess the environment continuously to track the changes which will affect their operation they don't have to wait for proper strategic plan process

3. Full participation of the staff from all discipline and also internal team handling the process is crucial for the ownership and for replaying the process and this has to be done by empowering and motivating them to commit themselves for the cause of the public institutions.

4. The policy makers have to make sure that the strategic planning and implementation fits the institution development commitment and responsibility and;

5. Strategy developers mostly plan ambitiously but they have to plan according to the public institutions ability to perform.

All these points are very relevant and one way or the other they are discussed in the document and based on the responses most of them have good understanding on the importance of the points but the problem is the implementation i.e. the strategic management.

'One problem in the way public institutions are going about strategic planning is they confuse strategic planning with strategic management.' (Fowler, 1997: 47) He further explained it that strategic plan could not take the institutions smoothly for the plan years, development is a complex and open-ended agenda it needs rigor of thinking and arguments.

The findings of the study on strategic planning and implementation success in the public institutions. Though it is in a very crude form, the study reveals very important points which show the commitment and preparation of the public institutions for the exercise which is good as it indicates that most of the respondents (who are people in the leadership position) have the understanding on the benefit of the strategic plan. It has also showed that great effort is exerted in

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most of the public institutions for gathering the data and analyzing it with the support of consultants and because of this most of the tools for gathering data and for analysis are used. The implementation and execution phase are an area which needs improvement as most public institutions have challenges to implement the strategy and keeping their technical personnel and unable to revisit their systems, structure and other operational guidelines.

4.5. Hypothesis Testing and Interpretation of the Result

This section presents the results of the conceptual hypothesis which were formulated along the study's research objectives. It presents findings on the conceptualized relationships among the variables under study as per the five objectives the corresponding hypotheses. The relationship between strategic planning process, strategy implementation, and public institutions performance was tested using simple linear regression, correlation analysis and multiple regression analysis. This was to see if any relationship exists between the study variables, and what the nature of the relationship is if it exists. All the hypotheses were testedat a 95%, confidence level (α=.05).

The regression analysis findings were interpreted and presented where the value of R indicates the predictive power of the predictor variable on the dependent variable. The value of R should be above 0.3 for the predictor variable to be considered agood predictor for the specific dependent variable. The value of R^2 indicates the strength and direction of relationship that exists between predictor and dependent variable. If R^2 is a positive value, then there is a direct relationship between the variable and if it has a negative value, then the variables have an inverse relationship. On the strength of the relationship, a value of zero means there no relationship between the predictor and dependent variable, a value of below 0.3 indicates a weak relationship, value of between 0.3 and 0.5 indicates a moderate relationship, a value of between 0.5 and 0.7 indicates a strong relationship, a value of between 0.7 and 0.9 indicates a very strong relationship while a value of one indicates a perfect relationship between the variables.

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The F-Value measures the statistical significance of the regression model in appropriately testing the predicted relationship between the predictor and the dependent variable. The higher the F-value the more, significant the model is in predicting the relationship between the variables. The significance level on the Anova F test indicated if the model appropriately predicted the tested relationship at 95% confidence level. The regression equations of each relationship were formulated using the standardized beta which has been adjusted for differences in the measurement scale of different variables.

4.5.1. Strategic planning Process and Strategy Implementation on Performance of Public Institution

This study conceptualized that the relationship between strategic planning process and performance of public Institutions may be mediated by strategy implementation. This means that, the effect of strategic planning process on performance exists because strategic planning process leads to a change in the strategy implementation as mediator, which in turn affects performance. Strategyimplementation is said to fully mediate this relationship if the effect of strategic planning process on performance fully disappears when controlling for implementation. Partial mediation occurs when effect of planning process on performance significantly reduces when controlling for strategy implementation. This was tested using hypothesis stated as below;

Strategy Implementation has a significant mediating/intervening effect on the relationship between Strategic planning process and Performance of public organization

To test for mediation, the following main critical steps are followed. The first test is for checking the relationship between independent and dependent variable. The second test is for checking the relationship between independent and intervening variable. The third test is for checking the relationship between intervener and dependent variable. And a final test is done to check the

combined effect.

Figure 4.1: Mediation effect adopted from Baron and Kenny (1986)
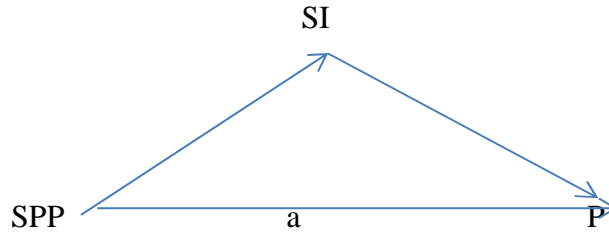
H1: Strategic planning process has significant influence on public Institution Performance.

The first step tests prediction of the dependent variable from the independent variable which is significant for there to be a relationship to be mediated. The effect of strategic planning process on performance was tested and results are;

Table 4.14. Strategic planning process and Public Institution Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.683[a]	.467	.425	.34304	1.624

a. Predictors: (Constant), SPP Composite

b. Dependent Variable: Performance Composite

ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.386	2	1.286	12.528	.024[b]
	Residual	8.738	39	.233		
	Total	10.124	41			

a. Dependent Variable: Performance Composite

b. Predictors: (Constant), SPP Composite

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		

1	(Constant)	4.198	.509			8.247	.000
	SPP Composite	.311	.132		.376	2.351	.014
a. Dependent Variable: Performance Composite							

Source: SPSS Result

The hypothesis result of the above table summarizes the information about the variation of the dependent variable explained by the existing model used for this study and the residual that indicates the variation of the dependent variable that are not captured by the model. It is observed that the independent variables have a significant effect on the dependent variable, where F-value is 12.528 with a p-value of greater than 0.05 (i.e. p<0.000) indicating that, over all, the model used for the study is insignificantly good enough in explaining the variation on the dependent variable.

The study results for strategic planning process as a predictor for public Institution performance is statistically significant as indicated by significant F-value and R-value of 0.68.3. The relationship between strategic planning process and public institution performance is positive and the strategic planning process predicts 46.7% of variation in the public Institution performance as indicated by the value of R2.

As shown in the table above, both R2 and adjusted R2 measure the fitness of the model. I.E. they measure the proportion of the variation in dependent variable explained by the model. But since adjusted R2 is the modification for the limitation of R2 the value of the adjusted R2 is considered to measure the fitness of the model. Thus, as it is shown on the above table, the value of adjusted R2 is 0.425, indicating that the independent variables in the model show a 43% variation on the dependent variables. Thus, we can understand that the model of the study is providing a good fit to the data. This outcome empirically indicates that the independent variables in this study are the major determinants of public institution performance. The result also reveals that there is a strong relationship between the independent variables of strategic planning and the public Institution performance. The first condition for the test for mediation has been met.

