

# **THE RELATIONSHIP BETWEEN STRATEGY IMPLEMENTATION AND PERFORMANCE IN COUNTY GOVERNMENTS OF KENYA: A CASE STUDY OF WAJIR COUNTY GOVERNMENT**

**Mahat Kheir Abass**

Masters Student, Kenya Methodist University, Kenya

**Jane Munga**

Kenya Methodist University, Kenya

**Elizabeth Were**

Kenya Methodist University, Kenya

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**International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374**

**Received:** 28<sup>th</sup> July 2017

**Accepted:** 2<sup>nd</sup> August 2017

Full Length Research

**Available Online at:**

[http://www.iajournals.org/articles/iajhrba\\_v2\\_i3\\_381\\_401.pdf](http://www.iajournals.org/articles/iajhrba_v2_i3_381_401.pdf)

**Citation:** Abass, M. K., Munga, J. & Were, E. (2017). The relationship between strategy implementation and performance in county governments of Kenya: A case study of Wajir County government. *International Academic Journal of Human Resource and Business Administration*, 2(3), 381-401

## **ABSTRACT**

The promulgation of the constitution of Kenya 2010 created a devolved system of governance and provided for mandatory planning before budgeting. The County Government Act 2012 specifies key plans that each County is expected to generate which are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. This study sought to establish the relationship between leadership styles, organizational structure, organizational culture and financial resource availability on strategy implementation and performance in Wajir County Government, Kenya. The variables investigated included: leadership styles, organizational structure, organizational culture and financial resource availability to establish their influence on strategy implementation and performance in County Government in Kenya. The study utilized McKinsey 7S framework, Higgins 8S framework and Resource Based View theory to form the conceptual framework of the study because it extensively covers the variables of the research. A questionnaire was used to collect primary data from 83 respondents using a simple random sampling procedure from a total population of 166 employees. This study used a mixture of three designs which include descriptive, qualitative and quantitative research design because it has been used by previous scholars in similar studies to increase validity of the outcome and compensating each method weakness. The study established that there was a strategic plan in the organization; organization culture influences implementation of the strategic

plan; there was organizational culture was in place in the organization studied; employees in the organization are always motivated to support and maintain strategic initiatives of the organization; strategy implementation is an expensive venture and requires more resources; financial resources are the central most important factor in strategy implementation; the organizational performance is rated based on development and service delivery to the public. The study concludes that there is statistically significant association between (organizational structure; leadership styles; organizational culture) and organizational performance while resource availability statistically insignificant; Strategy implementation is an expensive venture and requires more resources; Organizational performance is rated based on development and service delivery to the public. The study recommends that all County governments in Kenya put in place strategic plans that guide strategy implementation processes; the management of Counties in Kenya enhance their organizational structures by matching with the current status; the leadership of the County governments in Kenya should involve employees during strategy implementation process; County governments in Kenya put in place strong organizational cultures by having set of shared beliefs, values and norms; the national government of Kenya avail more resources to the devolved units in Kenya to facilitate the process of strategy implementation in county governments in Kenya.

**Key Words:** *strategy implementation, performance, county governments, Kenya, Wajir County government*

## **INTRODUCTION**

Strategy implementation is a crucial and important process in strategic management. In order to be successful organizations need to effectively implement their strategies to enhance their performance. According to Kihara, Bwisa and Kihoro (2016) the strategy implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. Strategy implementation process involves placing objectives, strategies, and policies into action through the development of programs, budgets, and procedures. Strategy formulation precedes implementation making implementation a key part of strategic management.

Hambrick and Cannella (1989) noted that without successful implementation, a strategy is but a fantasy. Numerous factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999). Organizational performance on the other hand is described as an organization's ability to acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals Griffin (2006). Daft (2010) defined organizational performance as the ability of an organization to utilize its resources (e.g knowledge, people, and raw materials) to achieve organizational goals in effective and efficient way. Organizational performance however can be viewed from a different angle depending on the organization.

In the United Kingdom, Andrews, Boyne & Walker (2011) did a research on Strategy implementation and public service performance. The findings, suggests that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained. In the Netherlands, Langereis (2015) did a research on the link between strategy and performance of municipalities in the Netherlands. The research clearly showed the presence of strategic orientations used by municipalities in the Netherlands. The findings indicate that organizational performance of municipalities is influenced by economic, social-cultural, and ecological capital.

In Africa, Oyinloye (2014) did a research on the relationship between strategic management and firms' performance in Nigerian banking industry. The findings of the study revealed that strategic management affected organizational performance. In Zimbabwe Winfred (2016) did a research on the impact of organizational culture and strategy implementation on commercial bank performance in Zimbabwe. The results of the study show that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance.

