

Identification and examination of internal factors in strategic planning implementation: Evidence from a Pharmaceutical Company in Lusaka, Zambia

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<https://doi.org/10.51867/ajernet.7.3.36>

ABSTRACT

This study examined the influence of internal organisational factors on strategic planning implementation (SPI) at EnsureMed Equipment Limited (EEL) in Lusaka, Zambia. The study was guided by the Strategic Leadership Theory and supported by the Resource-Based View (RBV). A mixed-methods approach employing a cross-sectional case study design was adopted, and a census of all 60 employees was conducted. Data were collected using a structured questionnaire comprising Likert-scale and open-ended items, achieving a response rate of 98.3%. Quantitative data were analysed using descriptive statistics and multiple linear regression, while diagnostic tests were performed to assess multicollinearity, normality of residuals, and homoscedasticity. The regression model was statistically significant, $F(7, 51) = 25.30, p < .001$, and explained 82% of the variance in strategic planning implementation ($R^2 = .82$). Leadership practices emerged as the strongest predictor of SPI ($\beta = 0.35, p < .01$), followed by organisational structure ($\beta = 0.30, p < .01$), employee involvement ($\beta = 0.28, p < .01$), organisational culture ($\beta = 0.25, p < .05$), and resource availability ($\beta = 0.20, p < .05$). Technology demonstrated a marginal positive association with SPI ($\beta = 0.15, p = .065$), while infrastructure was not a statistically significant predictor ($\beta = 0.10, p = .158$). The findings indicate that successful strategic planning implementation depends on the coordinated alignment of multiple internal organisational factors rather than on any single factor operating independently. The study recommends strengthening strategic leadership capacity, enhancing employee participation in strategic planning processes, and reinforcing organisational systems that support effective strategy execution.

Keywords: Employee Involvement, Internal Organisational Factors, Leadership Practices, Organisational Culture, Resource-Based View, Strategic Planning Implementation

I. INTRODUCTION

Strategic planning is a cornerstone for organisational management, allowing institutions to assess their current status, predict future situations, and outline a path towards enhanced performance and competitiveness. Despite its importance, a persistent gap remains between strategy formulation and execution, as organisations worldwide often struggle to implement plans effectively. This problem is particularly evident in Zambia's medicine and medical service industry, where organisational constraints, resource limitations, and human capital shortages exacerbate implementation difficulties (Aguinis et al., 2012).

This implementation issue is especially extreme in Zambia's pharmaceutical and medical equipment industries. The difficulties inherent in strategy execution are worsened by organisational constraints, inadequate technological capability, human capital deficiencies, and resource shortages (Musamba & Mwanza, 2025). This larger trend is clear at EnsureMed Equipment Limited (EEL), a distributor of pharmaceuticals, vaccines, medical equipment, and speciality chemicals headquartered in Lusaka. About 40% of EEL's strategic plans were not being executed as intended despite organised planning procedures and frequent performance evaluations, showing a key gap that required thorough research (Gerrans et al., 2023).

This study addresses seven internal factors such as leadership practices, organisational culture, organisational structure, resource availability, technology, infrastructure, and employee involvement together in one integrated system, using Strategic Leadership Theory and the Resource-Based View. The goal is to provide evidence-based insights to help EEL improve the effectiveness, efficiency, and sustainability of its strategic planning. By simultaneously analysing these seven internal factors, the study intends to produce evidence-based insights which will improve EEL's strategic planning efficacy, efficiency, and sustainability. The combined effect of internal factors on SPI has received relatively little attention in the existing strategic planning literature, which has mostly focused on individual factors (Rothaermel, 2019).

This study fills a known gap in the literature by concurrently analysing all seven internal factors within a single analytical model. Traditionally, variables have been examined separately and primarily in developed-country or large-

corporate contexts (Donaldson, 2001). A number of internal organisational dynamics are also necessary for the successful execution of strategic plans. The effective execution of strategic targets depends on a number of factors, including employee involvement, corporate culture, leadership styles, and availability of assets (Bryson, 2018; Donaldson, 2001). To prevent low organisational performance, inefficiencies, and forgone opportunities, it is important to carefully observe these organisational dynamics. Approximately 40% of strategic plans are not carried out as anticipated, according to preliminary observations at EnsureMed Equipment Limited.

The literature that is currently available regarding strategic planning has mostly focused on specific factors, for example, innovation, performance, and culture, with minimal attention paid to the collective effect of internal factors on the execution of strategic plans (Rothaermel, 2019). To improve the effectiveness of strategic planning, sustainability, and competitiveness at EnsureMed Equipment Limited, it is fundamental to examine the combined effect of internal factors on the implementation of strategic plans.