H2: Strategic planning process has significant influence on Strategy Implementation.

Second step is predicting the mediating variable from the independent variable which must be significant because if independent variable does not reliably affect the mediator, then the mediator

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cannot be responsible for the relationship observed between independent variable and dependent variable.

Table 4.15. Strategic planning process and Strategy Implementation

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.864[a]	.746	.739	.29812	2.567

a. Predictors: (Constant), SI Composite
b. Dependent Variable: SPP Composite

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.911	2	9.911	11.520	.000[b]
	Residual	3.377	39	.089		
	Total	13.289	41			

a. Dependent Variable: SPP Composite
b. Predictors: (Constant), SI Composite

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.412	.231		6.105	.000
	SI Composite	.680	.064	.874	10.560	.000

a. Dependent Variable: SPP Composite

Source: SPSS Result

The hypothesis result of the above table summarizes the information about the variation of the dependent variable explained by the existing model used for this study and the residual that indicates the variation of the dependent variable that are not captured by the model. It is observed that the independent variables give a significant effect on the dependent variable, where F-value is 11.520 with a p-value of greater than 0.05 (i.e. p<0.000) indicating that, over all, the model used for the study is significantly good enough in explaining the variation on the dependent variable.

As shown in the table above, both $R2$ and adjusted $R2$ measure the fitness of the model i.e. they measure the proportion of the variation in dependent variable explained by the model. But since adjusted $R2$ is the modification for the limitation of $R2$ the value of the adjusted $R2$ is considered

to measure the fitness of the model. The study established that 74.6% of variation in strategy implementation is predicted by strategy planning process as indicated by value of R2 and this is a very strong relationship. The regression model of strategic planning process predicting strategy implementation is statistically significant as indicated by the significant F- value and R value of 0.864.

Thus, we can understand that the model of the study is providing a good fit to the data. This outcome empirically indicates that the independent variables in this study are the major determinants of public institution performance. The result also reveals that there is a very strong relationship between the independent variables of strategic planning and strategy implementation. The second condition for the mediation test has been met.

H3: Strategic Implementation has significant influence on public institution Performance.

The third step is predicting the dependent variable from the mediating variable. Thecoefficient of this effect will assist in calculating the indirect effect of the intervening variable. The predicting effect of implementation on performance results are;

Table 4.16. Strategy Implementation and Public Institution Performance

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error ofthe Estimate	Durbin-Watson
1	.379[a]	.344	.321	.47765	1.620

a. Predictors: (Constant), SI Composite
b. Dependent Variable: Performance Composite

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.454	2	1.454	6.372	.016[b]
	Residual	8.670	39	.228		
	Total	10.123	41			

a. Dependent Variable: Performance of public Institution
b. Predictors: (Constant), SI Composite

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.931	.371		10.604	.000
SI Composite	.260	.103	.399	2.524	.018
a. Dependent Variable: Performance Composite					

Source: SPSS Result

The hypothesis result of the above table summarizes the information about the variation of the dependent variable explained by the existing model used for this study and the residual that indicates the variation of the dependent variable that are not captured by the model. It is observed that the independent variables have a significant effect on the dependent variable, where F-value is 6.372 with a p-value of greater than 0.05 (i.e. $p<0.000$) indicating that, over all, the model used for the study is significantly good enough in explaining the variation of the dependent variable.

As shown in the table above, both R and the adjusted R2 measure the fitness of the model. I.E. they measure the proportion of the variation in dependent variables explained by the model. But since adjusted R2 is the modification for the limitation of R2 the value of the adjusted R2 is considered to measure the fitness of the model. The study established that 34.4 % of variation in strategy implementation is predicted by public institution performance as indicated by value of R2 and this is a very strong relationship. The regression model of strategic planning process predicting strategy implementation is statistically significant as indicated by the significant F- value and R value of 0.864.

Thus, we can understand that the model of the study is providing a good fit to the data. This outcome empirically indicates that the independent variables in this study are the major determinants of public institution performance. The result also reveals that there is a positive relationship between the independent variables of strategic implementation and the public Institution performance. The third condition for mediation is satisfied.

H4: Strategic Planning Process, Strategy Implementation have significant influence on Public Institution Performance.

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The final step is to simultaneously predict value of performance from both independent variable strategic planning process and intervening variable strategy implementation using stepwise multiple regression analysis and observe the change in the predictive power of the regression models.

Table 4.17: Strategic Planning Process and Strategy Implementation Effect on Public Institution Performance

Model Summary[c]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.356[a]	.297	.264	.48226	
2	.683[b]	.447	.401	.48312	1.610

a. Predictors: (Constant), SPP Composite
b. Predictors: (Constant), SPP Composite, SI Composite
c. Dependent Variable: Performance Composite

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.286	1	1.286	3.186	.024[b]
	Residual	8.838	40	.233		
	Total	10.123	41			
2	Regression	1.487	2	.744	5.528	.033[c]
	Residual	8.636	39	.233		
	Total	10.123	41			

a. Dependent Variable: Performance Composite
b. Predictors: (Constant), SPP Composite
c. Predictors: (Constant), SPP Composite, SI Composite

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.198	.509		8.247	.000
	SPP Composite	.311	.132	.376	2.351	.014
2	(Constant)	4.072	.528		7.717	.000
	SPP Composite	.100	.263	.115	.380	.076
	SI Composite	.192	.207	.280	.930	.039

a. Dependent Variable: Public Institution Performance

Source: SPSS Result

Both regression model one and model two are significant as indicated by statisticallysignificant
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F-values at 95% confidence level. Model 1 that test for the direct prediction indicates that 29.7%

of variation in public institution performance is explained by strategic planning process while

model 2 indicates that introducing strategy implementation into the model raises the explained

variation to 44.7%. The regression coefficient from model is substantially reduced at this final stage but

it remains significant indicating partial mediation where part of the effect of strategic planning

process on performance is partially mediated by strategy implementation. Theremaining parts are

either a direct effect or it is mediated by other variables that are notincluded in this model. The

result also reveals that there is a positive relationship between the independent variables of

strategic planning and strategy Implementation and the public Institution performance.

SPP/SI=R^2 of.746; SI/P=R^2 of .344R^2 hence (.746*.344=.256624*100).

The study results indicate that 25.66% variation in university performance is predictedby strategic

planning process through strategy implementation as a partial mediator.