In Kenya Waititu (2016) did a research on Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County. The research findings indicated that those

commercial banks which invested heavily in innovation, effective communication systems, inspirational leadership, functional organization structure and culture recorded high level of strategic implementation and performance. According to Kihara (2016) strategy implementation is a more elaborate and difficult task than strategy formulation and involves concentrated efforts and actions and by all stakeholders in and organization. County governments like any other organizations are faced with a huge challenge in strategy implementation. The main challenges include; organizational culture, organizational structure, organizational leadership, resource availability among many these attributes of strategy implementation have an impact on organizational performance. These challenges need top management intervention through setting of clear policies and road map on strategy implementation, resource allocation, matching organizational structure with strategy of the organizations. It is through these interventions that organizations are able to achieve a success in strategy implementation process and improve their performance.

County governments are charged with implementing devolution goals. Their services are supposed to reach all the constituents in the county. Wajir county government developed its first county integrated development plan (CIDP) in 2013 which is a five year strategy on development. It details how the county seeks to utilize its resources to bring development and services to Wajir County residents; however it is faced with challenges in implementing CIDP. The County Governments in Kenya came into existence after the promulgation of the Constitution of Kenya 2010 on 27 August 2010. The promulgation of the Constitution of Kenya 2010 marked a major milestone in the way the country is governed. It stipulated devolution which is the dispersal of political power and economic resources from the centre in Nairobi to the counties in rural areas. As a result 47 county governments and the Senate were established following the March 4, 2013, General Election as part of the implementation of devolution.

The County Government Act 2012 specifies key plans that each County is expected to generate and these are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. These plans are interrelated as they deal with different aspects of development and it is that Annual budgets are to be based on these approved plans. The county government consists of a county assembly and a county executive. Every county government is required to decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. The County assembly constitutes the legislative organ of government while the County executive is representative of the Executive arm of government within the County government.

Wajir County is located in the former North Eastern province of Kenya. It covers an area of 55,840 km squared with a population of 661941. Administratively Wajir County has six constituencies namely Wajir North, Wajir South, Wajir west, Wajir East, Tarbaj and Eldas. The county government came up with a strategic plan that is, county integrated development plan

(CIDP) in 2013 that covers a span of five years. The implementation of this strategic plan however faces some drawbacks which affect performance.

## **STATEMENT OF THE PROBLEM**

Strategy implementation is a very important process, however most organizations today are normally faced with a huge challenge in strategy implementation this has an impact on their overall performance. County governments like any other organizations are also faced with similar challenges in strategy implementation since devolution is still a new concept of governance in Kenya. The implementation of the County Integrated Development Plan of 2013 has not been fully implemented in most counties because of inherited managerial and resource problems from former municipalities, town councils and county councils which form part of the county governments today. Strategies that were used by various local authorities before devolution differ from the devolved system currently in place. This is because the governance challenges then were few as most of the functions were carried out by the National government. Various research have been carried out on strategy implementation and performance by many scholars, however few have been conducted on the relationship between strategy implementation and performance in county governments in Kenya especially in Wajir County. Andrews, Boyne, Law & Walker (2011) conducted a research on strategy implementation and public service performance. In the Netherlands, Langereis (2015) did a research on the link between strategy and performance of municipalities in the Netherlands. In Kenya Waititu (2016) did a research on Relationship between Strategy Implementation and Performance in Commercial Banks in Nairobi County. This study sought to narrow the research gap by identifying some of the drivers of strategy implementation and how they relate performance in county Governments in Kenya with specific reference to Wajir County. These drivers of strategy implementation influence or affect performance of county governments in one way or another.

## **PURPOSE OF THE STUDY**

The main purpose of the study was to establish the relationship between strategy implementation and performance of county governments in Kenya with specific reference to Wajir County Government.

## **SPECIFIC OBJECTIVES**

1. To determine the effect of the existing organizational structure on performance of Wajir County Government.
2. To examine the effect of leadership styles on performance of Wajir County Government.
3. To assess the effect of resource availability on performance of Wajir County Government.
4. To explore the influence of organizational culture on performance of Wajir County Government.

## **THEORETICAL REVIEW**

### **Resource Based View theory**

The RBV of the firm is credited to Barney (1991) who identified that both internal and external factors are key determinants of business success. RBV suggests that differences in enterprise performance are mainly driven by the intrinsic endowment of a firm's resources. According to Resource Based View theory, resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. Thus, differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Currie, 2009).

### **Mckinsey 7-S Framework**

Mckinsey 7-S framework was developed in the early 1980s by Tom Peters and Robert Waterman, two consultants working at the Mckinsey and Company consulting firm. The model describes the seven factors critical for effective strategy execution. These factors include; Strategy is the plan of action an organization prepares in response to, or anticipation of, changes in its external environment. Strategy is differentiated by tactics or operational actions by its nature of being premeditated, well thought through and often practically rehearsed. It deals with essentially three questions, (1) where the organization is at this moment in time, (2) where the organization wants to be in a particular length of time and (3) how to get there. Thus, strategy is designed to transform the firm from the present position to the new position described by objectives, subject to constraints of the capabilities or the potential Kaplan (2005).

