Evaluation of Factors Influencing the Implementation of Strategic Plans in Public Universities—A Case of the Copperbelt University

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Abstract

Strategic planning is crucial in guiding organisations towards their objectives, and understanding the factors that impede the successful implementation of strategy has become imperative. With the recent technical developments, new government regulations, and elevated societal expectations, institutions of higher education have to deal with a dynamic operating environment. Using a sample of 285 respondents, this study examined the factors influencing strategy implementation at the Copperbelt University in zambia. The study used quantitative methods and found that: resource allocation, leadership and organizational culture had a significant effect on strategy implementation. This study suggests that a strong and effective pool of skills, and human capital are important resources for strategy success including a flexible structure and adaptive employees who are prepared to make process and procedure adjustments. Organsitions should therefore ensure that essential financial resources, time, skills, and expertise are adequate to have a successful strategy implementation process.

Keywords

Strategy, Resource Allocation, Leadership, Organizational Culture and Zambia

1. Introduction

The macro environment has completely transformed as a result of new technology, recent technical developments, new government regulations, and elevated

societal expectations. This creates the need for a solid backbone in the formulation process and implementing strategies. While strategy implementation involves organizing an organization's resources and inspiring employees to work toward the organization's objectives (Muchira, 2013), it is closely linked with organizational performance. According to the findings by Muchira (2013), strategy implementation has a significant impact on an organization's growth, by roughly 65 percent (Muchira, 2013). Thus, Institutions must realign their objectives and establish mandates for their countries' rapid growth in light of the macro environment's shifting conditions (Kitongo et al., 2016). This has also become crucial for higher education institutions as there are the engine for the country's development, serve as a repository of a society's knowledge and culture, conduit to economic and skill development. In addition, the use of strategic management and strategic planning ideas has helped University to operate successfully and efficiently.

2. Background

Higher learning institutions have existed for centuries providing nations with research, innovation and knowledge. Sigrun (2014) pointed out that universities have grown in so many ways and require high levels of investment. This has therefore forced universities to find ways to show stakeholders their return on investment. This is more difficult in public universities where resources are scarce to aid in the achievement of goals. Kadir (2012) highlighted that public universities in Malaysia struggle to achieve their goals mainly because they have no outlined plan to give them direction. Pearson et al. (2017) added that the success of the Massachusetts Institute of Technology (MIT) has been as a result a plethora of strategic resources, which have enabled the university to carry out various initiatives. Parakhina et al. (2017) supported that successful strategic implementation is key to success in the current demanding business environment; however, strategy implementation comes with several challenges, especially for developing African countries.

Since its foundation in 1987, CBU has grown significantly, going from two (2) faculties to ten (10) by the end of 2018. In addition to offering innovative degrees in medicine, the university also offers programs in business, engineering, mathematics, and the natural sciences. Among the others are Graduate Studies, Natural Resources, the Directorate of Peace and Conflict Studies, Information and Communication Technology, Humanities and Social Sciences, and Mines and Mineral Sciences. For instance, CBU graduated 100 students at its first commencement in 1992, but by the end of 2018, the university had graduated more than 2,000 students on average, contributing to the economy. Throughout its existence, the organisation has continued to come up with strategic plans that are time-bound. This is to attain a competitive edge and growth. It is important to understand what happened with the implementation of the 2014 to 2018 strategic plan while the 2020 to 2024 is still rolling. This is vital in making improve-

ments. The table below shows the pillars of the strategic plan and the success level of each.

Table 1 below shows a summary of the strategic performance of CBU from 2014 to 2018. The results show that the highest successful rate was 24% while the lowest was 9.1%.

The evaluation of the strategic plan for 2014 to 2018 revealed that management failed to fully allocate resources and drive within the organisation. CBU strategy plan evaluation reports showed that this led to failure to:

➢ Develop student recruitment strategy and continue to rely on senate admission committees;

➢ Improve international enrolment with an international-to-local ratio of 1:202;

➢ Improve alumni activities within the university;

➢ Construct computer training rooms; and

➢ Improve the percentage of researchers trained in cyber security.