Strategic planning offers clear direction and vision: Organisations can better define their purpose, vision, and long-term goals through strategic planning. It provides decision-makers with a clear path and directs all workers' efforts toward shared objectives (Bryson, 2018). It improves organisational performance by determining clear priorities and focusing on the most crucial areas, strategic planning improves the organisation's overall performance. It enables companies to better use their resources and take anticipatory measures to address issues (David & David, 2017). It facilitates resource assignment through careful strategic planning, an organisation can maximise efficiency and effectiveness by directing resources toward the most significant projects. It is beneficial to prioritise funding initiatives that correspond with the organisation's strategic aims.

EEL is a national leader in the delivery of pharmaceuticals and medical equipment (Gerrans et al., 2023). They offer a broad range of medical equipment, speciality chemicals, branded and generic medications, vaccines, raw materials, lotions and ointments, and more. They also offer excellent customer service and high-quality items. Employees meet client needs because they have received training and are knowledgeable about a wide range of medical supplies and equipment. With strong compliance systems, knowledgeable employees, and organised strategic planning procedures, EnsureMed Equipment Limited is a top supplier of pharmaceuticals and medical equipment.

1.1 Statement of the Problem

Like many African countries, Zambia's pharmaceutical sector has a number of operational and structural problems that affect strategic planning and execution. Due to a lack of local manufacturing ability, the business has been heavily reliant on imported medications. According to Musamba and Mwanza (2025) and Gerrans et al. (2023) the organization's performance is negatively impacted by inadequate infrastructure, inadequate technological capacity, shortages of human capital, and inefficient supply chains.

EEL has been having difficulties putting its strategic goals into action, even though it has regular performance evaluation procedures and strategic planning processes. It was determined that about 60% of strategic plans were being carried out, while about 40% were not being executed out as intended, based on the company's internal reports and strategic performance evaluations. This discrepancy is in line with more general research showing that many organizations have difficulty bridging the gap between strategy development and implementation (Kaplan & Norton, 2008; Hrebiniak, 2006). Therefore, the purpose of this study was to determine and examine the internal variables causing this implementation gap and to offer evidence-based suggestions for improvement at EnsureMed Equipment Limited's strategic planning execution between 2022 and 2025.

1.2 Research Objective

To identify the internal organisational factors that affect SPI at EEL.

II. LITERATURE REVIEW

2.1 Theoretical Framework

A theoretical framework provides the foundation through which a study explains relationships among variables and interprets empirical findings. This study was guided by two complementary theoretical perspectives: Strategic Leadership Theory and the Resource-Based View (RBV). These theories were selected because strategic planning implementation requires both effective leadership direction and the availability of internal organisational capabilities that enable strategy execution.

2.1.1 Strategic Leadership Theory

Strategic Leadership Theory emphasizes the critical role of organisational leaders in formulating, communicating, and implementing strategic initiatives. The theory argues that leaders influence organisational outcomes through strategic decision-making, vision creation, resource allocation, and the alignment of employees

toward organisational goals (Hitt et al., 2023). Effective strategic leaders create clarity regarding strategic priorities, facilitate employee commitment, and establish systems that support successful strategy implementation.

Within the context of strategic planning implementation, leadership practices influence how effectively organisational plans are translated into operational activities. Leaders are responsible for communicating strategic objectives, motivating employees, managing change, and ensuring that organisational structures and processes support strategic goals. Therefore, this theory provides a foundation for examining leadership practices as a key internal organisational factor affecting SPI at EnsureMed Equipment Limited.

2.1.2 Resource-Based View (RBV)

The Resource-Based View (RBV), developed by Barney (1991), argues that organisations achieve sustainable performance advantages through valuable, rare, difficult-to-imitate, and non-substitutable internal resources and capabilities. Unlike approaches that focus primarily on external environmental conditions, RBV emphasizes the importance of internal organisational strengths in determining strategic success.

In relation to strategic planning implementation, RBV suggests that successful execution depends on the availability and effective utilisation of organisational resources, including human capital, organisational culture, technological capabilities, infrastructure, and organisational systems. Employees' skills, commitment, and involvement represent important internal capabilities that enable organisations to translate strategic plans into measurable outcomes. Similarly, supportive organisational structures and adequate resources enhance coordination and improve implementation effectiveness.

The application of RBV in this study is therefore appropriate because it provides a framework for examining how internal organisational capabilities influence strategic planning implementation at EnsureMed Equipment Limited. Together, Strategic Leadership Theory and RBV provide a comprehensive foundation for understanding how leadership and organisational capabilities interact to support effective strategy execution.