Structure refers to the way in which tasks and people are specialized and divided, how authority is distributed, how activities and reporting relationships are grouped and how the mechanisms by which activities in the organization are coordinated Kaplan, (2005). Structures in organizations need to be organized to result to improved organizational performance. Organizations are structured in a variety of ways, dependent on their objectives and culture. The structure of the company often dictates the way it operates and performs. Systems are formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems Kaplan, (2005). Every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. The effectiveness of these systems dictates the performance of the organization These processes are normally strictly followed and are designed to achieve maximum performance.

Shared values are the core set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a

broad sense of purpose for all employees Kaplan (2005). All members of the organization share some common fundamental ideas or guiding concepts around which the business is built. This may be to improve performance of their organization or to achieve excellence in a particular field. These values and common goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive.

Style refers to the style of leadership adopted. Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. Kaplan (2005) states that organizations all over the world strive to develop and retain highly skilled staff who drives organizations performance to greater height. Skills refer to the actual skills and competencies of the staff. The 7-S model asserts that organizations are successful when they achieve an integrated harmony among three 'hard' 'S's' of strategy, structure, and systems, and four 'soft' 'S's' of skills, staff, style, and shared values. This will improve performance of the organizations.

### **Higgins 8-S framework**

The Eight S's model was developed by Higgins in the year 2005, which is a revision of the original McKinsey 7 S's model developed in 1980 Tom Peters and Bob Waterman. In their study of the "best run" American companies, Peters and Waterman identified seven key components that managers need to pay attention when implementing organizational strategies. These components include the system, structure, systems, skills, staff, style and shared values which are all intertwined.

Higgins (2005) then revised and improved the McKinsey's 7-S model by adding the 8th S component (Strategic performance) which is the derivative or outcome of the interaction of 7-S's components contained in the original McKinsey's 7-S's framework. He also replaced skills as one of the contextual "S" with Re-Resources since organization cannot successfully implement strategy without additional resources such as finances, technology and infrastructure. The aim of the Eight S's model is to enable management to effectively and efficiently manage the cross functional execution of strategies. Higgins (2005) pins down that those executives who are successful spend a great deal of their time on strategy execution. They believe and realize that execution of strategy is as important and crucial as its formulation.

According to Higgins (2005) Strategy execution revolves around aligning key organizational functions/factors with the chosen strategy. However with frequently occurring changes in the business environment, strategies are reshaped more often as compare to the past, making the alignment process a bigger challenge. Executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted can succeed Higgins (2005).

## **EMPIRICAL REVIEW**

### **Strategy Implementation and Organizational Performance**

Strategic management is the process and approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources so as to implement the policies and plans (David, 2005). Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of its operational goals (Griffin, 2006). Strategy implementation as a process has drivers that influence performance. These drivers also act as challenges in strategy implementation thereby affecting performance. The challenge in majority of the County Governments today is implementing the County Integrated Development Plan. County governments just like any other organization are faced with a huge challenge in strategy implementation. Some these drivers of strategy implementation that affect performance include organizational structure, leadership styles, organizational culture and resource availability.

### **Organizational Structure and Strategy Implementation**

Chandler (1962) stated that "Structure Follows Strategy". This argument insist that the organogram of the organization which touches on division of work, allocation of resources, span of control and its all functions must integrate and work together in order to maximize performance on the organization's strategic choice. Adjusting organizational structure according to strategy can ensure successful strategy implementation. The structure of any organization has a role to play with regards to strategy execution. According to Drazin and Howard (2009), a proper strategy-structure alignment is a necessary precursor to the successful implementation of new business strategies.

Kihara (2016) did a research on Relationships among Structural Adaptations, Strategy Implementation and Performance of Manufacturing Small and Medium Firms in Thika, Kenya. The study found statistical evidence that structural adaptations of the firm are positively and significantly related to its performance. The study found that formalization and specialization are positively and significantly related to performance. County governments' structures have a wide span of control, from the Governorship, to the Members of the county assembly, the county executive arm, the town administrator, the ward administrators, the village administrators and so many other posts that have come as a result of devolution. This is a challenge to strategy implementation as a wide span of control leads to bureaucracy.

### **Leadership Style and Strategy Implementation**

Effective leadership involves a lot of management. Rajasekar (2014) states that, coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership. Successful leadership involves reorganizing the organizational architecture in a way



that inspires employees with the appropriate knowledge to set off value-enhancing proposals (Kouzes & Posner, 2010).

Leaders in organization are responsible in ensuring strategy is effectively communicated. They must also ensure that people in their organization are ready for strategy implementation. However wrangles in leadership affect strategy implementation. Devolution being a new concept in Kenya, there are a lot of leadership wrangles in the County Governments today. The superiority wars between office of the Governorship the Senate and the County assembly have drastically affected strategy implementation in Counties today. County Governments have suffered a delayed strategy implementation because of such issues this has affected performance.