The University has shown a strong interest in strategic planning. Numerous statements have been made to support the need for certain concentration. However, little actual data indicates what has truly motivated CBU to concentrate on strategic management. On the other side, the CBU's 2014 to 2018 strategic plan created several concerns that prevented the organization from achieving its objectives. This is because a variety of difficulties encountered prevented the strategic plan from being implemented as intended. To ensure that the 2021 to 2025 strategic plan is successful, it is crucial to comprehend the difficulties encountered.

3. Problem Statement

The strategic evaluation report (2018) of the previous strategic report revealed that CBU developed Key Performance Indicators (KPIs) including developing a student recruitment strategy, improving international enrolment, improving alumni activities within the university, constructing computer training rooms; and improving the percentage of researchers trained in cyber security. Yet the

Table 1. Strategic performance of CBU 2014 to 2018.

Strategic Pillar	Success rate (Percent)
Growth of scholars, scholarships, publications and Alumni	19.4
Sustained expansion, renovation and maintenance of infrastructure	21.4
Spread and depth of university activities	9.1
Improved security, safety and public health	24
Improved process and adoption of cost-effective strategy	20.9
Collaboration and strategic partnerships	16.7
Finances, procurement and human resources	23.1

Source: CBU strategic plan evaluation, 2018.

University had challenges in achieving the KPIs to fully realize the strategic plan (CBU strategic plan). It was revealed that out of a total of 196 indicators, only 44 were achieved representing a success rate of 22%. Given the success rate of 22%, it is important to ask the question, what challenges led to such a poor performance? At the launch of the 2020 to 2024 strategic plan, it was concluded that if the University achieved its previous strategic plan, it would attract more international students, set cost-reflective tuition fees and reduce reliance on government (Ngoma, 2020).

On the other hand, the relative importance of strategic implementation has been acknowledged by numerous scholars and practitioners, globally (Muchira, 2013). This can be seen in the number of studies (Bahadori et al., 2018; Alharthy et al., 2017; Elbanna & Fadol, 2016; Debarliev & Suklev, 2012; Al-Kandi et al., 2013; Magiri et al., 2018; Tanga, 2020) that have been conducted concerning strategic implementation. However, these studies were conducted outside Zambia, in regions with different economic, social, and political landscapes from that of Zambia. This has, therefore, created a literature gap. Further, the majority of the studies concentrated on secondary schools. This study on the other hand focused on contributing to the literature and closing the observed gap by conducting the study at a public university (CBU) in Zambia.

Based on the problem of the study, the following are the objectives:

1) To examine the effect of management support on strategic implementation at the Copperbelt University from 2009-2018;

2) To determine the effect of organisational culture on strategic implementation at the Copperbelt University from 2009-2018; and

3) To examine the effect of resource allocation on strategic implementation at the Copperbelt University from 2009-2018.

4. Literature Review and Hypotheses Development

The literature review was presented in line with the main concepts of the study.

4.1. The Role of Leadership in Strategy Implementation

Jabbar and Hussein (2017) pointed out that leadership is a key factor in the success of strategy compared to other factors such as an effective pool of skills, and human capital. Murage and Ndegwa (2018) argued that the Chief Executive Officer (CEO) and top management must emphasize the various interfaces within the organization. One key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Saha and Sharma (2020) addressed this issue from a different perspective by suggesting that without effective leadership, there will be a lack of direction as a result of conflicting priorities.

