

**DETERMINANTS OF STRATEGY IMPLEMENTATION IN MANDERA  
COUNTY GOVERNMENT**

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**A THESIS SUBMITTED IN PARTIAL FULFILMENT FOR THE DEGREE OF  
MASTER IN BUSINESS ADMINISTRATION OF KENYA METHODIST  
UNIVERSITY**

**OCTOBER 2022**

## **DECLARATION**

I declare that this is my own original work and to the best of my knowledge; it has not been submitted to any other institution of higher education; and that all sources I have utilized or quoted have been indicated and acknowledged by means of complete references.

Signature..... Date .....

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### **Declaration by the Supervisor**

This research thesis was submitted for examination with our approval as university supervisors.

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## **DEDICATION**

I dedicate this work to my special and loving Mother and Father. You have been the bedrock behind this success. I love you very much.

## **ACKNOWLEDGEMENT**

I wish to acknowledge my supervisors Miss Mary Mbithi and Dr. Dorothy Kirimi for their immense support and guidance throughout my research process. Special thanks to my lovely parents for their unwavering support and wisdom. My gratitude goes to my husband for his constant emotional, spiritual and financial support. Lastly, am very grateful to Allah for the gift of life, resources, sound mind and strength to take me through my studies.

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## **LIST OF ABBREVIATIONS**

<b>HDI</b>	: Human Development Index
<b>KeMU</b>	: Kenya Methodist University
<b>KNBS</b>	: Kenya National Bureau of Statistics
<b>MCIDP</b>	: Mandera County Integrated Development Plan

## ABSTRACT

The main aim of the research was to establish the determinants of strategy implementation in Mandera County Government. The goals of the research were: to determine the influence of top management commitment, individual responsibilities organizational culture and communication in of Mandera County Government. The research was directed by The McKinsey 7-S Model, Co-Evolutionary Theory and Mintzberg's Model. The target population included Senior Management Staff, Middle Management Staff, and Lower Management Staff. Thus from the above the target population composed of 58 respondents. The research used census technique; the data collection instrument that was used to collect data from the selected respondents includes the questionnaire. The data was organized, edited, analyzed and interpreted using descriptive statistics. Study used the computer programmer SPSS version 23 and Regression model to analyze the data. The results were presented using frequency tables, percentages and charts. The research findings indicated that top management commitment, organizational culture, communication and individual responsibilities would have a significant influence on strategy implementation in Mandera County Government. The study recommended that leadership needs to support the strategy implementation of the county government in order to enhance efficiency and improve performance and that management offers financial support to increase implementation of strategies which is crucial on improving performance. There is also need for the management to be very keen in making strategic decisions necessary in improving the county government in strategy implementation. The financial budget should be allocated every year to implement various strategies that are necessary on the improvement of county government performance. Lastly the study recommends that there is need for increased involvement in decision making process at either the departmental level or top management level to determine strategy implementation in Mandera County Government. There is need for the county government to adhere to the set out guidelines on strategy implementation necessary for the improvement of strategy implementation. The staff should work intensively together with the management to ensure that the staffs are motivated to realize the county governments' strategies for improved performance. There is also need for the county government to align its strategic plan with the organization mission and expected performance targets. The study recommends that there is need for improved communication in order to increase the strategy implementation in Mandera County Government by ensuring that all are included in the communication process in order for easy implementation of the County strategy. On the other hand there is need for the county of Mandera to maintain an active and operational website and internet services in order to strategically enhance communication for effective strategy implementation. The county government needs to train its' employees to enhance the employees IT literacy for efficient, timely and effective service delivery.

## CHAPTER ONE

### INTRODUCTION TO THE STUDY

#### 1.1 Background Information

Organizations in any sector operate in environments that are dependent of each other and therefore the strategy it adapts depends on the environment that it operates in. In order for organizations to continue to remain as competitive in the ever changing, difficult and unprecedented business environment, effective implementation of the necessary strategy is therefore important. Organizations in any sector may be forced to often change due to the open systems they operate in even as they constantly interrelate with their surroundings and therefore must be able to develop ways that can ensure that they remain competitive. Business and firms in any sector use strategy to define goals and aims and recognize essential courses of action and distribution of resources that are required to attain the organization goals (Chebat, 2013).