2.2 Empirical Review

2.2.1 Internal Organisational Factors Affecting Strategic Planning Implementation

Empirical studies have demonstrated that successful strategic planning implementation (SPI) is influenced not only by the quality of strategic plans but also by internal organisational capabilities that determine how effectively strategies are translated into operational activities. Internal factors such as leadership practices, organisational culture, employee involvement, organisational structure, resource availability, technology, and infrastructure have been identified as important determinants of implementation outcomes.

Ndungu and Owino (2024), in their study examining internal factors influencing strategy implementation among organisations in East Africa, established that leadership quality, organisational culture, and resource adequacy significantly influenced implementation effectiveness. The findings indicate that organisations with committed leadership, supportive cultures, and adequate resources are more likely to achieve successful strategy execution. However, the study focused primarily on public organisations and large enterprises, creating limited understanding of strategy implementation dynamics within private sector organisations, particularly specialised industries such as pharmaceuticals.

Similarly, Suklev and Debarliev (2012), in their examination of strategic planning effectiveness among emerging-market firms in Macedonia, found that inadequate resource allocation, weak implementation mechanisms, and poor organisational follow-through reduced the effectiveness of strategic plans. Their findings highlight that strategic plans alone do not guarantee successful implementation unless organisations possess appropriate internal capabilities and supporting systems.

Studies (Schein & Schein, 2017; Smith, 2017; Thompson et al., 2020) have also identified the importance of employee involvement and organisational alignment in strategic implementation. Employee participation enhances understanding of strategic priorities, increases commitment, and reduces resistance to organisational change. Conversely, limited employee engagement may create a gap between strategic intentions developed by management and actual implementation practices at operational levels.

Research by Robbins and Judge (2019) revealed that organisational culture has been identified as a critical internal factor influencing SPI. Cultures characterised by shared values, effective communication, adaptability, and openness to change create conditions that support strategy execution. In contrast, cultures resistant to change may hinder implementation regardless of the quality of the strategic plan.

Despite these outcomes, existing empirical evidence has focused on public institutions, large corporations, or organisations outside the Zambian private sector context. Limited empirical attention has been given to pharmaceutical companies, where regulatory requirements, specialised human resources, technological dependence, and operational complexity may create unique implementation challenges. This study therefore addresses this gap by examining internal organisational factors affecting strategic planning implementation at EnsureMed Equipment Limited in Lusaka, Zambia.

III. METHODOLOGY

3.1 Research Design

This study adopted a quantitative, cross-sectional case study design to examine internal organisational factors affecting strategic planning implementation (SPI) at EnsureMed Equipment Limited (EEL). A case study design was appropriate because it enabled an in-depth examination of SPI within the specific organisational context of EEL (Yin, 2018).

The cross-sectional approach allowed data to be collected from respondents at a single point in time, providing insights into employees' perceptions regarding internal organisational factors influencing SPI. The quantitative approach was suitable because it enabled measurement of the study variables and statistical examination of the relationship between internal organisational factors and strategic planning implementation (Saunders et al., 2019).

The design was therefore appropriate for identifying and assessing the extent to which factors such as leadership practices, organisational structure, employee involvement, organisational culture, resource availability, technology, and infrastructure influence SPI within EEL.

3.2 Study Area

This study was conducted at EnsureMed Equipment Limited (EEL), a pharmaceutical and medical equipment provider based in Lusaka, Zambia. The study population comprised all 60 employees across managerial, supervisory, and operational roles. Given the small and confined nature of the population, a census approach was adopted to maximise representativeness and coverage (Saunders et al., 2019). The entire workforce was involved in the study to ensure that all perspectives were represented regarding what internal organisational factors have to be considered in the implementation of strategic planning within EEL. All 60 employees were involved in the study to ensure that information on leadership styles, organisational culture, organisational structure, resource availability, technology, infrastructure, and employee involvement within EEL was obtained, thereby improving the validity of the study results by representing all perspectives within the organisation.

3.3 Sample Size

The study adopted a census approach involving all 60 employees of EnsureMed Equipment Limited (EEL). A census was appropriate because the organisation had a relatively small and accessible workforce, allowing the researcher to collect data from the entire population rather than selecting a sample (Etikan et al., 2016).

The respondents comprised employees from managerial, supervisory, and operational levels across different departments. Including employees from different organisational levels enhanced the diversity of perspectives regarding internal organisational factors influencing strategic planning implementation.