Samimi et al. (2022) linked strategy implementation to leadership. The authors agreed that leadership skills such as fostering teamwork, motivation, estab-

lishing controls and coordination are crucial to the success of strategy implementation. Moreover, strategy implementation is key in ensuring that an organization achieves its strategic goals, purpose, and vision as intended (Mubarak & Yusoff, 2019). This process involves translating developed plans into tangible actions and results, encompassing the deployment of strategies, formulation of policies, and the creation of programs, budgets, and operational processes. The effect of leadership on the strategic management process is evident and goes as far as influencing the vision and mission of the organization (Tawse et al., 2019). In addition, Lei et al. (2021) emphasize the importance of leadership in introducing, educating, and embodying the firm's values and corporate culture to ensure widespread understanding and adherence. Based on the claims in the literature reviewed, the following hypothesis was tested:

H_1: There is a significant and positive relationship between leadership and successful strategic implementation at the Copperbelt University.

H_{01}: There is no significant and positive relationship between leadership and successful strategic implementation at the Copperbelt University.

4.2. The Role of Organisational Culture in Strategy Implementation

Organizational culture encompasses the set of values that guide an organisation (Alqaraleh et al., 2022). Organisations develop their organisational values that end up guiding their shared values, principles and overall behaviours (Groysberg et al., 2018; Sharma & Sharma, 2022). The organisational culture serves as a vital requirement in the development of business strategy. Hans (2018) added that organisational culture fosters a sense of teamwork because employees end up having shared values. The process of formulating strategies involves collective behaviour and the establishment of values and beliefs held by members of the organization. By aligning with the preferences of organization members and drawing guidance from a specific culture, corporate strategies can be formulated in harmony with the organizational culture (Sharma & Sharma, 2022). Consequently, organizational culture serves as the foundation for corporate strategic planning, development, and implementation.

Brenes and Mena (2008) concluded that an organizational culture that is supportive of principles and values embedded in the new strategy resulted in successful strategy implementation in the sampled firms in South America. They also revealed that 86% of the most successful companies had a culture aligned to strategy. Therefore, this study hypothesizes that:

H_2: There is a significant and positive relationship between organisation culture and successful strategic implementation at the Copperbelt University.

H_{02}: There is no significant and positive relationship between organisation culture and successful strategic implementation at the Copperbelt University.

4.3. The Role of Resource Allocation in Strategy Implementation

To effectively implement a strategy, there is a need for resources (Karami, 2012).

These resources include labour, finance and tools. Rajasekar (2014) pointed out that the implementation of a strategy requires financial funding for accessing information, human resources and technology. The effectiveness of these strategies is paramount for organizational success (Karami, 2012). The process of transitioning a strategic plan into an actual strategy requires a series of managerial decisions which focus on the available resources and how they can be apportioned. Moreover, it necessitates careful consideration of uncertainties associated with strategic plans to eliminate impediments during implementation.

Camilleri (2018) revealed that strategic plan implementation requires an accounting of the available and unavailable resources in terms of skills and technology. In the context of health initiatives, the Kenya Demographics of Health Surveys emphasizes that strategic plan implementation is crucial for advancing and sustaining investment opportunities in community health. The survey also pointed out that to achieve the goals, there is a need to make sure that resources are available. In addition, Maritan and Lee (2017) expressed concerns that a majority of managers believe that resource allocation is not vital in strategic management. This premise that resource allocation is not considered vital is evident: Atsmon (2016) revealed that although 83 percent of top managers believed that resource allocation was vital in strategy implementation; organisations only allocate approximately 1 percent of their annual capital towards strategy implementation.

Dimoff and Kelloway (2016) added that since employees will only use resources, they are aware of, effective communication of resource availability is crucial for successful strategy implementation. Lack of communication about resource availability may lead to stakeholder resource conservation or overuse, impacting strategy implementation. Therefore, it is essential to have a communication plan and a resource allocation matrix for key resources to make users aware of potential challenges in advance. Additionally, managing stakeholder interest through effective strategy execution, monitoring, and evaluation is crucial. Dothan and Lavie (2016) pointed out that performance feedback can serve as a motivator for resource reconfiguration. When there is a failure to achieve an objective, performance feedback prompts a search for solutions to improve performance, potentially leading to a reorientation of resources. This highlights that individual resource allocation aims to fulfil a strategic intent, but during strategy implementation, gaps in strategies and resource allocation plans may emerge, necessitating the reallocation of resources.