In United States, organization strategy outlines long- term plan that present a master plan on goals to be attained in the organization mission (Norman & Gaither, 2014). Organization strategies are incorporated in the firms' business plan, which entails a plan for all the operational areas of the firm that is inclusive of production, operations, marketing, finance among others. Strategic goals present the significant results that need to be attained by the firms or the business over the next period of time. In Germany, Erez and Kanfer (2015) state that organization's strategies describe why the process exists/ should be a part of the company and why it ought to be operated in a particular manner. Strategic goals are narrowly targeted or intended to address the organization crucial needs. Many times, the most crucial goal of an organization is to achieve specific goals or maintaining some consistency.

Globally, many techniques to strategy implementation are established, which has an impact on how different industries are governed. According to Hasalaka (2015), strategy implementation in Japan is centered on identifying the factors that influence some firms' success while failing in many others. Although the discipline of strategy implementation has grown quickly, an effort should be made to look into the strategic management methods used in a certain industry. Therefore, it is essential that every firm fully comprehend the strategic management approaches that it ought to implement and how they will impact its processes in a particular industry.

The objective of every competitive strategy is to ensure that the organization attain continued competitive advantage. This goal is attained by implementing competitive strategy that is referred to basically by the planned benefit of differentiation or low cost leadership. The transitory type of various collective competitive merits over the dynamic conditions of environment in South Africa needs that organization in depth comprehends the competition process and the factors influencing each advantage so that the company aligns itself to changes in such underlying conditions (Christensen, 2015).

The implementation challenge for new companies entering the markets in Uganda generates from lack of capacity in handling wide social, cultural, political and business extents, which interrelate in complicate and totally changeable methods during the adaptation of the strategies (Ojwok, 2016). These may force changes in the staff or business roles, initiative extreme organizational restraints, and innovative relations designs with other actors in the industry (Brinkerhoff, 2012). And therefore, the execution difficulty in the realization of the proposed strategy in full realization of the opposing forces or resistance.

Effective strategies are crucial for the overall performance with most organizations in Kenya developing strategies that are geared towards improving their performance and ensuring that they are effective. Good and effective strategies are vital to any institution that is serious on its performance and profitability (Musyoka, 2015). Organizations both private and public need to develop good strategies that can ensure that they deliver quality service to the public who are its customers.

While organizations acknowledge that development of effective strategies are important, it is evident that plan execution is a crucial difficulty for many businesses nowadays (Eriksson, 2016). There are many (soft, hard and mixed) issues that may affect the implementation of any plan successfully, that vary from the individuals who converse or execute the plan to the structures or tools in place for control and co-ordination. It is therefore crucial to properly comprehend relevant factors and how significant they are in successful implementation of strategy. The Kenyan 47 county governments have invested heavily in development of strategy to improve service provision and overall performance at the county government. Top management commitment, organizational culture, effective communication and individual responsibilities are crucial strategy execution practices so as for organizations to achieve the desired outcome. The research was aimed at determining the effect of strategy execution practices on strategy implementation in Mandera County Government.

### **1.1.1 Concept of Strategy**

Strategy entails a multi-dimensional concept where different scholars have differently defined it. Wicks (2012), defines strategic management as a way in which an institution makes and execute strategies that embrace the objectives and goals of that

institution. Christensen (2014) says that strategic management is a way that entails persistent changes even as the institutional objectives and goals also continue to change. Organizations especially small one, are involved in strategic management in order to keep up with changes such as globalization, global trends and other external changes. Various fundamental concepts explain strategic management and the growth of institutional objectives.

### **1.1.2 Strategy Implementation**

According to Pearce and Robinson (2015) strategy implementation is the practice through which a set of approved work ideas is transformed into functional and working targets. Kottler and Best (2016) back up that execution concentrates on who, where, when and how. Therefore, this is the effort that moves the firms' plan and implementation that is referred to as the way through which plans and guidelines are done by the way of making budgets, programs and processes. This contains the method or change of the firms by the way that management of the business happens. They entail change of staff roles, their relationships with the supervisors, their appraisal and control systems and the authentic movement of information and data by the way of communication methods that assist the business (Mayende & Joseph, 2020).

