
EFFECTIVE STRATEGY IMPLEMENTATION: A LITERATURE REVIEW OF SUCCESS FACTORS IN PUBLIC SECTOR

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ABSTRACT

This study aimed to conduct a literature review of factors critical to strategy implementation in public sector from empirical studies conducted between 2015 and 2024 with the objective to identify and establish such factors to enhance effective strategy implementation in public sector. Scholarly articles on the subject matter from 2015 to 2024 which were available under open access were well-thought-out and afterward carefully selected from notable scholarly publications using scholarly database search engines, namely; Emerald, Research Gate and Google Scholar. After initial search, screening and thorough review, thirty-eight articles were included for further analysis in relation to the context of this study. In the order of frequency of appearance; the study has found that leadership, communication, skills availability, alignment, organization structure, organization culture and engagement carry much weight in enabling successful strategy implementation in public sector. The findings of this study therefore provide theoretical contribution on the development of a model for effective strategy implementation in public sector, and further assist public sector practitioners by providing them with the focus areas should they wish to experience successful implementation of their strategies. Since this study was only a literature review of empirical studies to identify and establish critical factors for successful strategy implementation in public sector, future studies may be conducted on how the identified success factors fit into a complete strategy execution model to effectively address strategy implementation gap in the public sector.

Keywords: Strategy, Strategy Formulation, Strategy Implementation, Strategy Execution, Success Factors, Critical Success Factors.

1. INTRODUCTION

Over the past decades, efforts and academic discussions in the strategic management field focused on strategy formulation (Vigfusson *et al.*, 2021) and less or very little has been said on strategy implementation, evidenced by the level of strategy implementation efforts that fail, which in the study by Candido & Santos (2019) it was considered as one of the major unresolved management problems. In the study by Wiraeus & Creelman (2019) it was reported that up to 80% of strategies globally fail regardless of how well they were formulated, and that between 60 – 90% of strategic plans never fully launch (Olson, 2022). Unlike the private sector, strategy implementation in the public sector has remained questionable considering the number of strategic initiatives in the public sector that fail as noted in various audit reports (Deloitte, 2016; CAG, 2023). Adoption of strategy focused initiatives in the public sector came as part of reforms spearheaded under the New

Public Management (NPM) with the aim of adopting private sector practices to improve public service delivery through setting up of long-term strategic direction (Hood, 1995; Denhardt & Denhardt, 2007; Kim & Han, 2015; Lapuente & Van de Walle, 2020). Recent literature review on strategy implementation was registered in 2020 by Vigfusson *et al.* (2021) covering studies conducted between 2010 and 2019. However, unlike this study, the study combined both obstacles and success factors, focusing on all business categories, namely; private companies, public organizations, companies owned by either private and public owners, public-private-partnership, and/or non-profit organizations.

Building from the work of Vigfusson *et al.* (2021) and guided by the Balanced Scorecard theory, this study aimed to conduct literature review to identify factors critical to strategy implementation in public sector from empirical studies conducted between 2015 and 2024. The findings of this study have provided theoretical contribution on the development of a model for effective strategy implementation in the public sector, and further assisted public sector practitioners by providing them with the focus areas should they wish to experience successful implementation of their strategies.

Research Objective

To identify and establish factors critical to effective strategy implementation in public sector from empirical studies conducted between 2015 and 2024.

Research Question

What are the factors critical to effective strategy implementation in public sector?