Bryson (2018) identified that there should be a process to ensure that all necessary financial resources, skills and knowledge are made available. This is because resources are closely linked with operational planning. In strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information and knowledge requirements. Ereh et al. (2019) revealed that some strategies fail because not enough resources were allocated to successfully implement

them. Organisations have four key resource areas that are people, information, technology and finance. Kyalo (2023) emphasized that if handled correctly, using known and tested change management techniques, change can be brought successfully, to ensure that the company achieves the set goals and objectives to budget. Therefore, this study hypothesizes that:

H_3: There is a significant and positive relationship between resource allocation and successful strategic implementation at the Copperbelt University.

H_{03}: There is no significant and positive relationship between resource allocation and successful strategic implementation at the Copperbelt University.

5. Theoretical Framework

The theoretical framework was made up of two theories which are the resource-based and the Higgins's Eight (8) S Model.

5.1. Resource Based View Theory

The resource-based view proponents argue that it is not the environment but the resources of the organization which should be considered as the foundation of the strategy (Soltani & Salimian, 2015). Despite the apparent differences, these approaches to strategy have one thing in common; they all aim at maximizing performance by improving one organization's position to other organizations in the same competitive environment and that is how the organization is differentiated from its competitors. Every business develops its configuration of capabilities that is rooted in the realities of its competitive market, past commitments and anticipated requirements. The resource-based view of the firm explains how firms allocate their scarce resources to obtain and exploit competitive capabilities. Therefore, the firm that has the resources and abilities to put its capabilities to best use, and that invests in capabilities that complement the existing capability structure that will be able to exploit its distinctive competencies.

5.2. The Higgins's Eight (8) S Model

According to the proponent of this model, the executive of any organization must align the cross-functional factors of the organization with the new strategy so that the strategy opted can succeed. These cross-functional organizational factors include structure, system and processes, leadership style, staff, resources and shared values (Higgins, 2005). These factors highlighted in the Eight S model are vital for successful strategy implementation. All the factors falling in the contextual Seven S's have to be aligned to achieve the best possible strategic performance. The organization's arrows ought to be pointing in the same direction. In other words, they ought to be aligned with one another.

6. Conceptual Framework

A conceptual framework is described as coherent ideas or concepts that have been coordinated so that they are simple to communicate to others (Varpio et

al., 2020). The conceptual framework of this study demonstrates the emphasis on examining factors that influence the implementation of strategic plans at the Copperbelt University. The independent variables in this study are leadership, organisation culture, and resource allocation. The dependent variable is successful strategic implementation. The conceptual framework illustrating the relationships between variables is shown in Figure 1.

7. Methodology

The research methodology presented the research design, approach, population, sampling design, methods of data analysis and ethical considerations.

7.1. Research Design and Approach

The study adopted a descriptive survey research design. This design was chosen because it is one of the best methods used by social scientists and those who are interested in the collection of original data to be used in describing a population which is too large to be observed directly. Thus, the most appropriate method for collecting data regarding perceptions, experiences and opinions of the management committee on the factors influencing strategy implementation at CBU. On the other hand, a quantitative approach was adopted for the study. A quantitative approach was appropriate considering the sample size being studied and ensuring that the results obtained are objective.

7.2. Population and Sampling Design

Employees at the Copperbelt University were the focus of the study. Lecturers, support staff, and management were among the employees. Contractors such as security and cleaning were not included in the study. The entire population of the study is 988 people, according to university data.