Strategy implementation incorporates the various actions that properly put in place the plan to work. In contrast, the execution of the method determines the strategy of the firm. As admitted by Guth and MacMillan (2016) strategy implementation is more to succeed when similarity is attained amid different factors that are important to the process. They can be classified into two sets of arrangement and method factors where structure is referred to as the configuration of the firm which indicates the



relationships that is there between differed components of the business. On the other hand, the process factors entail resources, leadership, culture and other managerial method. Firm's arrangement requires being harmonious with the strategy selected. When incongruence exist, adjustment might be considered for either the structure or the strategy itself (Cha & Edmondson, 2016).

### **1.1.3 Global Perspective of strategy implementation**

Successful strategy implementation can be considered as crucial for any firms' competitiveness. Most businesses all over the world are not able to sustain their competitive advantages, as much as some have a strong strategy preparation method as the firms do not have an operational method in executing the strategies. In Europe, Reid (2015) pointed out that putting into consideration the greater unsuccessfulness rates in implementation of strategies; there is need for executives to put their focus on strategy implementation. In most cases there are varied reasons often presented for the unsuccessful strategy implementation.

As much as there have been important study of interests and that have consequently added valuable theories and models in the western world, the Middle East region has shown little interest in the area of strategy implementation. A study conducted by Rajasekar (2013) inspected strategy execution practices surveyed in a facility business in the Sultanate of Oman. The research recommended seven issues that influence strategy execution. The research results showed that considering all the factors leadership can be considered as the most important issue that may influence the achievement of implementation strategy in the service industry.

Egelhoff (2013) investigated whether firms are considering great strategy implementation or a great strategy by considering companies in Asia that have

competed well by considering execution of not so distinct strategies as an alternative of trying to make unique strategies. Putting into comparison Japanese and US semiconductor firms, Egelhoff (2013) established that often shifting of US companies had a great result on other US firms and very little effect on companies from Japan that are concentrated on the implementation of enduring manufactured goods and market part strategies.

Most of big firms had problems with strategy implementation as stated by Zaribaf and Bayrami (2015). Zaribaf and Bayrami (2015) stated that strategy preparation, unlike implementation of strategy may not be attained by top management on their own; the process needs the collaboration of everyone inside the firms and, quite often, other stakeholders who are not within the company. As much as strategy formulation is often a top-down engagement, it needs concurrent top-down, bottom-up, and across energies.

#### **1.1.4 Regional Perspective of Strategy Implementation**

The topic of instructors and instruction is still crucial to the advancement of education. Technology and science, the need for a paradigm change in vocational and technical education gender, the instillation of values such as democracy and peace in the educational system, as well as ensuring access and inclusion for those who live in remote areas, are slower learners, are less fortunate, are hungry, and so on, are also mentioned. Fostering the skills transformation is a key component of the transnational education plan for Africa's execution. This revolution is necessary for Africa to capitalize on its youth structural transformation and create prosperity by creating value pathways for growing sectors of the economy (Rajasekar, 2013).

Most public institutions in leading African poor countries that covered three central African republics of Mali, Cote d' Ivoire and Democratic Republic of Congo include the implementation of strategies that are meant towards achieving, poverty reduction strategies will determine by the enhancements in the accessibility and quality of basic education to poor people, potable water, health and other communal and infrastructure facilities (United Nations Development Programme [UNDP], 2016). On the other hand, Gregory (2014) advises that attaining this strategy generally needs the government embarks on financing activities, active enablement and often the actual supply of facilities.

In Uganda, the conventional and present growth method assigns least strength to resource care during misuse, production and consumption and the resulting inefficiencies. This has been as a result of slow implementation of the required strategies by government agencies. Consequently, Kiongera (2015) stated that there are significant reductions in manufacture, delivery and consumption that slows down commercial change as proposed in the strategy. Least resource care decreases the base of commercial action and bring about huge future costs for returning natural methods. The green evolution conceptual foundation suggested in the national environmental strategy pointed the need of redressing these gaps to ensure the consumption of the extra efficiencies and ability to increase commercial change (Global Green Growth Institute, 2015).