Other leadership styles include; Transactional leadership style is an exchange of rewards between the leaders and the subordinates for services rendered. Igbaekemen (2014) carried out a research on the impact of leadership styles on organizational performance. The results indicated that for any organization to survive, appropriate impact of leadership on the employee must be followed this will contribute to the better understanding of the need for adopting of Democratic, participative leadership in an organization, which will enhance organizational effectiveness. The leadership style in a given organization will influence how the chosen strategies will be implemented. Organizational structure, delegation of responsibilities, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in a particular organization.

### **Organizational Culture and Strategy Implementation**

Goffee and Jones (1996) describe organization culture as the “glue that holds organizations together”. Organizational culture is the collective behavior of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. It is a pattern of collective behaviors and assumptions that are taught to new organizational members.

Ravasi and Schultz (2006), state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Isaboke (2015) conducted a research on Influence of organization culture on strategy implementation in selected universities in Kenya. The results indicated that organization culture had an influence on strategy implementation in institutions of higher learning and can be concluded that dominant characteristics and behavior norms have a strong influence on strategy implementation. County Governments being political organizations have political culture. Alvin Toffler (1970) stated that companies are always engaged in internal political struggles, power struggles, infighting, and so on. That's normal life. Political behavior occurs when legitimate authority cannot resolve disagreements. Political culture is power in action or the process of acquiring and using power. County Governments in Kenya have political culture that is based on

community interest. This culture herein influences county government operations like sharing of resources, employment opportunities, Issue of awarding contracts and tenders. This culture derails the strategy implementation process in the county.

### Resource Availability and Strategy Implementation

Strategy implementation is an expensive venture. Successful strategy implementation requires adequate resources. Most organizations fail in strategy implementation due to limited resources. Limited resources herein refers to financial resources. Wajir County has limited resources as the amount of funds allocated to them by the commission on revenue allocation is not sufficient enough to enable them effectively implement the County Integrated Development strategy at a faster rate compared to other Counties who historically were not marginalized by the successive governments prior to devolution. Wajir County has been allocated eight billion shillings this financial year 2016-2017. In the County integrated Development plan of Wajir County one of the key plan was to develop infrastructure. The county allocated 1.2 billion shillings to develop 28km of road only as the other revenues being limited were allocated for other projects.