3.4 Data Collection Instruments and Procedures

A structured questionnaire was used as the primary data collection instrument. The questionnaire consisted of two sections. Section A collected demographic information, while Section B contained Likert-scale items measured on a five-point scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

The questionnaire measured internal organisational factors affecting strategic planning implementation, including leadership practices, organisational structure, employee involvement, organisational culture, resource availability, technology, and infrastructure. Items measuring each construct were combined to generate composite scores for statistical analysis.

3.5 Data Analysis

Quantitative data analysis was conducted using descriptive and inferential statistics. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarise respondents' characteristics and perceptions regarding internal organisational factors affecting strategic planning implementation (SPI).

Multiple linear regression analysis was conducted to examine the relationship between the seven internal organisational factors and SPI. The regression model was used to determine the extent to which leadership practices, organisational culture, organisational structure, resource availability, technology, infrastructure, and employee involvement predicted SPI at EnsureMed Equipment Limited.

The regression model was specified as follows:

$$SPI = \beta_0 + \beta_1 LP + \beta_2 OC + \beta_3 OS + \beta_4 RA + \beta_5 TECH + \beta_6 INF + \beta_7 EI + \varepsilon$$

Where:

SPI = Strategic Planning Implementation

β_0 = Constant term

β_1 – β_7 = Regression coefficients

LP = Leadership Practices
 OC = Organisational Culture
 OS = Organisational Structure
 RA = Resource Availability
 TECH = Technology
 INF = Infrastructure
 EI = Employee Involvement
 ε = Error term

Regression diagnostic tests were conducted to assess the suitability of the regression model. Variance Inflation Factor (VIF) and tolerance statistics were used to test for multicollinearity among predictor variables, while the Breusch-Pagan test was used to assess homoscedasticity. These tests ensured that the regression assumptions were adequately satisfied before interpreting the regression results.

3.6 Regression Model Specification

Multiple linear regression analysis was employed to examine the predictive relationship between internal organisational factors and strategic planning implementation (Creswell & Plano Clark, 2018). Strategic planning implementation was treated as the dependent variable, while leadership practices, organisational culture, organisational structure, resource availability, technology, infrastructure, and employee involvement were included as independent variables.

The regression model was evaluated using the coefficient of determination (R^2), adjusted R^2 , F-statistic, and individual regression coefficients to determine the overall explanatory power of the model and the contribution of each predictor variable. Statistical significance was assessed at the 5% significance level.

Table 1

Multiple Regression Coefficients Summary (N = 59)

Predictor Variable	B	Std. Error	t-value	p-value	Interpretation
Constant (β_0)	0.50	0.25	2.00	0.050	Baseline SPI
Leadership Practices (LP)	0.35	0.10	3.50	0.001	Strong positive effect
Organisational Structure (OS)	0.30	0.11	2.73	0.008	Strong positive effect
Employee Involvement (EI)	0.28	0.10	2.80	0.007	Strong positive effect
Organisational Culture (OC)	0.25	0.12	2.08	0.042	Positive effect
Resource Availability (RA)	0.20	0.09	2.22	0.031	Positive effect
Technology (TECH)	0.15	0.08	1.88	0.065	Marginal positive effect
Infrastructure (INF)	0.10	0.07	1.43	0.158	Not significant

Note: $R^2 = 0.82$; Adjusted $R^2 = 0.79$; $F(7,51) = 25.3$, $p < 0.001$; $N = 59$

Table 2

Regression Diagnostics: VIF and Tolerance

Predictor Variable	VIF	Tolerance	Assessment
Leadership Practices (LP)	1.8	0.556	Acceptable
Organisational Structure (OS)	2.3	0.435	Acceptable
Employee Involvement (EI)	1.9	0.526	Acceptable
Organisational Culture (OC)	2.1	0.476	Acceptable
Resource Availability (RA)	1.6	0.625	Acceptable
Technology (TECH)	1.4	0.714	Acceptable
Infrastructure (INF)	1.1	0.909	Acceptable

Note: VIF values below 5 indicate no problematic multicollinearity (Hair et al., 2019). Residual analysis confirmed approximate normality (Shapiro-Wilk, $p = 0.12$) and homoscedasticity (Breusch-Pagan, $p = 0.21$).

Leadership practices emerged as the strongest predictor of strategic planning implementation ($\beta = 0.35$, $p < 0.01$), indicating that effective strategic direction, communication, and leadership support are important factors associated with successful SPI at EEL. Organisational structure was the second strongest predictor ($\beta = 0.30$, $p < 0.01$), suggesting that appropriate organisational arrangements and clearly defined roles contribute positively to strategy implementation.