2. LITERATURE REVIEW

Strategy refers to an integrated set of choices that position a firm, in an industry, to superior returns over the long run. It is about assuming a competitive position, differentiating yourself in the eyes of the customer, and adding value through a mix of activities different from competitors (Wiraeus & Creelman, 2019). In developing Strategic Plans (SPs), organizations establish their strategic goals and objectives, from which strategies are defined on how each objective will be achieved (Retnandari, 2022). Strategies will further be broken down to establish expected outcomes, key performance indicators and targets (Kaplan & Norton, 1996). Effective strategies enable the organization to achieve its strategic goals and gain competitive advantage hence maximizing the organization's strength (Isfahani *et al.*, 2022). Strategy formulation is the process of developing long term plans to deal effectively with environmental opportunities and threats (Alkhafaji, 2003). It is the match between qualifications and opportunities that positions a firm in its environment (Mintzberg *et al.*, 2020). Wiraeus & Creelman, (2019) opined that chances for shaping the objective or initiative are dependent upon the ability of the team to agree on the definition of the strategy. This will provide proper understanding of what strategies to develop. Strategy formulation process should reveal the different market or customer segments, and their preferences along dimensions like price, quality, functionality, image, reputation, relationship, and service (Kaplan & Norton, 1996). The company's strategy can then be defined by those customer and market segments that the business chooses to target.

Strategy implementation is the linking of strategy to operations (Fuertes *et al.*, 2020). It is the process by which initiatives defined in the SP are put into action to achieve the intended output. Whereas strategy formulation is essentially a straightforward task; executing strategies is significantly much more complex. This disconnection is caused by barriers erected by traditional

management systems. Balanced Scorecard (BSC) enables managers to bridge this gap through hierarchically structured strategy maps (Kaplan & Norton, 2008). This structure works fine when executives have a clear vision of organizational destination and the actions needed to be taken to reach that destination (Kaplan & Norton, 1996). From literatures, as noted in Li *et al.*, (2010) scholars have been using interchangeably the term implementation and execution, and no article has differentiated strategy implementation from strategy execution. Since the differences between strategy implementation and execution have not been made so clear in the literature, these two concepts were used synonymously in this study, adopting the position of Vigfusson *et al.*, (2021).

Theoretical Review: Balanced Scorecard (BSC)

BSC was developed to help companies to overcome the difficulties they experience when implementing their strategies by formulating an architecture that links strategy formulation with operational execution (Kaplan & Norton, 2008). The theory was developed by Robert Kaplan and David Norton in 1992 following concerns that financial measures of business performance were ineffective for modern business, affecting the ability of the business to create value (Niven, 2002). BSC is a carefully selected set of measures derived from organization's strategy representing a tool for communicating the outcomes and performance drivers by which the organization will achieve its vision (Niven, 2002). The BSC theory provides three basic assumptions, that; (1) a cause-and-effect relationship exists among measurements categories, (2) a strategic plan and/or business strategy exist and is in place, and (3) the most important drivers (measures of success) have been correctly identified (Kaplan & Norton, 1992).