### CONCEPTUAL FRAMEWORK

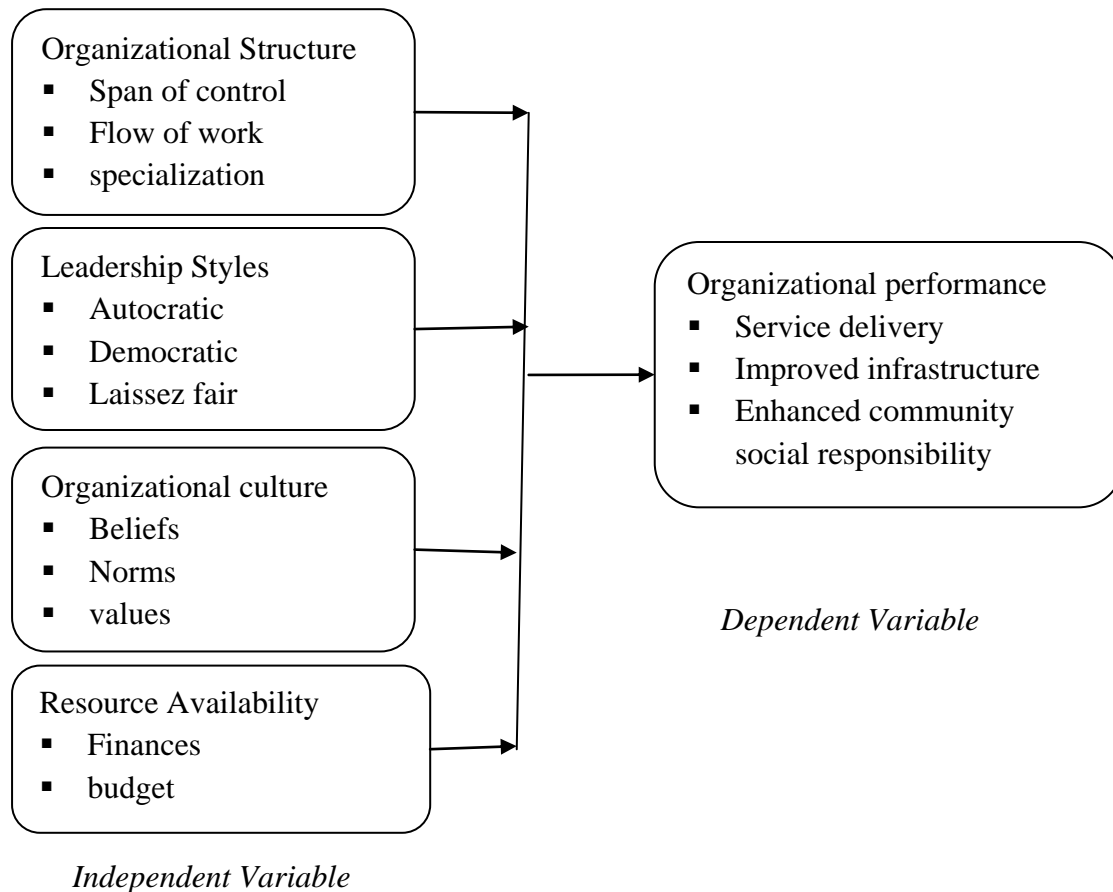


Figure 1: Conceptual Framework

## **RESEARCH METHODOLOGY**

This study used a mixture of three designs which include descriptive, qualitative and quantitative research design because it has been used by previous scholars in similar studies to increase validity of the outcome and compensating each method weakness. The three designs are also preferred in this study because they provide an in depth analysis on views collected by the researcher from the respondents on the research subject. The study targeted 166 employees. This study adopted stratified random sampling which is a commonly used probability sampling as it reduces sampling error. Mugenda and Mugenda (2003), considers a sample size of 30% as sufficient enough, this study made use of 50% of the population size and thus target 83 respondents as the sample size made of 5 County Executive, 8 County Chief Officers, 20 Directors , 10 Administrators and 40 County Officers. The researcher collected primary data with the help of a questionnaire. The researcher issued questionnaires to the respondents through the help of a research assistant. The respondents were requested to fill in the questionnaire for about 5 to 10 minutes of their time then the questionnaires were collected by the research assistant. A pretest was conducted in order to test for reliability and validity of the data collection instrument used in the study. The collected data was analyzed quantitatively using the Statistical Package for Social Science (SPSS). Descriptive and inferential statistics were used to analyze information generated from respondents. Inferential statistics were used to establish whether a relationship exists in the larger population from which the sample was drawn from. The relationship between the dependent and independent variables can be presented in a functional form;  $Y = f(X_1, X_2, X_3, X_4 + \epsilon)$ . From this function a multiple regression model can be derived.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y = Organizational performance;  $\beta_0$  = constant;  $B_1, B_2, B_3, B_4$  = coefficients of the determinants;  $X_1$  = Organizational structure;  $X_2$  = Leadership styles;  $X_3$  = Organizational culture;  $X_4$  = Resource Availability;  $\epsilon$  = Error term

Information collected in this study was treated with utmost confidentiality by the researcher .The researcher ensured that such information was not leaked or accessed by unauthorized persons.

## **RESEARCH RESULTS**

### **General Demographics**

From the findings, 29% of the respondents had served in their respective organizations for a period of less than 1 year, 16% for 2-5 years, 14 % for 5-10 years and 41% for more than 10 years. On gender, 55 % of the respondents were male while 45% were females. On the age distribution, 39 % of the respondents had less than 25 years of age, 33% had 26-35 years, 14% had 36-45 years, 6% had 46-45 years and 7% had above 56 years. On the level of education, 44% had diplomas, 42% bachelors' degree, 10% had masters and 4% had PhDs. These implies

that the respondents who took part in the study were literate and therefore had knowledge on how to fill in the questionnaires.

### **Strategy Implementation**

Majority of the respondents (55%) indicated that there was a strategic plan at the organization as opposed to 45 % who disagreed on the statement. On the extent to which the organization of the respondents had implemented the strategic plan. 12% of the respondents indicated that strategy has not at all been implemented at the organization, 45% indicated little extent, 12% said moderate extent, 20% indicated great extent, and 12% said very great extent. This therefore implies that as much as the organization has strategic plan in place, implementation has not been in place. On whether employees influence implementation of strategic plan; the mean was 2.6957 with standard deviation of 1.17954 and this implies that respondents were neutral on the statement. As to whether leaders influence implementation of strategic plan; the mean was 2.4929 with standard deviation of 1.2675 and this means that respondents agreed on the statement. Regarding whether organizational structure affects implementation of the strategic plan; the mean was 2.0725 with standard deviation of 1.20439 and this means that respondents agreed on the statement. On whether organization culture influences implementation of the strategic plan; the mean was 1.8261 with standard deviation of 0.96948 and this implies that respondents agreed on the statement. With respect to whether financial resource availability influence implementation of the strategic plan; the mean was 2.9565 with standard deviation of 1.67538 and this means that respondents of the study were neutral on the statement. The overall mean was 2.4087 meaning that the respondents agreed to the strategic rating affecting strategy implementation.