#### **1.1.5 Local Perspective of Strategy Implementation**

Obumba (2012) emphasizes that an institution's adoption of strategic management methods has a significant impact on how its strategies are implemented. The actions taken to make certain that the company reaches its short- and long-term objectives

and goals are known as strategic management practices. Strategic management, according to Debowski (2016), is a management process that displays thorough plan in order to achieve the firm's short- and long-term objectives. Forsyth (2010) agrees that no one plan or strategy is ideal, but advises that the only thing that can be done is to ensure that the decision is taken after giving it careful thought and knowing as many relevant details as possible.

Mwaura (2013) on chase bank strategy implementation in Kenya determined that the bank is challenged in strategy execution exercise where poor planning, political disorder, time being underrated, non-involvement, deficiency of support, ineffective coordination and communication, insufficient knowledge on main procedures, uncertain strategic goals, contradictory urgencies, shortage of knowledge of the strategy, organizational systems and resources, that are not aligned competing activities and uncontrollable environmental issues, parties involved in strategic decision quitting the firm in the process of implementation and alteration of guiding policies by the concerned bodies such as Central Bank of Kenya.

To be successful, Okwiri (2013) established that as strategies continue to fail in most organizations, the strategic plan needs to involve all the staff in the company and explains the reasons as to why the top office needs to involve as from the start of the process. The top management is the most influential member and therefore should provide the required leadership and ensure that the strategy is well executed. According to Koech, (2015) there is need for sufficient leadership in the institution for successful execution of strategy. This will guarantee that the entire institution's energy is unified and focused in attainment of the institution objectives. Kiarie (2014) on the disconnect between organization strategies and vision pointed out that in most cases strategy implementation in most cases is faced by various challenges especially

today's troubled environment and therefore must be carefully considered often in order to attain the long-term organization goals.

### **1.1.6 Mandera County Government**

The County is situated in Kenya North Eastern part. Its size is 25,991.5 sq Km. North Eastern part of Kenya is hot with high temperatures of an annual average of 28.3 0C. Rainfall is small and unpredictable with an average of 255mm. The executive capital of the county is Mandera its largest Town. This County is one of the counties formed from the former North Eastern Province of Kenya. The researcher aims at defining the effect of strategy execution on Mandera County performance. Mandera County is one of the 47 counties established as per the constitution of Kenya 2010 under the Fourth Schedule Article 185 (2) and Article 186 (1). The County has an estimated population of about 1,399,503 as per the Mandera County Development Planning Office 2013.

According to the Human Development Index (HDI), a tool created by the United Nations to measure and rank countries level of communal and commercial growth based on life expectation, years of schooling and returns per capital, the HDI stands at 0.417 unlike the Kenyan national average of 0.561 (Government of Kenya [GoK], 2010). Mandera County Government in 2013 developed the first County Integrated Development Plan (MCIDP) 2013 to 2017. This plan is the roadmap that towards the actualization of the vision and mission of the county. This research established the effect of strategy execution on the performance of Mandera County Incorporated Growth Strategy. County government organizational culture, communication aspect, top management commitment and individual responsibilities are factors that the researcher will focus on because this are key for the fulfillment of MCIDP 2013-2017.

## **1.2 Problem Statement**

Implementation of strategies is crucial in achieving the desired performance in both private and public organization. Zaribaf and Bayrami (2015) pointed out that without a viable strategy and effective implementation process; institutions are unable to meet their objectives and goals. Organizational culture, communication aspect, top management commitment and individual responsibilities are some of the factors that have been identified as crucial in the implementation of organization strategies. As much as this, these strategies are important for the strategy implementation, earlier study has told that many executions are unsuccessful (Nutt, 2013). The average success rate of strategy implementation ranges as noted by Raps (2015) is between 10% and 30%.

County governments have been using a variety of tactics, but due to opposition from the public and other stakeholders, the counties have already been having a difficult time putting these plans into practice and creating the conditions necessary for their success. This has led to deterioration of the county performance affecting even their growth rate from 7% in 2009 to 5.8% in 2016 (Auditor General, 2016). In addition, it was reported by Auditor General (2016) that more than Kshs.10 billion cannot be accounted for by the county governments due to lack of good governance framework. Despite the fact that counties have well-written County Integrated Development Plans (CIDP), County Urban Areas and Cities Plans, County Spatial Plans, County Sectoral Plans and County Performance Management Plans, a study by Transparency International (TI, 2013) found that 41% of Kenyans were dissatisfied with the achievement of their County Governments in providing services. What County Governments are really doing to ensure that their strategic implementation processes

improve organizational performance in order to achieve zero discontent is called into question by this.