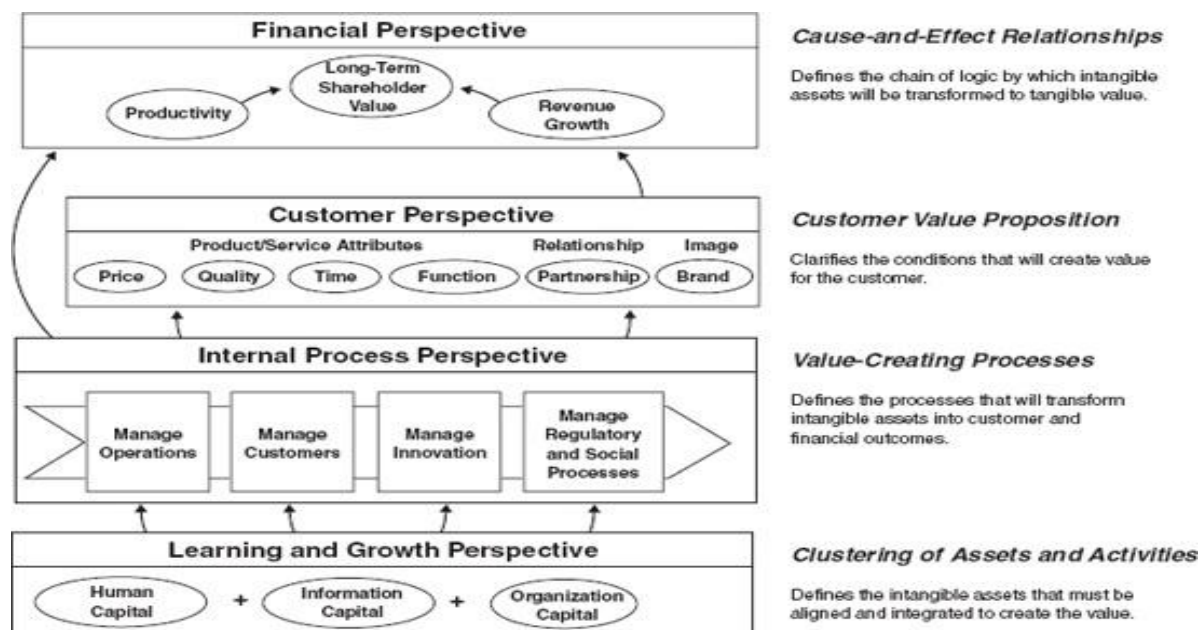


Figure 1: The Balanced Scorecard Framework

Source: Kaplan and Norton, "Strategy Maps," *Harvard Business Review* (2004).

Having a comprehensive and integrated management system can help companies to overcome the difficulties and frustration that most of them experience when attempting to implement their

strategies. To this end, Kaplan & Norton, (2008) developed a six-stage architecture that links strategy formulation with operational execution. The first stage focuses on what business the organization is in, and why; which will clarify the vision, mission and values of the organization while the second stage involves describing organization strategy by creating strategy maps, measuring the plan by selecting measures and targets, establishing strategic initiatives, financing the initiatives by establishing the strategic expenditure and creating theme teams which will lead strategy execution (Kaplan & Norton, 2008). The third stage focuses on ensuring all organization units are on the same page by cascading the corporate strategy map vertically to business units whose own strategies can then reflect (1) objectives related to their local strategies, and (2) objectives that integrate with corporate strategy and the strategies of other business units; and motivating employees to execute the strategy by ensuring they understand the strategy and successful link their day-to-day operations with the strategy. This includes also emphasis on implementing training programs to help employee gain the competencies they need to successful execute the strategy (Kaplan & Norton, 2008).

The fourth stage in the operation execution framework involves identification of most critical business processes improvements required for executing the strategy and linking strategy with operating plans and budget by developing resource capacity plan while the fifth stage focuses on ensuring that operations are in control by holding daily or weekly operational review meetings to address recently identified problems, and ensuring that the strategy is being executed well by holding monthly or quarterly strategy review meetings to establish success or challenges and way forward. The final stage focuses on establishing if the strategy is working by holding a strategy testing and adopting meeting, conducted annually to assess the performance of the strategy against expected output and consequences of recent changes in the external environment (Kaplan & Norton, 2008).