Table 4.18: Strategic Planning Process and Strategy Implementation Effect on Effectiveness Of Public Institution

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.543	1.669		2.722	.017
	Strategic Planning	1.051	.526	.996	1.997	.035
2	(Constant)	.244	1.220		.200	.043
	Strategic Implementation	.598	.294	.582	2.036	.042
a. Dependent Variable: Effectiveness of **Public institution**						

Source: SPSS Result

The results on table 4.18 shows the coefficients of each of the predictor variable in the two

regression models in phases. The significant predictors of public institution effectiveness on model

two are as indicated by statistically significant t-values at 95% confidence level.

Table 4.19: Regression model for the two categories of factors on public institution performance of Efficiency

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.258[a]	.167	.111	1.17634	
2	.309[b]	.195	.188	1.16179	
					1.169065
a. Predictors: (Constant), Strategic Planning b. Predictors: (Constant), Strategy Implementation c. Dependent Variable: Efficiency					

Source: SPSS Result

To test for the joint effect of strategic planning process, strategy implementation andorganizational

characteristics on the efficiency of public institution a hierarchical multiple regression analysis

was performed. The two factors were added each at a time in two steps into the model yielding the

three models as in table 4.19. The first model shows strategic planning process factor categories

and the second model introduces the mediator variable of strategy implementation. The

introduction of additional predictor factor to the regression model increased the predictive power

of thefactors from 0.258 to 0.309 as indicated by the rise in the value of R from model 1 through

to model 2.

Table 4.20. ANOVA results for the joint effect of the variables on public institution Efficiency

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.559	3	1.186	.857	.042^b
	Residual	49.816	39	1.384		
	Total	53.375	41			
2	Regression	22.691	1	2.836	2.865	.017^d
	Residual	30.684	40	.990		
	Total	53.375	41			

a. Dependent Variable: Efficiency
b. Predictors: (Constant), Strategic Planning
c. Predictors: (Constant), Strategy Implementation

Source: SPSS Result

The results of the hierarchical multiple regression analysis yield two models as shown in table 4.20. Model two shows the result of the joint effect of strategic planning process and strategy implementation on efficiency. The significant F-value at 95% confidence level indicates that the variables are good predictors of efficiency. Model 2 also has the highest F-value hence a relatively higher predictive power in comparison to model 1.

Table 4.21: Strategic planning process, strategy implementation   and public institution Efficiency

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.387	1.422		1.679	.102
	Strategic Planning	.666	.448	.398	1.486	.046
2	(Constant)	5.658	1.631		3.468	.002
	Strategic Implementation	.791	.393	.473	2.015	.023

a. Dependent Variable: Efficiency

Source: SPSS Result

The results in table 4.21 show the coefficient for each of the predictors on the efficiency of public institutions at each stage of the hierarchical multiple regression analysis. Model three shows the results of the joint effect. The statistically significant predictors of public institution efficiency as indicated by statistically significant t-values at 95% confidence level.

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Table 4.22. Summary of Hypotheses

Hypotheses	R^2	p- value	F Statistics	Conclusion
Strategic planning explains significant variation in the dependent variable; performance of public institution	.467	.024	12.528	Supported
Strategic planning explains significant influence of strategic implementation	.746	.000[b]	11.520	Supported
Strategic implementation explains significant variation in the dependent variable; performance of public institution	.344	.016[b]	6.372	Supported
Strategic planning and Strategic implementation explain significant variation in the dependent variable; performance of public institution	.297	3.186	.024	Supported
	.447	5.528	.033	Supported

Source: Research Data (2022)

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CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1   Introduction

This chapter presents a discussion of the study findings on chapter four in relation to existing theories and empirical literature. This study sought to establish the effect of strategic planning process and strategy implementation on the performance of public institution and moderating effect on this relationship.

5.2   Strategic Planning Process and Performance of Public Institution

Strategic planning process are stepping that organizations go through to determine the direction of the organization in a vision on what the organization is going to do and for whom it is in a mission. In addition, it has some way of measuring or guiding inform of a strategy to achieve a desired end. A planning process that is strategic in nature helps the common missions' public institution which contributes to social and economic development through developing human capital. This is done primarily through own citizens (Glennie, Harley & Butcher, 2012). Strategic planning process in this study was operationalized into planning intensity, planning formality and plan document which are considered critical aspects of an excellent strategic planning process in an organization (David, 2013).

Study findings indicate that all the public institution have strategic plan document that states their vision, mission, goals and objectives. The existence and display of the public institution strategic direction in the open, serves as a reminder to all organization members on where the public institution envisions itself in the future. In a majority of these institutions the strategic plan document is available to all stakeholders in an open office access for reference and use when need be while in a few institutions it is in the custody of the public institution planning division and is only availed upon demand. This encourages organization members to constantly refer to the strategic plan for direction and focus of their energies and resources.

The intensity with which officers at the public institution engage in the strategic planning process, the emphasis laid on the strategic variables, the energies invested in the process and the integration in the process of all or most members especially the critical stakeholders, all have a statistically significant positive effect on the performance of public institution in Ethiopia. The formality of

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the strategic planning process in the written explicitly stated objectives, extensiveness in scope; rationality and comprehensiveness of the process all have a significant inverse relationship to performance of public institution in Ethiopia. As the public institution lays strict guidelines to be followed as per the strategic plan in order to achieve set objectives, this limits creativity and innovation which will result in a negative effect on the performance.

Strategic planning process has a significant positive effect on performance of public institution and explains about twenty one percent of variation in efficiency and thirty percent of variation in effectiveness at 95% confidence level. This finding indicates that there is about seventy percent of variation in effectiveness and efficiency performance that is not accounted for by strategic planning process of public institution in Ethiopia. In effect there are other factors which affect the effectiveness and efficiency of public institution in addition to strategic planning process. These findings relate to Thune and House (1970) who argue that it is more likely that formal planning is a characteristic of a well-managed organization than the single cause of successful organization performance as much as formal planning organizations outperform informal planners.

Johnson and Scholes (1999) in exploring corporate strategy, did study large enterprises in United States and find that the deliberate use of strategy has significant effect on performance of business providing long term direction and development for organizations and this concurs with this study where public institution have a strategic plan as a road map for their effort to have in place a strategic direction and a path the public institution wishes to follow to attain its set objectives both in the short term and in the long term. Caeldries and Dierdonk (1988) did a study on the effects of strategic planning on eightytwo Belgian institution s. The findings are that, planning safeguards competitive position, allows better understanding of environment especially competitors in socio-economic trends, intra organizational coordination and creating consensus, better communication flow with integrated behavior and motivation of members as they are allowed to participate in determining the future of the organization. These are potential benefits gained from utilization of strategic planning. At the public institution, the more intense the strategic planning process especially in the participatory planning, the more it impacts the performance positively as members feel part of the strategic moves envisioned.