According to Saunders et al. (2016), the sample size is determined by several variables, including the study duration, financial limits, and population characteristics. When the population is huge, the sample ratio must be acceptable to provide a suitable and manageable sample. Furthermore, the sample must capture a truly representative sample of the population. The sample size for the population was calculated using the Yamane (1967) formula (quoted in Saunders et al., 2016). This method was used to choose a sample size that was representative
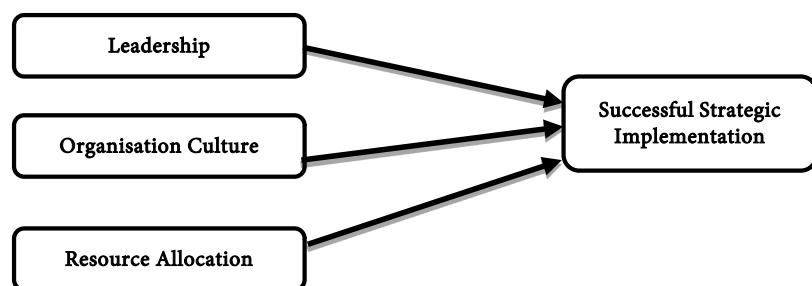
Figure 1. Conceptual framework (Author, 2023).

of the whole population, allowing the study results to be declared legitimate. The specifics of how Yamane's method was used to determine the sample size of consumers are shown below:

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

$$n = \frac{988}{1 + 988(0.05)^2} = 285$$

where: n = size of the sample, N = size of the population, e = margin of error. N = 988 and e = 0.05 (5%). A 5% margin of error was used because all tests were done at a 95% confidence level.

A sample of 285 respondents was used in this study to represent the entire targeted population.

A simple random sampling was used for this study. For this investigation, simple random sampling was used because the selection is completely free of bias and prejudice and is representative of the population.

7.3. Data Collection

A structured 5 Likert scale questionnaire was employed to collect data from the respondents. A structured questionnaire was chosen because it supported the quantitative approach chosen and also enabled the researcher to economically collect data from the sample. The data was collected using a Likert scale ranging from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). A structured questionnaire was used to make it simpler for respondents to provide data for analysis. The measures of the questionnaire were adapted from other studies.

Validity and Reliability of the Data Collection Instrument

Validity refers to the data collection instrument's ability to correctly capture the variables (Polit & Beck, 2014). To ensure the validity of the study, the questionnaire piloted and suggestions made were corrected. On the other hand, reliability refers to the consistency of the data collected (Mohamad, 2015). To ensure reliability, Cronbach's alpha tests were done. According to George and Mallery (2019), in exploratory research, Cronbach's alpha value of 0.7 and higher indicated satisfactory reliability values.

7.4. Data Analysis

Statistical Package for Social Sciences (SPSS) was employed to analyse the data. The data collected was coded and entered in SPSS. Before the analysis, preliminary tests were conducted such as factor analysis and normality. Overall, the results showed that the data collected was reliable (Cronbach's alpha values > 0.7) and normally distributed. The analysis techniques used included deceptive, correlation and regression analysis.

7.5. Ethical Consideration

In this study, the researcher observed the following ethical considerations as posited by (Polit & Beck 2014); Respect for human dignity, which includes the right to full disclosure, debriefing of respondents, and the presentation and interpretation of findings, were adhered to by the researcher. Informed consent, protection from harm, respect for privacy, anonymity, and secrecy, deception of responders, and information concealment.

8. Data Analysis and Presentation

The determined sample was 285 respondents. However, 227 responded giving a response rate of 79%.

8.1. Descriptive Statistics

Table 2 shows that a majority of respondents agreed with the items listed under Resource Allocation, as evidenced by the figures Mean = 3.6916 and Standard Deviation = 0.90401. As the results indicated a mean of 3.9348 and a standard deviation of 0.89164, the study also showed that respondents agreed with the components under Leadership. The findings also indicated that respondents agreed with the statements made under Organisation Culture, with a mean value of 3.9588 and a standard deviation of 0.98051. A mean of 3.8291 and a standard deviation of 1.05715 were found in the final analysis of strategy implementation.

8.2. Correlation Analysis

Table 3 shows that tenure and position were used as control variables, and the

Table 2. Descriptive statistics.