Employee involvement was also a significant predictor of SPI ($\beta = 0.28$, $p < 0.01$), demonstrating the importance of employee participation and engagement in strategic planning processes. Organisational culture ($\beta =$

0.25, $p < 0.05$) and resource availability ($\beta = 0.20$, $p < 0.05$) were also significant predictors, indicating that supportive organisational values and adequate resources enhance the implementation of strategic plans.

Technology showed a positive but statistically insignificant relationship with SPI ($\beta = 0.15$, $p = 0.065$), while infrastructure was not a statistically significant predictor ($\beta = 0.10$, $p = 0.158$). The regression diagnostics further confirmed that multicollinearity was not a concern, as all predictor variables recorded VIF values below the recommended threshold of 5.

3.7 Ethical Considerations

Prior to data collection, ethical clearance was obtained from the University of Zambia Humanities and Social Sciences Research Ethics Committee (HSSREC), and formal permission was obtained from the management of EnsureMed Equipment Limited (EEL). Participation in the study was voluntary, and respondents were informed about the purpose of the research before completing the questionnaire.

Questionnaires were administered electronically through Google Forms. Of the 60 questionnaires distributed, 59 were completed and returned, representing a response rate of 98.3%. Confidentiality and anonymity of respondents were maintained throughout the research process, and participants were informed of their right to withdraw from the study at any stage without negative consequences.

3.8 Reliability and Validity of the Instrument

The reliability of the research instrument was assessed using Cronbach's alpha coefficients. All constructs recorded alpha values above the recommended threshold of 0.70, indicating acceptable to good internal consistency (Hair et al., 2019).

Content validity was enhanced by aligning questionnaire items with the study objectives, theoretical framework, and empirical literature. Construct validity was supported through the measurement of items representing clearly defined study constructs. The instrument was pilot-tested with 10 respondents from a comparable pharmaceutical distribution company in Lusaka, and necessary adjustments were made based on the feedback received.

The reliability results for the study constructs are presented in Table 3.

Table 3

Cronbach's Alpha Reliability Coefficients

Construct	No. of Items	Cronbach's α	Interpretation
Strategic Planning Implementation (SPI)	4	0.82	Good
Leadership Practices (LP)	4	0.78	Acceptable
Organisational Culture (OC)	4	0.80	Good
Organisational Structure (OS)	4	0.76	Acceptable
Resource Availability (RA)	2	0.77	Acceptable
Employee Involvement (EI)	4	0.74	Acceptable
Technology (TECH)	2	0.77	Acceptable
Infrastructure (INF)	2	0.77	Acceptable

Note: Values above 0.70 are considered acceptable in social science research (Hair et al., 2019).

IV. RESULTS & DISCUSSION

4.1 Response Rate

Of the 60 questionnaires distributed, 59 were successfully completed and returned, representing a 98.3% response rate. This exceeds the 70% benchmark widely regarded as excellent in social science research (Mugenda & Mugenda, 2003) and provides a strong foundation for reliable statistical analysis.

Table 4

Questionnaire Response Rate

Response Status	Frequency	Percentage (%)
Successful	59	98.3
Unsuccessful	1	1.7
Total	60	100.0

4.2 Identification of Internal Organisational Factors Affecting Strategic Planning Implementation at EEL

This section presents findings on the internal organisational factors influencing strategic planning implementation (SPI) at EnsureMed Equipment Limited (EEL). The objective was to identify the internal organisational factors that affect SPI within the organisation. The analysis focused on seven factors: leadership practices, organisational culture, organisational structure, employee involvement, resource availability, technology,

and infrastructure. Descriptive statistics were used to examine employees' perceptions of these factors, while regression analysis was subsequently used to determine their predictive contribution to SPI.

4.2.1 Leadership Practices

Table 5

Leadership Practices Response Distribution

Response Category	Frequency	Percentage (%)
Strongly Agree	5	8.5
Agree	50	84.7
Neutral	3	5.1
Disagree	1	1.7
Strongly Disagree	0	0
Total	59	100

The findings indicate that leadership practices were perceived as one of the most important internal organisational factors influencing strategic planning implementation at EEL. A combined 93.2% of respondents either agreed or strongly agreed that leadership practices contribute to effective SPI, while only 1.7% disagreed. This demonstrates that employees perceive leadership support, strategic direction, and management involvement as critical elements in translating strategic plans into operational actions.

The strong perception of leadership influence is further supported by the regression results, where leadership practices emerged as the strongest predictor of SPI ($\beta = 0.35$, $p < 0.01$). This indicates that among the internal organisational factors examined, leadership practices made the greatest contribution towards explaining variations in strategic planning implementation outcomes at EEL.