Chavunduka et al., (2015) in their study of Zimbabwe mining institution s, on the strategic planning process and its impact on financial performance, find that panning intensity and formality

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of planning process positively impact performance and this compares to current study that finds a positive relationship between planning intensity and effectiveness of public institution and an inverse relationship between formality and public institution performance. Ranasinghe (2010) in a study on the effect of strategic planning process on corporate performance of Sri Lanka institution s find that formality and intensity of the planning process affect corporate performance, at the public institution in Ethiopia, the findings differ since intensity positively affects performance while formality has an inverse relationship to performance.

Pearce II et. al., (1987) finds that the intensity with which banks engage in the strategic planning process has a direct and positive effect on the banks financial performance which concurs with the findings at the public institution though the performance measures were non-financial. The intensity of planning is a credible signal for the importance which an organization member focuses their attention and energy in the learning process. Ugboro et al., (2015) in an empirical study of large manufacturing institution s find a positive correlation between degree of formality and the organization performance. This contradicts with the findings of the current study where the strategic planning process formality has an inverse effect on the performance of the public institution, that the more précises the strategic planning process, the stiffer the organization hence adverse effect on performance.

The study findings relate and confirmed the postulations of the institutional theory in that, as the expectation for legitimacy, public institution will engage in strategic planning process and have a document of the strategic plan. Though it is a call for legitimacy, strategic planning process alters the specific elements of the overall strategic decision process associated with adopting key steps. This is good for clarity and governance but can be limiting to creativity and innovation. The intensity and formality with which each public institution engages in the planning process is a function of normative force in the institutional theory as a continued desire to remain professional and credible in public institution operations.

5.3. Strategic planning process and Strategy Implementation

At a point when public institution members feel that their input counts as a result of inclusiveness in the planning process, their efforts in implementation for success will be felt. According to David (2013), strategy implementation involves managing forces during action which requires special motivation skills and coordination of many individuals. Muturi and Maroa (2015) state that the

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implementation stage seeks to create a fit between organization formulated goals and its ongoing activities and this fit is important in enhancing that an organization is able to achieve its set goals within the stipulated time. Lehner (2004) argue that strategy implementation and strategic planning are inseparable since one leads to the other seamlessly.

In order to examine the hypothesis, the study regressed strategy implementation success on our first independent variable (Strategic planning). The hypothesis that there will be a positive relationship between strategic planning and strategy implementation success was supported in the hypothesized direction β and, ($p < 0.01$) (Model 1 in Table 4.15.). This model explains (74.6%) percent of the variance of the dependent variable ($p < 0.01$). Following Elbanna and Child (2007), hierarchical regression was used in order to examine the relative importance of planning in predicting the success of strategy implementation.

5.4. Strategy Implementation and Performance of Public Institution

Strategy implementation has a statistically significant mediating effect on the relationship between strategic planning process and performance of public institution. As the stipulations of the strategic plan are put into actionable tasks, given timelines, assigned to specific individuals and clear performance indicators attributed, then the impact of the strategic planning process on performance is enhanced. The mediation effect is partial (Baron & Kenny, 1986) since the predictive power of strategic planning process on performance substantially rises but does not completely disappear with the introduction of strategy implementation as a mediator.

In order to examine the hypothesis, the study regressed performance of public institution on our independent variable (Strategic Implementation). The hypothesis that there will be a positive relationship between performance of public institution and strategy implementation success was supported in the hypothesized direction β and, ($p < 0.01$) (Model 1 in Table 4.15.). This model explains percent (34.4 %) of the variance of the dependent variable ($p < 0.01$).

According to Wheelmen and Hunger (2007), strategy implementation stage provides answers to the three critical questions of who are the people to carry out the strategic plans, what must be done and how are they going to do it. This in essence determines who at the public institution will be charged with the responsibility of a particular task, what timelines are allocated to them and what outcome it should yield, further it indicates how plan become part of structure, systems and shared values at the public institution. Noble (1999, 2008) defines implementation as the

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communication, interpretation, adoption and enactment of strategic plans. Strategic plans are put into action through the development of programs, budgets and procedures hence planning and implementation are inseparable.

According to Daft (2000), organization performance is the ability of an organization to attain its goals using human resource and financial resources, in the most efficient and effective manner. The strategic planning process yields a documented outline of what the organization envisions to achieve. The strategy implementation translates this into actionable activities with time lines, individuals responsible and resources required. Waweru (2011) state that implementation is the procedures of turning strategic plans into realistic action to achieve specific objectives and goals.

5.5. Strategic planning process, Strategy implementation and Performance of Public Institution

This study conceptualization is based on the premise that what is actionable, in strategy implementation, has a mediating effect on the direct effect of the strategic planning process on performance. Using the path analysis by Baron and Kenny (1986), strategy implementation is a significant mediator between strategic planning process and performance of public institution where strategic planning process affects performance through strategy implementation and the effect is doubled when the mediator is introduced. The intervener effect is significant at 95% confidence level.

The equations were generated. First, strategy implementation success was regressed against the control and moderating variables. Formal strategic planning was then added into the equation. The addition of formal planning to the Model with the control and moderating variables in the next step added more percent (< 0.01) to the explained variance of strategy implementation success which provides additional support to the Hypothesis.

This study finding affirm the postulations of the contingency theory that superior performance in an organization is achieved when there is a fit between two or more contingent factors. At the public institution, enhanced performance indicated by increased predictive power and statistically significant relationship is achieved when the strategic planning process and strategy implementation efforts are aligned. Strategy implementation has a significant mediation effect

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between strategic planning process and performance significantly raising the predictive power of strategic planning process on performance.

5.6. Strategic Planning Process, Strategy Implementation and Performance of Public Institution (Effectiveness and Efficiency)

According to Richard (2009) organization performance is a multidimensional conceptualization that touches on stakeholders who are very diverse and market circumstances that are heterogeneous. Performance measurement and performance management is considered by many organizations as an important activity done to keep organizations on track in achieving its strategic goals and objectives. Yang et al., (2010) states that performance measurement may differ depending on the angles from which it is measured varying from project, organization, stakeholder or client perspective. Phua (2006) asserts that performance construct is dependent on the dynamics of the industry and organization specific factors. The performance of public institution was operationalized into effectiveness and efficiency in line with international standards for performance of public institution

The joint effect of strategic planning process and strategy implementation on effectiveness and efficiency was tested. The findings indicate strategic planning process and strategy implementation are significant independent variables, while performance indicator are effectiveness and efficiency are significant independent variables. The joint effect is greater than the individual effect of each of the predictor variables on public institution performance.

The study findings compare to Munjuri (2013) argues that performance is not derived from a single factor but from a combination of factors that complement and reinforce each other. Accordingly, Kipesha (2013) observes that the performance of an organization is a function of many diverse internal and external characteristics in its operations. Public institution performance is a function of the strategic planning process, and the strategy implementation.