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Resource Allocation	227	1.00	5.00	3.6916	0.90401
Leadership	227	1.00	5.00	3.9348	0.89164
Organisation Culture	227	1.00	5.00	3.9588	0.98051
Strategy Implementation	227	1.00	5.00	3.8291	1.05715
Valid N (listwise)	227				

Table 3. Correlation analysis.

	Variables	1	2	3	4	5	6
1	Tenure	1					
2	Position	0.009	1				
3	Resource Allocation	−0.012	0.022	1			
4	Leadership	0.006	−0.049	0.221**	1		
5	Organisation Culture	0.109	0.019	0.288**	0.295**	1	
6	Strategy Implementation	0.079	−0.026	0.450**	0.402**	0.505**	1

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

study found that neither of these two control variables had any significant association with strategy implementation. All explanatory variables, Resource Allocation (r = 0.450, $p < 0.05$), Leadership (r = 0.402, $p < 0.05$) and Organisation Culture (r = 0.505, $p < 0.05$) show a moderate positive correlation with the dependent variable, Strategy Implementation. The results mean that higher levels of resource allocation, leadership and organisation culture are associated with higher levels of strategy implementation.

8.3. Regression Analysis

Table 4 shows that tenure and position were used as control variables, and the study found that neither of these two control variables had any significant effect on strategy implementation. All explanatory variables, Resource Allocation (B = 0.301, $p < 0.05$), Leadership (B = 0.231, $p < 0.05$) and Organisation Culture (B = 0.346, $p < 0.05$) show a positive and significant effect on Strategy Implementation. The results mean that improving the process of resource allocation, leadership and organisational culture results in higher chances of successful strategy implementation.

8.4. Summary of Hypotheses

Table 5 shows that all the three hypotheses formulated were supported.

9. Discussion

The study at Copperbelt University from 2009-2018 finds a positive and significant influence of organizational culture on strategic implementation (p-value < 0.05). The results mean that an improvement in organisation culture leads to an improvement in strategic implementation. Previous research by Ahmadi et al. (2012) support these findings, highlighting the importance of organizational culture

Table 4. Regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	3.746	0.236		15.897	0.000
	Tenure	0.071	0.060	0.079	1.191	0.235
	Position	−0.038	0.095	−0.027	−0.398	0.691
2	(Constant)	−0.036	0.367		−0.097	0.923
	Tenure	0.040	0.047	0.044	0.842	0.401
	Position	−0.040	0.074	−0.028	−0.541	0.589
	Resource Allocation	0.352	0.064	0.301	5.494	0.000
	Leadership	0.274	0.065	0.231	4.214	0.000
	Organisation Culture	0.373	0.061	0.346	6.158	0.000

Source: Author (2023).

Table 5. Hypotheses testing.

	Hypotheses	*P* Value	Comment
H1	There is a significant and positive relationship between leadership and successful strategic implementation at the Copperbelt University.	0.000	Support
H2	There is a significant and positive relationship between organisation culture and successful strategic implementation at the Copperbelt University.	0.000	Support
H3	There is a significant and positive relationship between resources allocation and successful strategic implementation at the Copperbelt University.	0.000	Support

in strategy implementation. The study emphasizes the relevance of organizational culture in universities. Positive cultures contribute to employee engagement, adaptability, collaboration, and overall alignment with strategic goals, ultimately enhancing the student experience and satisfaction.

Ahmadi et al. (2012) also supported the findings of the study who explored the effect of organizational culture on strategy implementation in Iranian banks, establishing a significant relationship between organizational culture and strategy execution. Different organizational cultures exhibit varying degrees of influence on the implementation process, with group culture being the most effective. In addition, Mailu et al. (2018) also emphasized the role of organizational development programs in influencing a company's culture, structure, and operational practices, emphasizing the need for a flexible structure and adaptive employees to achieve high-quality products or services cost-effectively. Zakari et al. (2013) highlighted that organisation cultures with unclear responsibility and accountability, and poor information sharing witness unsuccessful strategy implementation. The overall consensus is that organisational culture is a key to achieving successful strategy implementation.