Okwiri (2013) carried out a study on the effective leadership in Public institutions in Kenya where the study established that there was poor leadership in public institutions In Kenya while Kirui (2014) on the challenges of County government, established that not adhering to county government strategic plans was affecting developing in county governments in Kenya. Another study by Warfa et al. (2018) on the effects of decentralization on economic development of regional government; a case of Garissa County established that decentralization influenced social development, economic growth and infrastructure development in county governments in Kenya but warned if only the strategic plans are implemented properly.

Mandera County like most other counties in the republic, though have written down strategies have not evaluated the determinants of the implementation of these strategies in achieving the required performance. Despite the existing studies in strategy implementation, there are no researches on the consequence of strategy implementation on performance of Kenyan county governments and therefore cannot form any basis of generalization. Top management commitment, organizational culture of effective communication and individual responsibilities are crucial strategy execution practices in order for organizations to attain the desired goal. The research targeted at establishing the determinants of strategy implementation in Mandera County Government.

### **1.3 Research Objectives**

#### **1.3.1 General Objective:**

The general objective of the study was to assess determinants of strategy implementation in Mandera County Government

#### **1.3.2 Specific Objective:**

The researcher aims:

- i) To determine the effects of top management commitment on strategy implementation in Mandera County Government.
- ii) To assess the effects of organizational culture on strategy implementation in Mandera County Government.
- iii) To establish the effect of communication on strategy implementation in Mandera County Government.
- iv) To establish the effects of individual responsibilities on strategy implementation in Mandera County Government.

### **1.4 Research Questions**

- i) To what extent does top management commitment affect the strategy implementation in Mandera County Government?
- ii) How does organizational culture affect the strategy implementation in Mandera County Government?
- iii) How does communication influence the strategy implementation in Mandera County Government?



- iv) What are the effects of individual responsibility on the strategy implementation of Mandera County Government?

### **1.5 Justification of the Study**

Strategy implementation continues to fail because of poor implementation practice, and therefore organizations are not able to meet their performance expectation even when the strategies are very good. This study will help in identifying the best strategy implementation practices that can ensure that the organization meets its goals and objectives in their performance expectation.

### **1.6 Limitations of the study**

The study would just have to handle the investigator's difficulties with reluctant respondents who might not be prepared to provide the necessary data through being polite towards them and slowly permitting them to react to the questions asked to them. Additionally, the researcher had to convey to them the significance of the study, and how the findings would be beneficial not only to them but also to the other county governments that may be facing the same challenges.

The research study also had trouble locating appropriate literature because there is insufficient documentation on how regional and county governments in emerging economies like Kenya create and carry out their strategies. As a result, the researcher had to consult as many archives and websites as she could in order to gather as much pertinent data as she could.

The other challenges were the county governments' strategies rigid policies that did not allow respondents to respond to the questions posed to them and the researcher had to convince the senior county government officers that the study is morally for

educational purpose and would not to be used elsewhere or by anyone else except for the purposes specified by the researcher.

The research was carried on Mandera County only and therefore the results may not be reflective of the situation in other county governments given that different county governments are faced by different challenges when it comes to strategy execution and their effects on the county government performance. Therefore, the study findings may not provide a good basis for generalization as different county governments may face different challenges that vary from one county government to the other.

### **1.7 Delimitations of the Study**

The focused-on determinant of strategy implementation in Mandera County Government, Kenya was delimited to four determinates which included top management commitment, organizational culture, and communication individual responsibility. Other delimitation includes; the study respondents were located in the study area and therefore were available for the study to be carried out. The study only focused on strategy implementation in the county and not any other area and therefore this made the study as exhaustive as possible. The study was focused on only one county and therefore is going to be thorough and more reflective of the issue under investigation.

### **1.8 Significance of the study**

#### **1.8.1 County Government of Mandera**

The study results will enhance the knowing of the most important encounters in the execution of county government plans and their effect on the county government performance. The results in this research will aid the Mandera county government to

create a capability in enhancing the execution of the strategies at the County government in order to enhance the general performance.