### **Organizational Structure**

On whether the organization where respondents worked had good organizational structure. Majority of the respondents (57%) indicated that there was good organizational structure at the place of work of the respondents as opposed to 43% who disagreed. On whether the organization that respondent worked had reviewed its organizational structure, majority of the respondents (54%) indicated that their organization reviews the organizational structure. However, 46% of the respondents disagreed with the statement. From the findings in Table 4.8 above, 6 % of the respondents indicated that the current organizational structure is not at all in line with organizational strategy; 55% indicated little extent, 14% said moderate extent, 20% indicated great extent and 4% said very great extent. From the findings therefore, majority of the respondents see a mismatch between the current organizational structure and organizational strategy. From the findings in Table 4.9 above, on whether organization structure influences strategy implementation; the mean was 2.5812 with standard deviation of 1.26599 and this means that were neutral on the statement. On whether the current status of the County Government structure enhances organizational flexibility critical to strategy implementation; the mean was 2.5797 with standard deviation of 1.22961 and this means that respondents were

neutral on the statement. As to whether there is a smooth communication flow in your organization between top management and employees and amongst the employees themselves; the mean was 2.2029 with standard deviation of 1.23169 and this means that respondents agreed on the statement. On whether the current status of the organizational structure inhibits strategy implementation; the mean was 1.7681 with standard deviation of 1.00213 and this implies that respondents agreed on the statement. As it regards whether the current organizational structure facilitates quick decision making critical in strategy implementation; the mean was 2.4783 with standard deviation of 1.53017 and this means that respondents agreed on the statement. In respect to whether the current organizational structure is wide; the mean was 2.5507 with standard deviation of 1.19480 and this means that respondents were neutral on the statement. The overall mean was 2.3768 meaning that the respondents agreed that organization structure affected strategy implementation.

### **Leadership Styles**

Different types of leadership styles were identified by the researcher and respondents were requested to indicate the style practiced by their respective organizations. From Table 4.10 above, 28% of the respondents indicated that autocratic leadership style is practiced in their organization, 17% indicated democratic, 14% said laissez fair and 41% indicated other leadership style. The study sought to assess the extent which leadership styles embraced by the leaders in your organization affect strategy implementation and overall performance of the organization. From the findings in Table 4.11 above, 51% of the leadership style has no influence at all on strategy implementation, 33% said low extent, 6% said moderate extent, 9% indicated great extent and 1% said very great extent. From the responses, 16% of the respondents indicated that leadership do not influence strategy implementation process at all, 46% indicated low extent, 12% said moderate extent, 16% indicated great extent while 10% said very great extent. On whether leadership styles adopted by leadership in your organization affects strategy implementation and performance in your organization; the mean was 2.5362 with standard deviation of 1.19533 and this implies that respondents were neutral on the statement. As to whether leaders give employees the freedom to do what they want to do in your organization; the mean was 2.1449 with standard deviation of 1.19158 and this means that respondents agreed on the statement. On whether leaders engage the employees during strategy implementation process in your organization; the mean was 1.7391 with a standard deviation of 0.93388 and this implies that respondents agreed on the statement. Regarding whether leaders support and facilitate employees with necessary skills and knowledge to ensure successful strategy execution; the mean was 2.4638 with standard deviation of 1.52025 and this implies that respondents agreed on the statement. Pertaining whether employees have faith in leadership of your organization; the mean was 4.3913 with standard deviation of 0.97343 and this implies that respondents disagreed on the statement. As to whether there is a good relationship between leadership and employees in your organization; the mean was 2.5362 with standard deviation of 1.19533 and this implies that respondents of the study were neutral on the statement. The overall mean was 2.6353 indicating

that the respondents were generally neutral on the effect that leadership styles had on strategy implementation.

### **Organizational Culture**

From the findings, majority of the respondents (54%) indicated that the organizations they work in have organizational culture in place in form of norms, values, beliefs or practices. The study sought to find out the extent which the norms, values, beliefs or practices influence strategy implementation and performance in organization of the respondents. From the findings in Table 4.15 above, 30% of the respondents indicated that organizational structure does not influence strategy implementation at all, 35% indicated low extent, 20% said moderate extent, 6% indicated great and 9% said very great extent. On whether people sometimes compromise organizational policies or principles to reach operational goals; the mean was 3.4638 with standard deviation of 1.52990 and this means that respondents were neutral on the statement. Regarding whether the organization has a clear vision, mission and values that is vital to strategy implementation and performance; the mean was 2.6232 with standard deviation of 1.27304 and this means that respondents were neutral on the statement. On whether the organization tries its best to adhere to its mission vision and values all the time and this aids in effective strategy implementation; the mean was 2.3478 with standard deviation of 1.05477 and this implies that respondents agreed on the statement. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits. On whether employees in the organization are always motivated to support and maintain strategic initiatives of the organization; the mean was 2.2319 with standard deviation of 1.13946. On whether individuals and teams have clearly defined goals that relate to the goals and mission of the organization; the mean was 2.2319 with standard deviation of 1.28587. As to whether the organizational values, beliefs and practices enhance strategy implementation and performance in the organization; the mean was 2.6377 with standard deviation of 1.25991. The overall mean was 2.61595 meaning that the respondents were neutral.