The research found a significant and positive relationship between management leadership and successful strategic implementation at Copperbelt University. Čater and Pučko (2010) echo this sentiment, emphasizing that poor leadership is a major barrier to successful strategy implementation. The study showed the critical role of leadership in providing vision, making informed decisions, motivating stakeholders, managing change, and allocating resources strategically. Effective leadership is deemed more important than any other factor in the successful implementation of strategies. Beer and Eisenstat (2000) emphasize the negative impact of ineffective leadership on coordination, attributing poor coordination to competing priorities and a perception that top management avoids challenging situations. The study stresses the importance of improving internal communication to enhance a company's strategy adoption and implementation.

Janis and Paul (2005) highlight CEOs' emphasis on internal communication strategy in conjunction with branding and reputation efforts. Leadership's key duties include coordinating activities, simplifying procedures, aligning organiza-

tional structure, and ensuring staff commitment to strategy implementation. Njiri (2016) suggests that the leadership's responsibility is to maintain consistency in planned strategy, resource allocation, and procedures. Insufficient down-the-line leadership skills and development, along with poor collaboration, are identified as strategy implementation challenges (Beer & Eisenstat, 2000). Zaribaf and Bayrami (2010) outline the three main responsibilities of leadership as managing the strategy process, relationships, and manager training.

The study revealed that resource allocation had a significant and positive effect on strategy implementation ($p < 0.05$). Resource allocation extends to communication, training, and incentive systems, crucial elements in operational planning. This includes considerations such as securing financial resources, information requirements, time constraints, and addressing political and cultural issues during allocation. Insufficient resources can lead to strategy failure. The study explores factors to consider in resource distribution, emphasizing the significance of people, information, technology, and finance in organizational resource categories.

10. Conclusion

This study aimed to investigate the key factors influencing strategic implementation at the Copperbelt University between 2014 and 2018 through an analysis of management support, organizational culture, and resource allocation. Firstly, the research reveals that leadership plays a vital role in the success of strategic implementation at the university during the specified period. The degree of commitment and engagement from top-level executives directly impacts the effectiveness of strategic initiatives. Supportive leadership fosters a conducive environment for the execution of strategic plans, ensuring alignment with the university's overall objectives.

Secondly, the study showed the significance of organizational culture in influencing strategic implementation at the Copperbelt University. The prevailing values, beliefs, and norms within the institution profoundly shape how strategic initiatives are embraced and carried out. A positive and adaptive organizational culture enhances the likelihood of successful strategy execution by aligning the collective efforts of the university community with strategic goals. Lastly, the research findings highlight the importance of resource allocation in determining the success of strategic implementation. Adequate provision and efficient utilization of resources were found to be keys in the execution of strategic plans. A strategic approach to resource allocation ensures that the necessary tools, manpower, and finances are available to support the implementation process.

11. Recommendations

To improve management leadership, it is recommended that the Copperbelt University establish regular communication channels between top-level executives and departmental leaders. This could include periodic strategy review meetings, where

leaders discuss progress, challenges, and provide guidance. Additionally, leadership training programs focusing on strategic leadership skills and fostering a supportive environment can further strengthen the commitment of management to successful strategy implementation.

To improve organizational culture, the university should prioritize initiatives that promote a positive and adaptive culture. This could involve organizing team-building activities, workshops, and seminars that emphasize the importance of aligning individual and collective behaviours with the university's strategic goals. Recognizing and rewarding behaviours that reflect the desired cultural attributes can also contribute to a more conducive environment for successful strategy execution. Also, engaging consultation companies to conduct a culture audit would be helpful to CBU as they can be able to understand their culture.

In terms of resource allocation, CBU should conduct a thorough and regular assessment of the university's resource needs in alignment with its strategic objectives. This includes evaluating current resource allocation processes, identifying potential inefficiencies, and reallocating resources based on strategic priorities. Implementing a transparent and flexible resource allocation system will ensure that the university optimally utilizes its resources to support strategic initiatives.

Acknowledgements

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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