### **1.8.2 Other County Governments**

This research benefits is not limited only to the strategy implementation in the Mandera county government, but it also covers other counties given that most of them encounters similar problems in strategy implementation so as to realize the anticipated performance. This research will help other county governments to recognize methods that they can enhance execution stages of government strategies so as to attain the laid out aims and goals. The study will also help policy makers at both County Government and National with a clear understanding on the factors that impact the plan execution practices in the county government.

### **1.8.3 Researchers**

In conclusion, this research will create a foundation for forthcoming researchers and scholars who may research on the determinants of strategy implementation methods in Mandera County to a large extent the county governments at large. The results of this research will also offer a broad knowledge on how these plans can be efficiently executed by the many county governments so as to attain the set out performance objectives.

## **1.9 Assumptions of the study**

This research anticipated that the respondents were going to support and be cooperative to realize the aim of the study. It was also anticipated that the respondents would fill questionnaires as properly as probable to make the data examination and presentation is at ease and correct. The study also assumed that the time and resources allocated were going to be sufficient in completing the research.

## 1.10 Operational Definition of Terms

- Communication:** is the action of transmitting meanings from one group or entity to another via the usage of jointly understood signs, semiotic rules and symbols (Pearce & Robinson, 2012).
- Implementation:** This is carrying out the decisions made and controlling subsequent performance (Pearce & Robinson, 2012).
- Organizational Culture:** Presents the mutual values, principles and beliefs of institutional members (Hartnell, 2013)
- Strategy implementation:** The degree to which a organization, as a communal system with positive resources, is able to accomplish its objectives without being indebted to undermine its resources and means or putting extreme pressure on its staffs (Guth & MacMillan, 2016)
- Strategy implementation:** This is the transformation of Mandera County plan into action in a manner that the set goals and objectives are met (Guth & MacMillan, 2016).
- Strategy:** This is a conscious, planned process initiated by the Mandera County Government management with an aims of restructuring Mandera County so as to achieve desired outcomes and objectives, meet the stakeholders' expectations and achieve the market needs at the local and national level (Hartnell, 2013 ).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Literature review presents studies by other researchers and scholars in relative to the implementation of strategy. The aim of the review was to look at the existing studies from other researchers and scholars who have done research on strategy implementation. Guideline to this study was provided by the writings available and gives a vital investigation of this earlier study so as to avoid the repetition of previous research. The study in this part therefore reviewed opinions and feeling of other scholars on the influence of top executive commitment, institutional culture, communication and individual responsibilities on strategy implementation. It also provided a theoretical framework and conceptual framework which will also be argued in this chapter.

#### **2.1 Theoretical Orientation**

The McKinsey 7-S Model, Co-Evolutionary Theory and Mintzberg's Model guided the study. This is as explained below;

##### **2.1.1 The McKinsey 7-S Model**

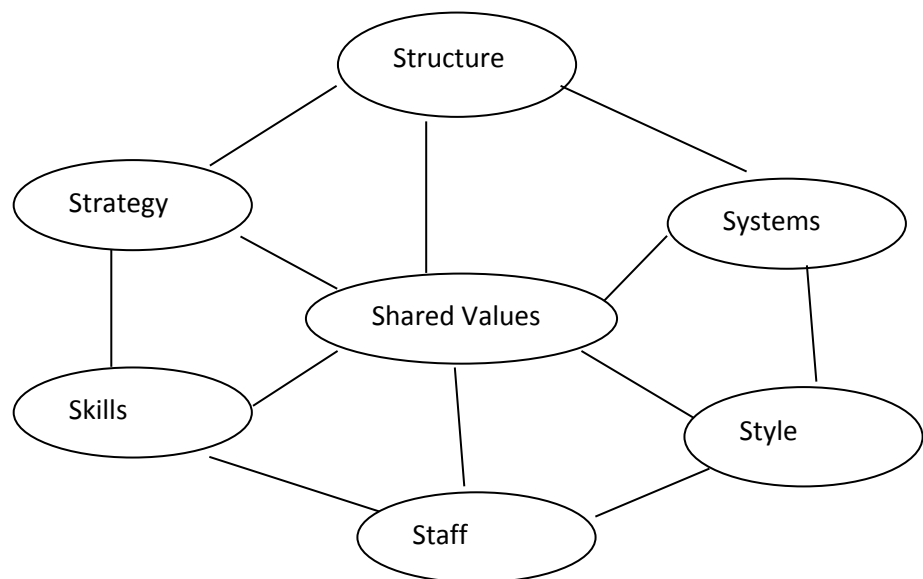
McKinsey and Company came up with a theory that has been referred to as 7-S's or the seven Elements of strategic fit. These 7-S's comprises: Strategy of Coherent group of activities carefully chosen as a course of achievement; structure (separation of responsibilities as indicated on the company's plan); systems- comprises processes and flows that indicates how a company carry's out its things; style- how executive conduct themselves; staff-people in the company; shared-values that incorporates the

