

## ABSTRACT

The main objective of the study was to examine factors determining strategic plan implementation in the context of public institutions of higher learning. Specifically, the study sought to determine how leadership styles, communication, resources and technology influence strategic plans in public universities in Kenya. The study adopted a descriptive research survey design involving 13 universities in Nairobi. Out of the targeted 13 universities, 4 universities were samples. In each University the research sampled employees in the order of VC, DVCs, Registrars, CODs, HODs, PO,FO and Administrative Officers totaling to 279 respondents. The findings were analyzed using means, standard deviations, regression and correlation analysis. The study established that there was a moderate positive significant relationship between leadership style and strategic plan implementation ( $R= 0.424$ ;  $p=0.000$ ); leadership style significantly influences strategic plan implementation ( $p=0.011 < 0.05$ ); there was a strong positive significant relationship between communication and strategic plan implementation ( $R=0.853$ ;  $p=0.000$ ); communication was a significant determinant of strategic plan implementation in public universities  $p=0.001 < 0.05$ ; there was strong positive significant relationship between resource allocation and strategic plan implementation in public universities ( $R=0.842$ ,  $p=0.000$ ); resource allocation was found to be a significant determinant of strategic plan implementation in public universities  $p=0.000 < 0.05$ ; there was strong positive and significant relationship between technology and innovation in respect to strategic plan implementation in public universities ( $R=0.718$ ,  $p=0.000$ ); technology and innovation was identified as a critical factor determining strategic plan implementation in public universities  $p=0.000 < 0.05$ . The study concludes that leadership style significantly influences strategic plan implementation in public universities; respondents avoided evaluating problems and concerns as they were discussed and Respondents rotated the role of team briefer among the staff; Communication was a significant determinant of strategic plan implementation in public universities. Resource allocation was found to be a significant determinant of strategic plan implementation in public universities. Technology and innovation was identified as a critical factor determining strategic plan implementation in public universities. The study recommends that top management of all universities in Kenya should strengthen their leadership styles in order to effectively enhance their strategic plan implementation. Clear channels of communication should be created between all management levels in public universities in Kenya. The national and county governments in Kenya should fully support strategic plan implementation in Kenyan universities by providing sufficient financial and non-financial resources. All universities in Kenya should put in place benchmarking programmes with technology oriented firms for example Safaricom and this will enhance technology transfer for effective strategic plan implementation.