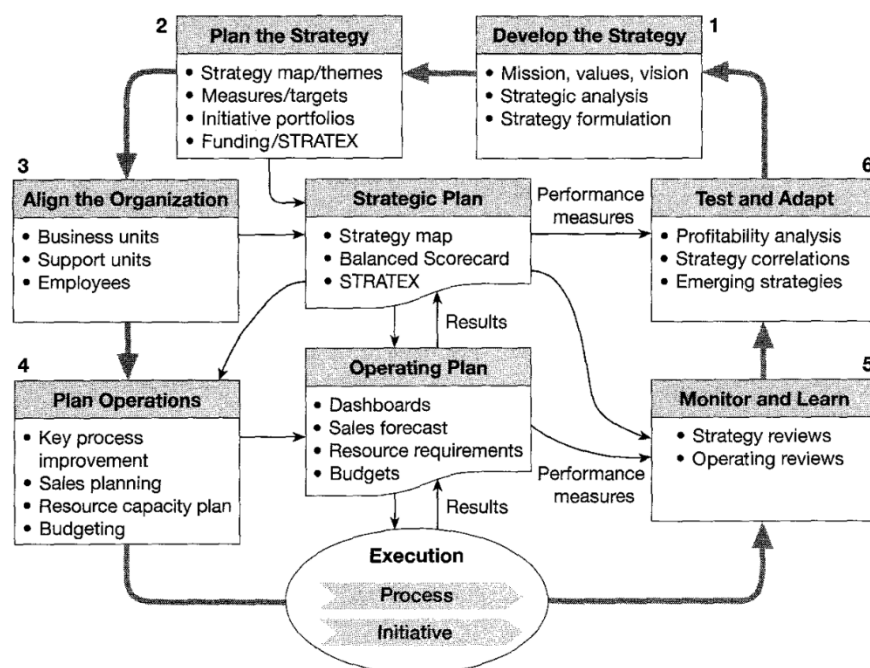


Figure 2: Balanced Scorecard Management System: Linking strategy to operations

Source: Kaplan and Norton, “The Execution Premium,” *Harvard Business Review* (2008).

Despite the strategy execution framework, number of strategic initiatives that fail is still considerably higher than would be desirable (Candido & Santos, 2019; Wiraeus & Creelman, 2019; Olson, 2022). This suggests that organizations either need better implementation guidelines or need to make better use of the existing ones, which is the call in the study by Vigfusson *et al.*, (2021).

3. METHODOLOGY

In order to identify the success factors which are considered to be most critical to effective strategy implementation in public sector, scholarly articles on the subject matter from 2015 to 2024 were well-thought-out and afterward carefully selected from notable scholarly publications using scholarly database search engines, namely; Emerald, Research Gate and Google Scholar. The review focused on all scholarly publications which were available under open access under the referred scholarly database search engines (Emerald, Research Gate and Google Scholar). Selection criteria for articles to be considered in this review included, firstly; searching of all articles whose title include the keyword “strategy implementation” or “strategy execution”. Secondly; using the reference section of the previously retrieved articles, studies that had strategy implementation or execution as one of the major subjects were included in the review, even if their titles did not include exactly the keywords “strategy implementation” or “strategy execution”, thirdly; relevance was sought to establish if the articles included explicitly discussed “success factors for effective strategy implementation” or “factors affecting effective strategy implementation”, and lastly; as the final selection criteria, respective articles were checked to establish if factors discussed in such articles were related to strategy implementation in public sector.

4. RESULTS

From the established search criteria, 770 scholarly articles were identified during the initial search followed by preliminary screening which resulted into 111 articles with further preliminary review which resulted into 61 articles. After careful review of these 61 articles, 38 articles were identified and included for a comprehensive analysis in relation to the context of this study.

Table 1: Summary of Articles from Scholarly Database Search Engines (2015 – 2024)

Database Engine	Initial Search	Preliminary Screening	Preliminary Analysis	Inclusion for Analysis
Emerald	410	33	17	9
Research Gate	120	38	18	17
Google Scholar	240	40	26	12
Total	770	111	61	38

Source: Literature Review, 2004.

Literature Review Matrix

Table 2: Empirical Strategy Implementation Literature (2015 – 2024)

S/n	Authors	Objective	Findings	Methodology
1	Ding (2024)	To explore the role of human resource planning in the implementation of corporate strategy.	Effective human resource planning promotes successful implementation of corporate strategy.	Systematic Literature Review.
2	Chiwawa and Wissink (2024)	To explore factors influencing the successful execution of strategic initiatives in South African municipalities.	There is a gap between strategy planning and execution and that strategy implementation fails because of notable gradual retardation of commitment towards execution, monitoring, and evaluation.	A cross-sectional qualitative study.
3	Mutambara <i>et al.</i> (2024)	To investigate employees' perception of organisational strategy process towards bridging the gap between strategy formulation and implementation.	Lack of employee engagement in strategy formulation and implementation processes affects strategy implementation.	Quantitative approach.
4	Mwanake <i>et al.</i> (2024)	To explore elements impacting successful execution of initiatives within the County Government of Taita Taveta.	There is a substantial association between implementation of strategic plans and organization structure, communication, finances, and workers technical competence.	Descriptive design.
5	Vigfússon <i>et al.</i> (2024)	To categorize KSFs (Key Success Factors) that influence how strategy is mobilized.	Strategy implementation can be improved by engaging employees, bottom-up innovation and communication, alignment, and action plans with clear, measurable and prioritized objectives.	Qualitative case studies.
6	Tawse <i>et al.</i> (2024)	To enhance authors'	The study shows that transformational and	A field study using