### **Financial Resource Availability**

From the findings in Table above, 19% of the respondents indicated that financial resource availability does not affect strategy implementation at all, 39% said low extent, 13% indicated moderate extent, 19% said great extent while 10% indicated very great extent. From the findings in Table above, 16% of the respondents indicated that the current financial resource available are not at all sufficient for strategy implementation, 55% said low extent, 13% indicated moderate extent, 10% said great extent and 6% said very great extent. On whether financial resources influence strategy implementation; the mean was 2.7246 with standard deviation of 1.27053 and this implies that respondents were neutral on the statement. With regard to whether the organization has adequate financial resources to successfully execute strategy implementation; the mean was 2.5507 with standard deviation of 1.21916 and this means that respondents were neutral on the statement. As to whether financial resources are the central most important factor

in strategy implementation; the mean was 2.1159 with standard deviation of 1.1445 which implies that respondents agreed on the statement. On whether strategy implementation is an expensive venture and requires more resources; the mean was 1.6957 with standard deviation of 0.92838 and this implies that respondents agreed on the statement.

With regard to whether the organization does not depend on financial resources alone to successfully implement its strategic plan; the mean was 2.4203 with standard deviation of 1.51857 and this implies that respondents agreed on the statement. As to whether financial resource availability dictates the speed at which strategy is implemented; the mean was 2.5507 with standard deviation of 1.21916 which implies that respondents were neutral on the statement. The overall mean was 2.34298 indicating that the respondents agreed to financial resources affecting strategy implementation. Regarding whether the organizational performance is rated based on development and service delivery to the public; the mean was 1.7681 with standard deviation of 1.002 and this implies that respondents agreed on the statement. On whether there is a relationship between strategy implementation and organizational performance; the mean was 2.4783 with standard deviation of 1.53017.

On whether organizational performance depends on the success of strategy implementation; the mean was 2.5507 with standard deviation of 1.19480 which means that respondents were neutral on the statement. As to whether organizational performance has improved due to strategy implementation; the mean was 3.4638 with standard deviation of 1.52990 which implies that respondents were neutral on the statement. In respect to whether there is a direct relationship between leadership styles strategy implementation and organizational performance; the mean was 2.6232 with standard deviation of 1.27304 which means that respondents were neutral on the statement. On whether financial resource availability in your organization influences strategy implementation and organizational performance; the mean was 2.3478 with standard deviation of 1.05477 and this implies that respondents agreed on the statement. The overall mean was 2.5357 meaning that the respondents were neutral on the statements.

## **Inferential Statistics**

### **Correlation Analysis**

The researcher conducted correlation analysis to establish the relationship between independent and dependent variables of the study. From the findings of the correlation analysis above, there is statistically significant positive association between organizational structure and organizational performance (N=69,  $p= 0.000$ ,  $r= 0.631$ ). This because the  $p$  value 0.000 is less than 0.05 that is  $0.000 < 0.05$ . The finding concurs with Kihara (2016) who found out that formalization and specialization are positively and significantly related to performance. Table 1 further indicates that there is statistically significant positive association between Organizational Culture and organizational performance (N=69,  $p= 0.000$ ,  $r=0.657$ ). This is because the  $p$  value 0.000 is less than 0.05 that is  $0.000 < 0.05$ . The findings are consistent with Winfred (2016) who did a

research on the impact of organizational culture and strategy implementation on commercial bank performance in Zimbabwe and established that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance.

**Table 1: Correlation Analysis**

		Organizational Performance	Organizational Structure	Leadership Style	Organizational Culture	Resource Availability
Organizational Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	69				
Organizational Structure	Pearson Correlation	.631**	1			
	Sig. (2-tailed)	.000				
	N	69	69			
Leadership Style	Pearson Correlation	.204	.088	1		
	Sig. (2-tailed)	.093	.473			
	N	69	69	69		
Organizational Culture	Pearson Correlation	.657**	.195	.010	1	
	Sig. (2-tailed)	.000	.109	.936		
	N	69	69	69	69	
Resource Availability	Pearson Correlation	.149	.033	-.136	.136	1
	Sig. (2-tailed)	.221	.787	.265	.265	
	N	69	69	69	69	69

However, both leadership style and resource availability indicated insignificant correlation with organizational performance with (N=69, p=0.093 r=0.204) and (N=69, p=0.221 r=0.149) respectively. The associations were insignificant of leadership styles and resource availability was insignificant with organizational performance since their p values (0.093, 0.221) respectively were all less than 0.05.