These finding is in line with the stipulations of contingency theory that states that the influence of a given variable may not be universal but rather it may depend onthe level of another mediating variable (Venkatraman & Prescott, 1990). The introduction of mediator and moderator in to the regression model increased the predictive power of the model (R) as well as raised the degree of dependent variable variation explained by the predictor variables (R^2). Since each public institution will engage in the strategic planning process in its own unique way depending on

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implementation, there is need for management to take keen interest.

CHAPTER SIX

6. CONCLUSION AND RECOMMENDATION

6.1. Introduction
The primary emphasis of the study was the impact of effective strategic planning and implementation on the performance of public sectors. Primary and secondary data sources were explored in order to do this, and relevant data was collected. The collected data was presented, reviewed, and debated under numerous circumstances. The analysis and discussions that are the outcome of the pertinent data that have been provided and assessed are concluded in the part that follows. Additionally, based on the findings, the researcher has offered some advice for the relevant organizations as well as future researchers.

6.2. Conclusions
This research looked at the effectiveness of strategic planning and execution in governmental institutions in Ethiopia. In this study, three research questions were created and evaluated. The research looked at the Ethiopian public service organizations and developed a strategy for them. It also looked at the planning, execution, and monitoring processes utilized by the public service organizations functioning in the Ethiopian Minister Office. In order to determine the function of strategic planning and implementation in the public sectors, the study also evaluated the primary difficulties the Ethiopian public service organization encountered during the process of strategic planning and implementation.

Achieving both short- and long-term national goals requires strategic planning. It enables a nation to deploy resources in the most effective way to achieve its goals. Planning for the long-term entails setting goals that take longer to achieve and involve more processes, as those in Ethiopia's Ten-Year Development Plan. Ethiopia's economy continued to thrive, although little structural change was brought about. Weak sectorial connections and a slow structural development are

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rather characteristics of the economy. The nation also faces significant development difficulties like the inability to guarantee quality economic growth (including job opportunities and income distribution), high external debt distress, an imbalance between domestic savings and investment, difficulties stabilizing inflation, and a sharp increase in unemployment. The government created a plan to tackle these issues and bring about prosperity. The Ten Years Development Plan: A Pathway to Prosperity 2021–2030 is a long-term perspective plan, the second of its sort in Ethiopia's modern history after the "Ten year perspective Economic Plan" of the Dergue administration. The country's long-term strategy outlines how to hasten the nation's economic growth over the long run (ten years). The strategy aims to achieve middle-income status in 2030 as well as the welfare, freedom, and prosperity of the populace. The proposal does, however, have many flaws and many merits, and it has received more criticism than praise. The strategy should be somewhat flexible and adaptive given the difficulties and many natural and man-made threats the nation faces.

Standard measurement and technique are used during the institution's external environment scanning process. It demonstrates that the institution has made clear what it hopes to become in the future. The institution also employed formal internal environmental scanning analysis systems. Thus, the institutions chose and used common internal environmental scanning components. Additionally, the institutions completed a SWOT analysis component that would allow them to pinpoint their unique capabilities. On the other hand, the institution's internal environmental scanning process does not involve broad management engagement or communication of expectations all the way down to department heads. Additionally, the institution didn't examine its chain of command, culture, assets, or competencies. This implies that the institution's own environmental scanning procedure.

The institutions external environment scanning process used properly analyzed external analysis; scanned both threats and opportunities; and applied formal mechanisms to differentiate the internal environment from its external environment. In which, the institution identifies opportunity and threat by analyzing the environmental, political and resource factors that could have high effect on the success of the organization and achieve the target objective. On the other hand, the strategic

planning of the institution doesn't use wide participation and uses professionals to make the external analysis. This creates a method for merging various procedures and functions.

The vision, purpose, goals, and objectives of the institution are the foundation for the strategy formulation and design of the organization. These elements also characterize the operational activity, function, time, and responsibility. Additionally, the institution's design took into account a long-standing claim by identifying a future danger and choosing the better option by calculating the necessary finances and resources.

The institutions strategic implementation was introduced to employees by telling them of their responsibilities regarding the implementation of the strategic plan; the operation and decision making of the implementation in accordance to the strategic plan. Although the institutions declare the responsibility of employees and decide on the operation, the scarcity of the resources given to the implementation and the activities of the implementation not following the strategy could be negative factors. The other implementation problem is related with human resource, in which the leadership managements and employee's passion to the implementation affect implementation of the strategic plan.

Institutions have their own measurement for evaluation of the strategic implementation and a timely evaluation period. In the evaluation phase, institutions classify activities as counteractive when strategic initiatives fail or affirmative when strategic initiatives enhance implementation. Even though, the institutions have their own measurement for evaluation and evaluate regularly, the institutions don't fine-tune or come up with new strategies ensuring evaluation of the preliminary strategies. This gap between previous and new strategy indicates that the evaluators only focus on how to solve a given challenge rather than considering whether it's in accordance with the initially formulated strategy.

The main challenge of strategic planning shows that the strategic planning teams don't use wide management participation and communication. Their expectations are narrowed down to departmental/section heads and feedback of the concerned party. Thus, the strategic planning teams don't have enough awareness and can't prepare effective strategic plan. In addition to this effect, the new strategy planned by the team doesn't take corrective action and solve the problem.
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Also, the institution doesn't interconnect the strategy planning and implementation to lower level employees. Generally, the strategy planning and implementation is defined poorly.

Another major challenge of strategic implementation shows that the absence of a piloting test of the strategy implementation could be challenging because of varying strategy design and reality. In addition to this challenge, the lack of a good monitoring and evaluation system also prohibit the implementation from being successful. This happens when the strategic planning team does not exactly know how the implementation system process could be effective and they only design the strategy planning. Managerial problems are highly concentrated in the implementation because managers usually don't trust any information and poses incompetent leadership and managerial skills. On the other hand, the present strategy could be implemented well but the implementation process is not well implemented because of the challenges of various factors.

Strategic planning and implementation are not as effective in public institutions although it provides clearer focus for the organization and show progress towards the organizational goal. But these strategic planning and implementation don't make for comfortable work environment and that doesn't promote a sturdy solidarity between employees and management. Thus, the inability to build a well-made team won't allow the enhancement of communication of the strategic goal with the institutional goal. Generally, the strategic implementation doesn't enhance institutional effectiveness.

Strategic planning and implementation don't enhance institutional efficiency the Ethiopian public institutions. Though the strategic planning and implementation of the institutions help solve some problems, they don't help reduce unnecessary operational cost or correct previous challenges of the institution in increasing institutional output. It also doesn't help provide the required service delivery within short period of time or make it accessible.