		understanding of how middle managers influence strategy implementation effectiveness	coordination leadership have a direct positive impact on work team strategy implementation effectiveness.	interviews.
7	Kyalo (2023)	To examine the influence of organization culture on strategy implementation in Kenya Government Tourism Agencies.	Culture of an organization (norms, ethics, employee training and organization climate) plays a critical role in implementation of strategies.	Explanatory and descriptive research designs.
8	Mugo and Namusonge (2023)	To investigate effect of organization culture on strategy implementation in the Ministry of East African Community and Regional Development.	The study found that culture had positive and significant effect on strategy implementation.	Descriptive survey design.
9	Torres <i>et al.</i> (2023)	To present a model for prioritizing factors to promote effective strategy implementation in small- and medium-sized companies	The study found that commitment, organization culture, managerial skills, clear communication and involvement are key factors to promoting effective strategy implementation	Systemic approach.
10	Kyalo (2023)	To examine the role of information technology in strategy implementation within Kenya's Government Tourism Agencies	The study found that information technology in functions and decision making had significant effect on strategy implementation. Further, leadership, structure, culture, and resource allocation influence the way strategies are implemented in organizations.	Mixed approach.

11	Tekle (2023)	To examine factors affecting strategic implementation in a case study of Commercial Bank of Ethiopia.	There is a positive relationship between leadership, strategy communication, resource availability, human resource and strategy implementation.	Mixed research approach with descriptive research design.
12	Kyalo (2023)	To examine the contribution of organization structure on strategy implementation in Kenya Government Tourism Agencies	The structure of an organization was found to have significant effect on the realization of objectives and profits in an organization.	Explanatory and descriptive research designs.
13	Galpin (2023)	To assess the current approaches, aims, and focus of strategists across industries and geographies.	The study highlighted biggest gap to effective strategy execution caused by lack of an effective strategic measurement and reporting process.	Quantitative study.
14	Ackah (2022)	To investigate factors influencing strategy implementation in the rural banks in Ghana.	Leadership commitment (communicating clear vision to employees); organization structure (clearly defined roles and responsibilities); knowledge sharing; and employee involvement in the structural reforms influence strategy implementation.	Quantitative study.
15	Girma (2022)	To explore the pitfalls on strategy execution of an organization.	The study found that readiness of managers to work closely with employees, designing an achievable action plan and mobilization of resources are more important for successful implementation of a strategy. Further, lack of proper strategy evaluation is a major	Deductive approach with exploratory research design.

16	Dasan (2022)	Prioritizing factors for effective strategy implementation in small and medium size organizations	drawback Understanding of the strategy among staff and alignment between organization's strategy and human resource were the key factors.	Descriptive design.
17	Sohi <i>et al.</i> (2021)	To explain the differences between strategic execution and strategy implementation	The nature of strategic implementation includes individual, organization structure, and operational dimensions.	Qualitative approach.
18	Vigfússon <i>et al.</i> (2021)	To identify obstacles and success factors evident from empirical studies affecting strategy implementation.	This study highlights lack of studies on how to overcome obstacles to strategy on the one hand and employee influence on implementation on the other as obstacles to strategy implementation.	Systematic literature review.
19	Radomska and Kozyra (2020)	To explore the interrelations between the strategy execution barriers.	Awareness of strategy execution barriers directly impacts the achievement of strategic goals.	Structural equation modelling.
20	Bhimavarapu <i>et al.</i> (2020)	To develop a model that can close the strategy execution gap in public sector organizations	The study found that five out of nine strategy execution components (MERIL-DE) showed higher influence. They include Measure, Evaluate, Revert, Improve, and Learn.	Qualitative research with a case study research design.
21	George (2020)	To establish conditions under which SPs are successfully implemented in governments in the context of Flemish Municipalities in Belgium	The study found out that successful strategic plan implementation is influenced by people (innovative solutions and engagement), process and plan.	Multi-informant and multisource survey.
22	Vernizzi <i>et al.</i> (2019)	To explore how the gap between	The study confirmed the existence of a gap	Qualitative research