The finding supports Strategic Leadership Theory, which argues that leaders play a central role in establishing strategic direction, communicating organisational priorities, allocating resources, and ensuring alignment between strategic intentions and implementation activities (Hitt et al., 2023). At EEL, the results suggest that effective leadership provides the necessary coordination and commitment required for successful strategy execution.

The findings are consistent with Kitonga et al. (2016), who established that strategic leadership practices positively influence organisational performance by enhancing strategic direction, decision-making, and implementation processes. Similarly, Johnson et al. (2014) emphasised that strategy implementation depends not only on the quality of strategic plans but also on leadership capacity to mobilise employees and organisational resources towards achieving strategic objectives. Therefore, leadership practices represent a significant internal capability supporting SPI at EEL.

4.2.2 Organisational Culture

Table 6

Predominant Organisational Culture at EEL

Culture Type	Frequency	Percentage (%)
Collaborative	26	44.1
Competitive	26	44.1
Risk-averse	4	6.8
Innovative	3	5
Total	59	100

The findings show that EEL's organisational culture was mainly characterised by collaborative and competitive orientations, each accounting for 44.1% of respondents. Only a small proportion of respondents identified the organisation as risk-averse (6.8%) or innovative (5.0%). The results indicate that EEL maintains a balanced cultural orientation, combining teamwork and internal cooperation with performance-driven practices.

A collaborative culture suggests the presence of teamwork, shared responsibility, and employee interaction, while a competitive culture reflects emphasis on achievement, performance targets, and organisational outcomes. The combination of these two orientations may support SPI by encouraging employees to work collectively while remaining focused on achieving strategic objectives.

The regression findings further confirm the importance of organisational culture, with culture emerging as a significant predictor of SPI ($\beta = 0.25$, $p < 0.05$). This suggests that the values, norms, and behavioural expectations within EEL contribute positively to the organisation's ability to implement strategic plans.

The findings support the Resource-Based View (RBV), which identifies organisational culture as an internal capability that can provide strategic value by enhancing coordination, employee commitment, and organisational

adaptability. These outcomes align with Schein and Schein (2017) illustrating that organisational culture influences how employees interpret organisational priorities and respond to strategic change initiatives.

The findings also agree with previous studies (MacLennan, 2011; Molete et al., 2024) that identify supportive organisational cultures as important determinants of strategy implementation success. Organisations with shared values, effective communication patterns, and employee commitment are more likely to overcome implementation barriers and achieve strategic objectives. Therefore, organisational culture represents an important internal factor shaping SPI at EEL.

4.2.3 Organisational Structure

Table 6

Organisational Structure Response Distribution

Response Category	Frequency	Percentage (%)
Strongly Agree	7	11.9
Agree	46	78
Neutral	5	8.4
Disagree	1	1.7
Strongly Disagree	0	0
Total	59	100

The findings indicate that organisational structure was perceived as an important internal factor influencing SPI at EEL. A total of 89.9% of respondents agreed or strongly agreed that the organisational structure supports strategic planning implementation, while only 1.7% disagreed. This suggests that clear reporting relationships, role definitions, and coordination mechanisms support the translation of strategic plans into organisational activities.

The regression results confirm this finding, with organisational structure emerging as the second strongest predictor of SPI ($\beta = 0.30$, $p < 0.01$). This indicates that effective structural arrangements enhance coordination and facilitate implementation of strategic priorities.

The finding supports the Resource-Based View, which considers organisational systems and structures as internal capabilities that enable organisations to effectively deploy resources towards strategic goals (Barney, 1991). It also agrees with empirical studies (Lasserre & Monteiro, 2022; Laudon & Laudon, 2020) showing that unclear responsibilities and weak coordination structures often hinder successful strategy implementation. Therefore, an appropriate organisational structure remains a critical internal factor supporting SPI at EEL.

4.2.4 Employee Involvement

Table 7

Employee Involvement Response Distribution

Response Category	Frequency	Percentage (%)
Strongly Agree	8	13.6
Agree	45	76.3
Neutral	5	8.4
Disagree	1	1.7
Strongly Disagree	0	0
Total	59	100

Employee involvement was identified as another important internal factor affecting SPI at EEL. The findings show that 89.9% of respondents agreed or strongly agreed that employee participation supports strategic planning implementation, while only 1.7% disagreed. This demonstrates that employee engagement and participation contribute to shared understanding and commitment towards strategic objectives.

Regression results further support this finding, with employee involvement being a significant predictor of SPI ($\beta = 0.28$, $p < 0.01$). The result suggests that involving employees in strategic processes improves ownership and facilitates implementation.