Finally, this empirical study has been conducted to critically examine the hypothesis that could be co-related to the performance of public institution. Regressions, Coefficients, Model Summaries and ANOVA analysis have been used for the study. The study also found a statistically significant relationship between independent variables, strategic planning, strategic implementation and independent variable (public Institution performance). Testing the significance of the regression

model that links the two variables shows that the strategy planning and implementation predicting public institution performance is statistically significant at 95% confidence level as indicated by significant F-value and R. The direct effect of the possible mediator strategy planning and implementation on performance is positive and statistically significant variation in among the variables.

6.3. Implication of the Study

The current study looked at the relationship between the process of strategic planning and the success of public entities in implementing their plans. The study's findings indicate that strategic planning and implementation are not helpful for public institutions to succeed. They do not decrease superfluous operating costs, resolve the institutions' prior issue, and boost institutional productivity. Additionally, it doesn't supply the necessary services in a timely manner or make itself available. Additionally, it doesn't provide pleasant working condition nor does it create a good working relationship between employees and management. All parties that have a substantial impact on the strategic plan's execution must be included in the planning process in order for it to be implemented successfully. The improvement of Strategic Planning is made possible by the interested entities' cooperation. The rate of organizational performance improvement however, discovered that there was little involvement in the process of creating the strategy. Contributions to policy and practice are shown through the findings.

6.3.1. Implication to Theory

This study is based on Institutional Theory, which holds that the evolution of formal organizational structures in contemporary organizations is heavily influenced by their environment. It recognizes the significance of economic and social dynamics in shaping organizational systems and structures (North, 1990; Dimaggio, 1983). According to Hoskinsson et al. (2000), the isomorphic change theory, which identifies three forces of change on organizations coercive, normative, and mimetic explains the appearance of change toward homogeneity.

Coercive isomorphism results from both direct and indirect pressures exerted on institutions by other organizations upon which institution s are dependent, and by the expectations of the societies in which institutions operate (DiMaggio and Powell, 1983). Coercive isomorphism evolves from political influence and legitimacy often conveyed through policies, rules, procedures and

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regulation processes that are a requirement but outside the organization; The public institutions in Ethiopia are expected to prepare a strategic plan as a government regulation as well as follow the stipulations of institutional mission and vision that govern their operations, All public institutions have a strategic plan.

Through pressure to look legitimate, these pressures compel institutionalization and encourage organizational uniformity or homogeneity. This study contributes to institutional theory since strategic planning is a legal obligation for all public institutions; nevertheless, little attention is paid to the formality and intensity of the process or to how it affects performance.

The findings of this study show that, even though all public institutions are required to have a strategic plan, the way in which the strategic planning process leading to improved performanceis carried out varies. Contingency theory holds that there is not a single way to manage all organizations (Effectiveness and Efficiency).

The study makes a contribution to contingency theory because it shows that the strategy planning process and strategy executionproccess together have a higher impact on performance than either phase alone. This is consistent with the theory's basic tenet, according to which a company must comprehend its operational environment since business outcomes depend on both internal and external elements (Daft, 2000).

6.3.2. Implication to Managerial practice

According to the theory, multiple approaches may be effective depending on the situation (Dobak, 2006), and its key insight is that alternative structures must be used depending on the situation rather than aiming to apply a single management concept across all businesses (Baranyi,2001). Structure, strategy, culture, rules, practices, and technology are all essential contributors to organizational effectiveness, according to Galbraith (2002) and Kim (2010). The performance of public institutions is impacted by their size, age, and whether or not they are public institutions.

The study's findings suggest that the problem with implementation is one of human resources, and that the leadership's and workers' commitment to carrying out the strategic plan has an effect. The institution does not expect values, chains, cultures, assets, or competences and does not combine

different activities and operations. As a result, it is suggested that Ethiopia's public institutions' management and leadership.

The study recommended to the management:

Firstly, know that their efforts towards making a strategic plan for their organization is neither a waste of time nor resources, but in fact a way to successful strategy implementation although they are not directly involved in public policy making decisions. This is an indication that formal strategic planning is beneficial to public organizations.

Secondly, understand the fact that strategic planning has a positive and significant impact on managerial involvement in strategic planning. This may mean that one of the outcomes of this involvement is the enhancement of managers' commitment to and alignment with public policy and organizational priorities, in addition to helping managers to acquire the knowledge necessary for strategy implementation, which in turn increases the possibility of its success. In other words, to get the full benefit of formal strategic planning, public managers should conduct it in a way that enhances the effective involvement of managers in its process.

Thirdly, managers should exercise caution when tempted to assume a direct relationship between strategy formulation and implementation because this relationship may be moderated by other factors such as stakeholder uncertainty. In addition to this, managers have to clearly communicate the responsibilities of the staff (both production and administrative) toward the institutions prioritized strategic issues and preferred strategies before starting a full-fledged implementation process of the strategic plan.

Finally, the institutions mangers should ensure that the staff and especially those involved in the implementation process discuss the strategies already formulated for them to own the process. The main task of strategy implementation is to align the activities and capabilities of an organization with its strategies. The concerned government party should endeavor to align functional strategies

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with the organization's strategy. It should therefore ensure that there is congruence and coordination at the level of individual functional strategies

6.3.3. Implication to Policy

The result demonstrates that, despite the fact that public institutions have their own metrics for assessment and routinely monitor them, they do not adjust their initial strategies or develop new ones in response to the review of those first strategies. Additionally, rather of examining whether the solution was related to the design of the initial plan, the assessors just paid attention to how to answer the provided issue. In response, the researcher suggested the following:

Clear and reliable criteria should be developed by policymakers to track the organizations' performance improvement. In order to make performance evaluation simpler, strategic planning should provide clear and valid performance indicating criteria. Introduce suitable methods for strategy implementation activities that are necessary to accomplish the stated purpose and goal. The objective is to evaluate the level of achievement of the strategic aims as well as to update and modify the plans in light of feedback. In order for strategic planning to be effective, organizational performance must be continuously monitored and assessed. Then, policymakers should set up a system for quality monitoring and assessment using improved measuring techniques.

The research demonstrated that the lack of a pilot test for the strategy development and the incompetence of lower management are what make implementing the strategy difficult. Additionally, the strategic planning team lacked sufficient knowledge to produce an effective strategy plan. In addition to this result, the team's new approach was unable to address the issue and find a solution

. In response, the researcher suggested the following:

In the process of strategic planning, educated labor is a crucial resource. As are merit principles which call for placing the appropriate individual in the right position. As a result, the public

institutions under the Ethiopian minister office should have systems to guarantee that the needed skills and expertise are present in the workforce in all sectors.