		strategy formulation and implementation is perceived by middle-sized Italian companies.	between strategy formulation and implementation, and shed light on some of the main factors at its origin, i.e., a weakness on organization processes and skills.	approach with descriptive statistics.
23	Wahyono (2018)	To investigate the moderation effect of customer orientation variable on the influence of professional competence toward the quality of strategy implementation	There is influence of professional competence variable and customer orientation on quality of strategy implementation. The higher the professional competence and customer orientation, the higher the quality of strategy implementation.	Quantitative explanative associative.
24	Wanjiku <i>et al.</i> (2018)	To analyse factors influencing strategic plan implementation in public level four hospitals in Nakuru County, Kenya	Organization structure; communication system; resource allocation; and human resources management influence strategic plan implementation	Descriptive research design.
25	Olivier and Schwella (2018)	To develop a conceptual model in an attempt to close the gap between strategy formulation and execution in the public sector.	MERIL-DE model was developed integrating nine vital strategy execution components of leadership, strategic planning, project management, and alignment. MERIL-DE (Measure, Evaluate, Revert, Improve and Learn), Drive, Engagement, Risk, and Stakeholder.	Literature review with participatory action research (Case studies).
26	Shopati <i>et al.</i> (2018)	To explore factors of failure for the strategic plan execution in state healthcare in Namibia.	Factors included contextual dimensions, content dimensions, operational dimensions and structural dimensions	Quantitative approach, with a survey design.
27	Bahadori <i>et al.</i>	To investigate	Senior manager	Descriptive

	(2018)	factors affecting strategic plan implementation in one teaching hospital using interpretive structural modeling (ISM)	awareness and participation in strategic planning process; creating and maintaining team participation in the strategic planning process; organization structure and rganization culture effects strategic planning process.	study.
28	Ogwengo and Osano (2017)	To evaluate factors influencing strategy implementation in institutions of higher learning in Kenya.	Organisational culture, monitoring & evaluation of strategies, and stakeholder ownership influence strategy implementation.	Descriptive and inferential research methodology.
29	Waiganjo <i>et al.</i> (2017)	To explore influence of organization structure on strategy implementation by county governments in Kenya.	The findings show that organization structure has a significant influence on strategy implementation.	Descriptive and inferential analysis techniques.
30	Srivastava and Sushil (2017)	To build a model of one of the most classic aspects of effective strategy execution.	Alignment of structure to strategy is the most fundamental task of strategy execution.	A mixed approach (qualitative and quantitative techniques).
31	Shonhiwa and Ndudzo (2017)	To analyse factors that influence the effectiveness of strategy execution in Open and Distance Learning institutions.	Identification of institutional competences, translate strategy into implementation guidelines, adapt to changing conditions, knowledgeable and engaged leadership, prudential use of resources and worker buy-in enhance strategy execution.	Qualitative approach with case study research design.
32	Suphattanakul	To evaluate the	The study found that	Descriptive