values pooled by all in the institution; and skills which are the abilities acquired by the company(Kaplan & Norton,2015).

The fundamental concept of the model is that for effective strategy implementation all seven of these variables need to coincide with one another. On the other hand, values sharing are the more significant aspects of the context given that they are the heart-and Soul themes on which companies concentrates to enhance performance of the county (Bhatti, 2011). The representation of the model in Figure 2.1 below depicts the interdependency of the factors and indicates how a change would have an effect on others. The model is important to the study since top management commitment, organizational culture, communication and individual responsibilities should be part and parcel of the organization so as to improve the performance of the Mandera county Integrated Development Plan.

**Figure 2.1**

***The McKinsey 7s Model***



**Source: Bhatti (2011).**

Based on the above model the study is relevant to the study by fact that, the strategy that the organization develops will determine how they are going to be implemented by the organization. The organization culture that includes the shared values as one of the 7s is a hard factor in strategy implementation given that without the right culture the organization is not able to meet its strategic goals. The staff being one of the soft factors is critical in the implementation of the organization's strategy. The strategic leadership style that represents management commitment determines how the organization implements its strategies. Effective communication of what the strategy is and applying the right skills to communicate the required information will determine how the strategy implementation is done in the organization. On the other hand, the organization structure that defines all the staff responsibilities is crucial in the implementation of the organization strategies. It defines what actions individuals in the organization are responsible for.

### **2.1.2 Co-Evolutionary Theory**

This research is also anchored on the theory of co-evolutionary , which indicates that as organization expand from lesser to bigger and multidivisional organization, the strategy application methods also alteration for the better simultaneously. To encounter the altering requirements of organization as they develop through different levels of the organizational life cycle various strategy implementation models are meant. The organization needs to apply different approaches at every stage of development to ensure that the approaches that are applied are effective.

To develop strategy execution, five method tactics used; Crescive model, Cultural model, Change model, Collaborative model, Commander Model. The first method draws on manager's preferences to desire to advance fresh chances as they see them

in the course of their daily firm management. The cultural model approach ensures that through the use of a corporate culture there is implementation strategy. The change model stresses how the firm's organization, motivation reward, measures systems and needs to be applied to enhance strategy implementation in the firm. The collaborative model emphasizes on collective in making decision at a management level and involves top executive in the preparation procedure to enhance commitment. The final method concentrates on strategic position; it needs to provide guidance to the CEO in leading the organization into the future (Hunger & Wheelen, 2015). For the CEO to achieve his goals he can use competitive and economic evaluates to strategy resource distributions. The first two models, great of the effort are applied in strategy preparation and the plan needs comparatively slight effort in the execution. In consideration of the latter three models is in assumption that implementation as after-the-fact. This ensures that the number of strategy formulators is small and that the rest of the organization is influenced into implementation of the strategy.

The theory of co-evolutionary is important to this research whereby strategy implementation starts either from winning group commitment process, top management commitment, communication via a form of coalition in making decision, or as an outcome of complete coalitional involvement of execution employee through a strong company philosophy. The county administration of Mandera should adopt a more effective corporate structure that establishes their function and procedures as part of modernizing and enhancing business processes and infrastructure in order to administer a plan efficiently. Frontline services, regulatory, and compliance roles have received more attention. Other strategies that are used incorporates; top management leading in the transformation process, implementation of strategies in faces, Improved communication, Linking business strategies to the company strategy,



establishing a projects office under county management staff, centralizing support and services, introducing rewards and recognition programs for excellent performance, developing capacity and teams, enlarging the scope of gains, involving stakeholders, and involving employees are some other strategies. This in turn will improve the performance of the County government.