The finding is consistent with Ishimwe and Narayan (2024) findings which emphasises the importance of leadership in creating alignment and commitment among organisational members. It also supports RBV by recognising employees as valuable organisational resources whose knowledge and commitment contribute to strategic success. Therefore, employee involvement is an important internal capability influencing SPI at EEL.

4.2.5 Resource Availability

Table 8

Resource Availability Response Distribution

Response Category	Frequency	Percentage (%)
Strongly Agree	6	10.2
Agree	47	79.7
Neutral	5	8.4
Disagree	1	1.7
Strongly Disagree	0	0
Total	59	100

The findings indicate that resource availability was perceived as an important factor influencing SPI at EEL. A combined 89.9% of respondents agreed or strongly agreed that availability of organisational resources supports effective implementation of strategic plans. This suggests that financial, human, and operational resources are necessary for converting strategic intentions into practical actions.

The regression results confirm this relationship, with resource availability emerging as a significant predictor of SPI ($\beta = 0.20$, $p < 0.05$). The finding suggests that organisations require adequate internal resources to support strategic initiatives and sustain implementation activities.

The finding supports the Resource-Based View, which argues that valuable internal resources enhance organisational capabilities and competitive advantage (Barney, 1991). Another study by Joseph and Sengul (2025) established that inadequate resources often create implementation gaps even when strategic plans are well formulated. Therefore, resource availability represents an important internal capability supporting SPI at EEL.

4.2.6 Technology

Table 9

Technology Support for Strategic Planning Implementation

Response Category	Frequency	Percentage (%)
Strongly Agree	5	8.5
Agree	45	76.3
Neutral	7	11.9
Disagree	2	3.3
Strongly Disagree	0	0
Total	59	100

The findings show that most respondents perceived technology as supporting strategic planning implementation at EEL. A total of 84.8% of respondents agreed or strongly agreed that technology contributes to SPI, indicating that technological systems support organisational coordination, information sharing, and operational efficiency.

However, regression analysis revealed that technology was a positive but statistically insignificant predictor of SPI ($\beta = 0.15$, $p = 0.065$). This indicates that while employees recognise the value of technology, it does not independently provide a significant explanation of SPI variations within EEL.

The finding suggests that technology may require complementary organisational capabilities, such as effective leadership, employee skills, and appropriate processes, to generate meaningful strategic implementation outcomes. This is consistent with a study by Cameron and Quinn (2011), which alludes that resources create value when they are effectively integrated with other organisational capabilities.

4.2.7 Infrastructure

Table 10

Infrastructure Support for Strategic Planning Implementation

Response Category	Frequency	Percentage (%)
Strongly Agree	4	6.8
Agree	43	72.9
Neutral	8	13.5
Disagree	4	6.8
Strongly Disagree	0	0
Total	59	100

The findings indicate that most respondents perceived infrastructure as supporting SPI at EEL, with 79.7% agreeing or strongly agreeing that infrastructure contributes to strategic implementation. This suggests that adequate physical and operational facilities provide a supportive environment for implementing organisational plans.

However, regression analysis showed that infrastructure was not a statistically significant predictor of SPI ($\beta = 0.10$, $p = 0.158$). Although infrastructure was positively perceived by employees, the results indicate that it had limited independent contribution compared with other internal organisational factors.

These outcomes align with Hou (2019) that infrastructure alone may not guarantee successful strategy implementation unless supported by stronger organisational capabilities such as leadership, employee involvement, culture, and resource management. The result reinforces the RBV argument that organisational performance depends on the effective combination of multiple internal resources rather than the presence of a single factor.

Overall, the findings identified seven internal organisational factors influencing SPI at EEL. Regression analysis showed that leadership practices were the strongest predictor, followed by organisational structure, employee involvement, organisational culture, and resource availability. Technology demonstrated a positive but insignificant relationship, while infrastructure did not significantly predict SPI.

The findings demonstrate that successful strategic planning implementation at EEL depends largely on aligning leadership, organisational systems, employee commitment, and resource capabilities (Rubio Andrés et al., 2022; Pettigrew et al., 2001).

4.3 Multiple Regression Model Results

Multiple linear regression analysis was conducted to determine the extent to which internal organisational factors predict strategic planning implementation (SPI) at EnsureMed Equipment Limited (EEL). The seven predictor variables included leadership practices, organisational culture, organisational structure, employee involvement, resource availability, technology, and infrastructure.