	(2017)	role of transformational leadership in effective strategic implementation in municipalities in Trang Province, Thailand.	leadership and organization culture influence effective strategic implementation.	research design.
33	Katana <i>et al.</i> (2016)	To evaluate how strategic leadership and organization culture influence strategy execution in shipping companies in Kenya.	Leadership practices influence strategy execution. Further organization culture contributes more to strategy execution than leadership.	Cross-sectional survey research design.
34	Kyalo <i>et al.</i> (2016)	To establish the influence organization leadership had on strategy implementation.	Leadership aspects such as motivation and reward positively correlated with objectives and profit realization which measured strategy implementation.	Descriptive and inferential statistics.
35	Chuah (2016)	To examines the effect of strategy communication on the integrated model of strategy execution.	Strategy communication moderates the mediated relationship between organizational support and strategy execution	Quantitative approach.
36	Yusoff <i>et al.</i> (2016)	To review the role of board members in strategy formulation at Malaysian Government Link Companies.	Strong board exerts and strengthens organizational growth through strategy implementation not for a short span but in a long run.	Qualitative approach.
37	Ndambiri (2015)	To determine the barriers to strategy execution in Kenyan public university.	Barriers include inability to translate vision to strategy; and inability to align control systems, reward, disciplinary systems, resource	Systematic literature review.

38	Gachua and Orwa (2015)	To examine factors that influence implementation of strategy in Public Universities in Kenya	allocation and structures to strategy. Information technology and communication have the highest significance impact on strategy implementation.	Case study research design.
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Source: Literature Review, 2004.

5. DISCUSSION

Most public administration researches considered strategic planning as a fixed routine, and typical measurements of strategic planning only focused on whether a set of steps were conducted while in practice, it is not a fixed routine, and one can expect much variation depending on who is involved (people), how the process looks like (process), and what plans succeed (plan) George, (2020). This assumption is in conformity with the proposition by most scholars (Wiraeus & Creelman, 2019; Bushe, 2019; Candido & Santos, 2019; Vigfusson *et al.*, 2021) that while formulating the strategy is hard making it work is even harder due to lack of relationship between formulation and its implementation. Sibiya and Subban (2023) found that the difference between effective service delivery and failure on the part of public sector organisations is in the strategy execution phase, i.e., the ability to plan and execute the strategy. Reviewed literatures have shown that various studies have been conducted in the context of strategy implementation to provide understanding of factors critical to strategy success in public sector, some focusing on factors affecting or influencing strategy implementation (Souki *et al.*, 2020; Baluhi, 2022; Sokah, 2020; Mgute & Nyakwara, 2022; Nyerenga, 2021) while others focused on prioritizing factors for effective strategy implementation (Torres *et al.*, 2023; George, 2020; Aipinge & Shopati, 2022). In the order of appearance, from empirical literatures reviewed; leadership (commitment and dedication to strategy), communication (strategy awareness), skills availability, alignment of plans and operations to strategy, organization structure, organization culture and engagement (involvement of employees to strategy development and execution processes) have appeared to carry much weight in enabling successful strategy implementation in public sector.

Table 3: Summary of Analysis – Strategy Implementation Success Factors (2015 – 2024)

S/n	Factors	Literatures in Support	Total
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	2015 - 2019	2020 - 2024	
1 Leadership	7	7	14
2 Communication (Creating Awareness)	7	5	12
3 Skills Availability (Staff size and allocation)	5	7	12
4 Alignment (Plans and Operations to Strategy)	6	5	11
5 Organization Structure	4	5	9
6 Organization Culture	5	3	8
7 Engagement (involvement of employees)	2	5	7
8 Monitoring and Evaluation	2	3	5
9 Strategic Planning	1	2	3
10 Resources (Finance)	0	3	3
11 Project Management	1	1	2
12 Information Technology	1	1	2
13 Adaptability	1	0	1

Source: Literature Review, 2004.

Supported by Tekle, (2023), effective leadership is by far the most crucial element affecting the effectiveness of strategy implementation in the service sector. Leaders need a mix of technical expertise, people skills, and sensitivity to the requirements of other tasks. If attention is not paid well to leadership, strategy implementation may highly be affected as there will be no commitment to drive the strategy to success. As for communication, it is critical to ensure that the strategy is well communicated to implementers, which includes awareness of the goals and objectives as well as the milestones set for each strategic initiative since there is a significant relationship between goals and performance (Luthans, 2011; Bahadori *et al.*, 2018; Radomska & Kozyra, 2020; Mwanake *et al.*, 2024). Availability of people with required skills has also been noted to be critical for successful strategy implementation in the public sector. While it assures availability of people to carry out strategy initiatives, it provides the business with appropriate employee capabilities in terms of skills, adaptability and morale required to effectively execute the organization strategy (Kaplan & Norton, 1996; Mikula *et al.*, 2020).