**Regression Analysis**

The researcher conducted a multiple regression to establish the relationship between strategy implementation and performance of county governments in Kenya with specific reference to Wajir County Government. The findings are indicated in subsequent sections.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851a	.724	.707	1.83593



The Model Summary shows that R is 0.851, R square is 0.724 while adjusted R square is 0.707. This implies that 72.4% of variations in performance of county governments in Kenya is explained by strategy implementation (organizational structure, leadership style, organizational culture and financial resources) while the other 27.6% is explained by other factors.

**Table 3: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	566.569	4	141.642	42.022	.000 <sup>b</sup>
Residual	215.721	64	3.371		
Total	782.290	68			

The ANOVA findings above indicate that the value of F critical (from F-table) at (df 4, 64) is 2.515 while F calculated is 42.022 at 0.05 level of significance. Since the value of F calculated is greater than F critical (42.022>2.515) at 0.05 level of significance, this implies that the overall model was significant.

**Table 4: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.922	1.764		1.656	.103
Organizational Structure	.468	.062	.508	7.559	.000
Leadership Style	.153	.062	.165	2.476	.016
Organizational Culture	.505	.063	.545	8.076	.000
Resource Availability	.081	.067	.081	1.206	.232

$$Y = 2.922 + 0.468X_1 + 0.153X_2 + 0.505X_3 + 0.081X_4 + \epsilon$$

Where: Y = Organizational performance; X<sub>1</sub> = Organizational structure; X<sub>2</sub> = Leadership styles; X<sub>3</sub> = Organizational culture; X<sub>4</sub> = Resource Availability; ε = Error term

This implies that when all the variables of the study are held constant, organizational performance would be at 2.922; a unit increase in organizational structure holding other variables constant would increase organizational performance by 0.468; a unit increase in leadership styles while holding other variables constant would increase organizational performance by 0.153; a unit increase in organizational culture holding other variables constant would increase organizational performance by 0.505 and a unit increase in resource availability holding other variables constant would increase organizational performance by 0.081. In terms of the p values, Organizational structure; Leadership styles; Organizational culture had 0.000; 0.016 and 0.000 respectively which are less than 0.05 and therefore they were statistically significant. The finding concurs with Bushardt, Glascoff and Doty (2011) who studied the relationship between organizational culture and organizational reward structure and found that they are positively correlated. Resource Availability had 0.232 which is more than 0.05 and therefore statistically insignificant.

## **CONCLUSIONS**

The study concludes that strategic plan is in place in most county governments in Kenya. Organizational structure influences implementation of the strategic plan. Organizational structure affects implementation of the strategic plan. There are good organizational structures in most county governments in Kenya. However, the current status of the organizational structure inhibits strategy implementation. There is a smooth communication flow in your organization between top management and employees and amongst the employees themselves. The current organizational structure facilitates quick decision making critical in strategy implementation. Leaders engage the employees during strategy implementation process in your organization. Leaders give employees the freedom to do what they want to do in your organization. Leaders support and facilitate employees with necessary skills and knowledge to ensure successful strategy execution. There was organizational culture was in place in the organization studied. Employees in the organization are always motivated to support and maintain strategic initiatives of the organization. Individuals and teams have clearly defined goals that relate to the goals and mission of the organization. Organization tries its best to adhere to its mission vision and values all the time and this aids in effective strategy implementation. Strategy implementation is an expensive venture and requires more resources. Financial resources are the central most important factor in strategy implementation. The organization does not depend on financial resources alone to successfully implement its strategic plan. Organizational performance is rated based on development and service delivery to the public. Financial resource availability in your organization influences strategy implementation and organizational performance. There is a relationship between strategy implementation and organizational performance. The study concludes that there is statistically significant association between (organizational structure; leadership styles; organizational culture) and organizational performance while resource availability statistically insignificant.

## **RECOMMENDATIONS**

The study recommends that all County governments in Kenya should put in place strategic plans that guide strategy implementation processes. The management of Counties in Kenya should enhance their organizational structures by matching with the current status. There is need for smooth communication flow in Counties between top management and employees and amongst the employees themselves. County governments in Kenya should ensure that their current organizational structures facilitate quick decision making to ease the processes of strategy implementations. The leadership of the County governments in Kenya should involve employees during strategy implementation process. Employees of County governments in Kenya should be chances to explore their potential within the organizations they work. County government leaders should support and facilitate employees with necessary skills and knowledge to ensure successful strategy execution. County governments in Kenya should put in place strong organizational cultures by having set of shared beliefs, values and norms. The management of

County governments should be motivated to support and maintain strategic initiatives of the organization. There is need to put in place clearly defined team and individual goals within the county government units. All county governments should strictly adhere to their missions, visions and values all the time for effective strategy implementation. The national government of Kenya should avail more resources to the devolved units in Kenya to facilitate the process of strategy implementation in county governments in Kenya. County governments in Kenya should diversify their sources of funds so that they not only depend on financial resources alone to successfully implement their strategic plans.

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