Policymakers must start collective reflection at all costs in the new global economy in anticipation of the performance of the public sector. To prepare for future social and economic changes, decision-makers should develop more effective economic policies. Key decision makers must also figure out how to employ sophisticated tools to more effectively convey the outcomes and the quantifiable influence on the public sector's performance.

From a different angle, policymakers should focus on the following top priorities in order to develop strategies to improve the public sector's performance:

1. Increasing economic stability

2. Improving the quality of public infrastructure;

3. Increasing administrative performance by fighting corruption, reducing state bureaucracy, increasing the quality of justice and significantly reducing the shadow economy.

4. Increasing the quality and performance of efficiency

5. Extending the distribution of income and reducing disparities in income between different categories of population in Ethiopia

6. Augmenting the performance of the health system

7. Obtaining visible results regarding economic performance.

There are more key aspects of strategic planning and management that will improve public sector performance and make it more productive. The following recommendation has been given since strategic planning is an essential instrument used by a public organization to produce more effective and efficient units. For that, the policy makers must take into account the policy to support the use of planning by a public organization. The following would help significantly: A sense of
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enthusiasm in each department, a five-year plan in writing to which almost everyone is committee, a sense of commitment by the entire department to its overall direction, clear job duties and responsibilities, time for the leaders to do what they can most effectively for the program., clear and evident improvement in the effectiveness of each staff member.

The ability to specifically measure the growth and contribution made by the leaders and other staff members who are close to their jobs in the department and a guaranteed leadership of the organization program because a plan is in place in writing and is understood are very crucial. And more importantly, a management team and a good managerial philosophy should be in place to help guide the department into its next era of growth.

To measure the public sector performance, and difference from other organizations, the policy makers and evaluators should consider the distinction between: the means used inputs, the process throughput, the service output and the effect achieved outcome. For that, they have to take measure and consider the following:

- The efficiency of these public institutions, which takes into account the obtained result in relation to the resources used. A project is said to be effective if maximum results are achieved with a given level of resources. Or, if it uses minimum resources for a certain level of the result.

- Measurement of effectiveness; which is quantified by the ratio of the actual result to its expected level. In this, process of measuring the effectiveness of public sectors faces difficulties concerning the assessment and the quantification of the results, which often

have non-physical form, and cannot be directly measured because the results of public projects can have both economic and social characters.

- Finally, policy makers have to measure the quality of services which is designed to follow the degree to which the public product/service satisfies the requirements of citizens. In this sense, the quality includes the effectiveness of a project.

The study made the following recommendations or suggestions:

- Improving knowledge and skills regarding strategic planning techniques

- Design an appropriate set of strategic planning techniques as an important element of the organization

- Make strategic planning a more formalized, explicit, and ongoing organizational process with uniform planning procedures, emphasized process, wide-range paperwork, time horizon of more than 3 years, and regular progress review.

The findings can also be used to identify and overcome the barriers to effective strategy implementation, as well as to determine critical issues of organizational effectiveness and activities necessary for the effective and efficient implementation of strategic planning, keeping in mind the following barriers to strategic planning implementation. Finally, all other employees in the organization must get involved and participate in the strategic planning process.

Ethiopia's objective of becoming a middle-income country by 2025 still influences policies, institutional structures, and investment strategies, but some macroeconomic, environmental, and political viewpoints have changed or increased, opening up new areas for focus and action. Recent social and economic growth in Ethiopia has contributed to significant advancements toward Sustainable Development Goal 2. (zero hunger). Conclusion: A structural remedy is required since the Ethiopian economy has a structural issue. At this time, there is no need for more research or comprehension of the complexity and breadth of the present economic, political, and social issue. Since November 2020, the present Ethiopian economy has been challenged by a rise in the frequency of war, notably in the North (Federal and Tigray regional government). The COVID-

19 pandemic's economic effects, rising food insecurity as a result of unfavorable meteorological conditions, a locust invasion, local rebel fighting, and general worldwide factors that are driving up food costs. The decline of the 2025 goal of eradicating hunger and becoming one of the middle-income countries is a result of these social and economic issues. Ethiopia should thus design a new plan by reviewing the previous one and taking the present economic, political, and social issues into account. The new plan should also recognize the shortcomings of the old one and incorporate the key players by making sure that both the general public and professionals are involved. This aids in creating a suitable framework for coordinating both short- and long-term strategies, combining planning and control mechanisms.

6.4. Limitations and Suggestions for Future Research

The research reflects a thorough and organized approach to researching strategy planning and implementation processes. On a national level, there aren't many studies on this issue of strategy design and execution. But in post-transitional situations, there are even less. By conducting the study in the post-transitional setting, the research findings increase the scope of empirical research by providing an overview of the importance of the examined activities for and challenges to strategy development and execution. In this way, the research may be used as a tool to improve the overall capability and validity of the measuring tool and the theory on the development and execution of a strategy that was created in more "Ethiopian" situations. Irrespective, it is vital to note the research's potential limitations in addition to some of its key results. One such restriction is that actual barriers to strategy design and implementation may be cleverly concealed, even from management. As a result, the managers' evaluations provided in response to the study's questionnaire must obviously be subjective.

In order to validate the study findings beyond the sample employed in this study, future research should provide cross-validation using the same instruments and other newly established samples, according to ministry offices. More in-depth qualitative research and perspectives from other provinces may be included in future studies because different provinces may have different impressions. It would be helpful to corroborate the results using a sample of additional interviews. The strategic planning and execution process of the new ministers' office, which was introduced

in the last four years, may be of interest to other scholars, and its significance may evolve over time. Important further study may result in the creation of a thorough, step-by-step approach.

Future studies may help us better understand strategic management in general and in public enterprises in particular. In order to advance management theory, academics can first investigate the effects of combining formal strategic planning with logical incrementalism on the effectiveness of strategy implementation and look for the best way to apply them in real-world settings (see, Elbanna and Child, 2007; Poister et al., 2013). Second, since strategy implementation success is heavily influenced by a variety of factors, some of which public organizations can reasonably control, such as organizational capabilities, systems, and processes, and others which are largely outside of their control, such as economic conditions and political instability, it is advantageous for future research to carefully consider other determinants of strategy implementation success. In conclusion, the study's research has advanced our understanding of strategic management. It is concluded that what public managers do in terms of strategic planning practices important for their companies and the implementation of their strategies. This is in line with management and theories of strategy implementation in general.

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Appendix 1

Questionnaire

Selinus Science and Literature University

PhD Program

Dear sir/madam

This survey will be conducted by student of Selinus Science and Litrature University of business administration as a partial fulfillment for the award of PhD. Thesis entitled: "Assessment of the Strategic Planning and Implementation Success in public Service Organization. The purpose of the study is to fulfill the partial requirement to accomplish PhD in Business Administration. To this effect, this semi-structured questionnaire is designed to collect pertinent information relating to the topic

 I would like to assure you that the information you provide will be accessible only for academic purpose. Your involvement is regarded as a great input to the quality of the research results. Hence, I believe that you will enlarge your assistance by participating in the study.