Alignment ensures that all organization units are on the same page with corporate strategy by cascading the corporate strategy map vertically to business units whose own strategies can then reflect objectives related to their local strategies and objectives that integrate with corporate strategy and the strategies of other business units (Kaplan & Norton, 2008), which eventually provides appropriate planning and allocation of resources (Torres *et al.*, 2023; Ding, 2024). Organization structure if well-defined will create roles that are critical for strategy implementation and define responsibilities which are measurable. As noted in the review (Ogwengo & Osano, 2017); lack of monitoring and evaluation role within the organization structure at the studied organization affected strategy implementation as there was no mechanism in place to monitor, report for improvement and evaluate progress on strategy implementation. Supported also by Waiganjo *et al.*, (2017), when the structure is not well defined, bureaucratic bottlenecks, undifferentiated specialization roles, unclear lines of reporting will negatively affect strategy implementation.

Organization culture will establish norms, values and ethics that shall direct employee's behaviour towards a common goal – the strategy. It was recommended in the study by Kyalo, (2023) that

organizations should create strategy implementation promoting culture – culture of timeliness, innovation, ethics and team spirit for effective implementation of the strategy. These aspects of culture need to be reinforced and strengthened to ensure implementation of strategies is smooth and quick enough. As for engagement, Olivier & Schwella, (2018) in appreciation of the critical importance of engagement in strategy execution, they developed a model for strategy execution (STRATEX) MERIL-DE which among its components included the engagement component. Supported by Mutambara *et al.*, (2024), when employees are not engaged, they may influence negatively strategy implementation through decreased productivity, absenteeism, negative attitudes, poor or lack of commitment, lack of initiatives or creativity, and lack of motivation to complete assignments or tasks.

Other factors (monitoring and evaluation, strategic planning, resources (finance), project management, information technology and adaptability) despite the fact that they were ranked low as noted in the review, they may have significant effect on strategy implementation. Argued under structure, organizations must ensure that there is a role responsible for monitoring, reporting for improvement and evaluation of progress on strategy implementation within the organization (Waiganjo *et al.*, 2017). Further, skills must be developed among employees, information technology capabilities built and ensure that budget is linked to organization strategy to effectively develop, monitor and implement the strategy, which is also supported by Kaplan & Norton, (1996) that business will have to invest in reskilling employees, enhancing information technology, and aligning organizational procedures to achieve breakthrough performance.

6. CONCLUSION AND RECOMMENDATIONS

Conclusion

This study aimed to conduct literature review to identify and establish factors critical to strategy implementation in public sector from empirical studies conducted between 2015 and 2024. Review of empirical literatures has shown that various studies have been conducted in the context of strategy implementation to establish factors which are considered critical to strategy success in public sector, either affecting or influencing strategy implementation while others focused on prioritizing such factors. This study, in the order of frequency of appearance in the scholarly articles found that leadership, communication, skills availability, alignment, organization structure, organization culture and engagement carried much weight in enabling successful strategy implementation in public sector. Furthermore, factors such as monitoring and evaluation, strategic planning, resources (finance), project management, information technology and adaptability despite being ranked low they may also have significant effect on strategy implementation. This study therefore, responding to the call in the study by Vigfusson *et al.*, (2021) provides theoretical contribution on the development of a model for effective strategy implementation, and further assist public sector practitioners by providing them with the focus areas should they wish to experience successful implementation of their strategies.

Recommendations

Since literature is still fragmented and in development, and that scholars are called for additional empirical studies to explain successful strategy implementation in different types of organizations, industries, and business (Vigfusson *et al.*, 2021), this study only focused on reviewing extant empirical studies to establish critical factors for successful strategy implementation in public sector. Future studies may be conducted on how the identified success factors fit into a complete

strategy execution model to effectively address strategy implementation gap.

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