The regression model was statistically significant, $F(7,51) = 25.30$, $p < 0.001$, indicating that the combined internal organisational factors significantly predicted SPI. The coefficient of determination ($R^2 = 0.82$) shows that the seven predictors explained 82% of the variation in strategic planning implementation, while the adjusted R^2 value (0.79) indicates strong explanatory power after accounting for the number of predictors included in the model.

Table 11

Regression Model Summary

Model	R	R ²	Adjusted R ²	F-value	Sig.
1	0.91	0.82	0.79	25.3	<0.001

The findings demonstrate that internal organisational factors collectively play a significant role in explaining SPI outcomes at EEL. The high explanatory power of the model suggests that strategy implementation is influenced by the organisation's internal capabilities rather than by individual factors operating independently.

The regression coefficients further revealed that leadership practices were the strongest predictor of SPI ($\beta = 0.35$, $p < 0.01$), followed by organisational structure ($\beta = 0.30$, $p < 0.01$), employee involvement ($\beta = 0.28$, $p < 0.01$), organisational culture ($\beta = 0.25$, $p < 0.05$), and resource availability ($\beta = 0.20$, $p < 0.05$). Technology demonstrated a positive but statistically insignificant relationship with SPI ($\beta = 0.15$, $p = 0.065$), while infrastructure was not a significant predictor ($\beta = 0.10$, $p = 0.158$).

Table 12

Multiple Regression Coefficients for Internal Organisational Factors Predicting SPI

Predictor Variable	β	Std. Error	t-value	p-value	Interpretation
Constant	0.5	0.25	2	0.05	Constant term
Leadership Practices	0.35	0.1	3.5	0.001	Significant positive predictor
Organisational Structure	0.3	0.11	2.73	0.008	Significant positive predictor
Employee Involvement	0.28	0.1	2.8	0.007	Significant positive predictor
Organisational Culture	0.25	0.12	2.08	0.042	Significant positive predictor
Resource Availability	0.2	0.09	2.22	0.031	Significant positive predictor
Technology	0.15	0.08	1.88	0.065	Positive but insignificant predictor
Infrastructure	0.1	0.07	1.43	0.158	Not significant

The regression findings reinforce the descriptive results by confirming that leadership practices, organisational structure, employee involvement, organisational culture, and resource availability are the most influential internal organisational factors associated with SPI at EEL. These findings support Strategic Leadership Theory by highlighting

the importance of leadership direction and employee alignment, while also supporting the Resource-Based View by demonstrating the importance of internal organisational capabilities in achieving successful strategy implementation.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study examined the internal organisational factors influencing strategic planning implementation (SPI) at EnsureMed Equipment Limited (EEL) in Zambia. The findings demonstrate that effective SPI depends on the alignment of multiple internal organisational capabilities rather than a single factor operating independently.

Leadership practices emerged as the strongest predictor of SPI, highlighting the importance of strategic direction, communication, and management support in translating strategic plans into organisational actions. Organisational structure, employee involvement, organisational culture, and resource availability were also significant predictors, demonstrating that effective coordination, employee commitment, supportive values, and adequate resources are essential for successful strategy execution.

Although technology and infrastructure were positively perceived by employees, they did not significantly predict SPI when considered alongside other internal factors. This suggests that technological and physical resources require integration with stronger organisational capabilities, such as effective leadership, appropriate structures, and employee engagement, to produce meaningful implementation outcomes.

Overall, the study concludes that successful strategic planning implementation at EEL requires a coordinated approach that strengthens leadership capability, organisational systems, employee participation, and resource utilisation. The findings support the view that internal organisational capabilities provide the foundation for effective strategy execution.

5.2 Recommendations

Based on the findings, the study recommends that EEL should prioritise leadership development initiatives aimed at strengthening strategic leadership capabilities. Management should enhance communication of strategic priorities, provide continuous guidance during implementation, and establish mechanisms for monitoring strategic progress.

The organisation should also strengthen employee involvement in strategic planning processes by creating opportunities for employees to contribute ideas, participate in implementation decisions, and receive feedback on strategic outcomes. Increased participation is likely to improve employee ownership and commitment towards organisational goals.

Furthermore, EEL should continuously review its organisational structure to ensure that roles, responsibilities, and reporting relationships support effective strategy implementation. Clear coordination mechanisms should be maintained to minimise implementation barriers.

The organisation should maintain a supportive organisational culture that promotes teamwork, accountability, and commitment to strategic objectives. In addition, adequate allocation of financial, human, and operational resources should be ensured to support implementation activities.

Finally, while technology and infrastructure were not significant predictors in the current study, EEL should continue investing in these areas while ensuring that technological and physical resources are aligned with organisational capabilities and strategic priorities.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Funding Declaration

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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