Your honest and thought full response is invaluable

Thank you for your participation

Kind regards

Eyoatam Berhanu

Email address: jothambb@gmail.com
Phone number: +251930795799

Instructions 1:

Please put a tick mark [ ] corresponding your choice No need to write your name

Section 1: Demographic / Background

Please kindly tick (√) your answer in the appropriate boxes or respond by writing if required.

1. Gender:

[ ]   Male   Female   [ ]

2. Age

[ ]   18-30

[ ]   31-40

[ ]   41-50

[ ]   Above 51

3. Academic level:

[ ]   Diploma

[ ]   Bachelor's degree

[ ]   Master's degree

 Other (specify) _____

4. Work Experience:

[ ]   Less than 2 years

[ ]   3-5 years

[ ]   6-10 years

[ ]   Above 10 years

6. Position held:

[ ]   Administration/top-level management

[ ]   Middle level management

[ ]   Officer level

Any other, please specify: _____

Instructions 2:

Tick (√) your answer in the appropriate boxes or respond the term SD Strongly Disagree, D-Disagree, N-Neutral, A- Agree and SA Strongly Agree

❖ *Answer all question according to your institution practice*

Section 2: Assessment of the Strategic Planning and Implementation Success

Internal Environmental Scanning

Internal Environmental Scanning	SD	D	N	A	SA
The institution had bench mark scanning					
The institution used formal internal environmental scanning mechanisms of analysis					
The institution had conducted strength and weakness were well identified analysis					
There is wide management participation and communication their expectations down to departmental/section heads					
The institution expectation values, chain, culture, asset, competency and mechanism a were scanned					

External Environment Analysis

External Environment Analysis	SD	D	N	A	SA
The institution clearly conducted and identified opportunity of the institution from its external environment					
The institution clearly conducted and identified the threats of the institutions from its external environment					
The institution used professional to study external analysis					
The institution external analysis scanned to determine development and forecasts of factors that will influence organizational success					
The institution carries out an environmental, political and resource analysis to ensure it remains relevant and it adopts to change continuously carries out an environmental analysis					

Designing Strategic Planning

Designing Strategic Planning	SD	D	N	A	SA
The results of strategic planning process were clearly spell out- what will be done, when and by whom					
Activities and programs are consistent with the vision, mission, goals and objectives of the institution					
Long-term implications were scanned					
Alternatives are developed before a strategic plan is adopted and alternatives were evaluated and the best ones were selected					
The required budgets and resource were put on spot					

Possible risks were forecasted					

Implementation of Strategic Plan

Implementation of Strategic Plan	SD	D	N	A	SA
Responsibility for the implementation of strategic plan is communicated to the staff					
Major decisions and activities are carried out as per the strategic plan					
Resources allocated are adequate to implement the strategic plan					
The activates were aligned with the strategy planning					
The employees of the institutions are motivated and willing to implement the strategic plan					
The right person and unit have been created for implementation					
During the implementation process, we amend our strategies if necessary					
Our strategy develops through a process of ongoing adjustment while implementing					

Strategic Evaluation

Strategic Evaluation	SD	D	N	A	SA

	SD	D	N	A	SA
The institution developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives					
The institution used ongoing evaluation practices as it relates to strategic initiatives.					
The institution success at identifying corrective action when strategic initiatives are failing or could be improved.					
The institution evaluates the effectiveness and impact of changes subsequent to initial strategy formulation.					
The institution give attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies.					

Challenge of Developing Strategy Plan

Challenge of Developing Strategy Plan	SD	D	N	A	SA
Lack of reliable data /information/ to prepare strategic plan					
Lack of commitment of strategic planning team					
The strategic planning team low awareness on how to prepare effective strategic plan					

New strategies are introduced in a very similar way to those that have already been implemented					
Unwillingness of strategic planning team to take feedbacks for corrective action					
The institution doesn't used enough reward systems to motivate employees to implement strategy well					
Strategy is not properly communicated to lower levels					
Strategy is poorly defined					
Strategy conflicts with existing organizational power structure					
There are no guidelines or a model to guide strategy execution efforts					

Challenges Encounter in Implementing Strategy Plan

Challenges Encounter in Implementing Strategy Plan	SD	D	N	A	SA
Inadequacy of budget and resources					
The absent of implement strategies by piloting them initially and then implement them in full					
Absence of timely monitoring and evaluation system.					

High corruption practice					
Unwillingness of principals to take feedbacks for corrective action					
Managers do not trust information generated outside their units					
Short-range orientation dominates the institution					
Managers lack leadership skill and capabilities for strategy implementation					
Employees are reluctant to share knowledge with colleagues					
The strategy is incapable to implement					

Effectiveness

Effectiveness	**SD**	**D**	**N**	**A**	**SA**
Provides clearer focus for the organization and show progress the organizational goal					
Improve organizational performance and informed change					

Helps in building strong teams and a glue or bond to management					
Helps to enhance and communicate those goals and objectives to the organization 's constituents					
Strategic implementation helps to having appropriate institutional policies and systems					
Strategic implementation enhances institutional effectiveness					

Efficiency

Efficiency	SD	D	N	A	SA
Solves major problems and provides a framework					
Ensure wise use of resources as per priority					
As a result of strategic plan planning and implementation, the institution is able to significantly reduce operational costs					
The institution is providing the required service delivery within short period of time and have become accessible					
Increase institutional out put					
Strategic implementation enhances institutional efficiency					

Section 3: Write your Answer

1. If you have any information relating to the practice of design and implementation of Strategic Planning of your institution performance, please, do not hesitate to state?

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185

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2. Which aspects of strategy planning and implementation have been affected by the challenges above?

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3. What suggestion(s) would you give that will help your institution avoid or minimize strategy planning and implementation challenges?

_____

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4. If you have any information relating to the planning and implementation sucess on the institution performance?

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5. If you have any comment and suggestion, please give any other comment you may have regarding the subject of this research??

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Appendix 2
Interview Questions

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Interview Guide

1. Who participated in the development of Strategic Plans?

2. Would you briefly explain the course/processes of designing the plan?

3. Would you briefly explain the course of implementing the strategic Plan? Who involved and what facilities were availed?

4. Would you identify and explain achievements made, challenges faced and opportunities created as a result of Strategic Plan Implementation?

5. Would you explain the process of monitoring and evaluation if conducted?

6. Any idea, comment or related to the topic?