### **2.1.3 Mintzberg's Model**

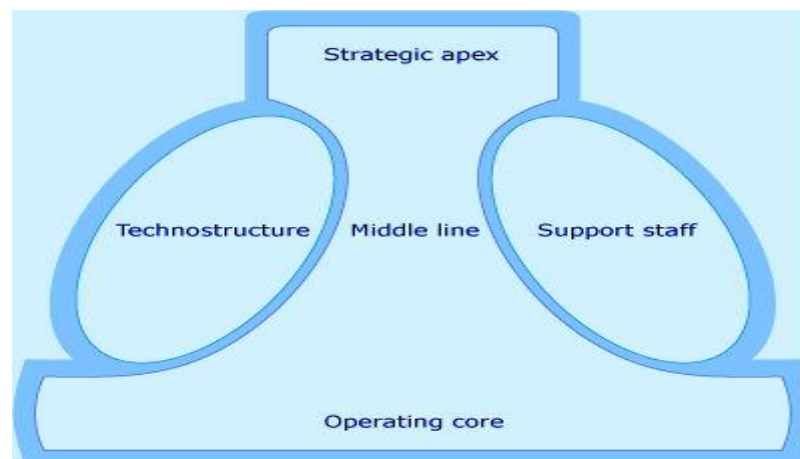
Management expert Henry Mintzberg proposed that for the longest time firms either profit oriented or not may be classified into five divisions. In practice firms' structure can be different from proposed model. Issues that affect structure of a firm are; experience, culture, external forces competition, inflation, sector norms, size, and minimum wages legislation among others. These components are useful for understanding the workflow of firms as identified by Mintzberg. The most senior level in the company can be considered as strategic apex. Executive operational at this level is defined as board of Directors who are the non-executive directors, chairman, executes and CEO. This is a set goals that may include an increase in performance by 10% in one year and the organizational strategy that take major takeovers, investments and funding, stocks issue decisions although they are not to participate in daily running of the firm (Jooste, 2015).

Interpretation of strategies and goals of the strategic level executive into realistic strategies and values to get the task completed via operating managers is done by middle line managers. They monitor performances, sets budget, obtains information from executive accountants and give a remedial measure where needed. Investing that includes purchases, payments among other operational decision they often take it to the authority acquired through strategic level management (Reed & Buckley, 2016).

Operational core manager are considered as operating superiors who are involved in the daily operations of the firms. They include staff who actually achieve firms' goals and implement organization strategies through the supervision of senior managers. They deal with outside stakeholders that include clients, dealers among others. In general, their role is to ensure quality and efficiency of the firms' outcomes. They give crucial data that aid senior managers in determining strategic directions and budgeting, being aware of the important of what practicable due their operational experience (Leon, 2015).

**Figure 2.2**

***Strategic Directions and Budgeting***



**Source: Leon, 2015**

## **2.3 Empirical Review**

### **2.3.1 Strategy Implementation Concept**

Organization strategy to be implementing entail's goal setting, then planning how to achieve the goals, which resources to mobilize in implementing the goals. As such, illustrate how goals output are to be attained by the available resources (Barad, 2017). Since there are typically few resources available to fulfill these aims, strategy is

crucial. In contrast to the notion that strategy involves planning, strategy is described as "pattern in a stream of decisions" (Mintzberg, 1978) .According to Hadroug et al. (2022) strategy can refer to patterns of plans, formulated and developed as policy that help in attaining long-term success if successful implemented. In relation to the study, strategy refer to Mandera County Integrated Development Plan 2013-2017 and Mandera County Integrated Development plan 2018-2022.

Carlopio and Harvey (2012) emphasize on the significance of making and applying a plan, with bigger importance offered to plan making because of its significance to the survival and growth of the institution. On the other hand, implementation of strategy remains a challenge more than the formulation. The former needs skills of leadership, organizing of resources and actions and accuracy planning as coupled with the assurance of staffs' new strategy commitment, while the second needs assessing the market opportunities and company's strengths, creativity and understanding the business (Hendry & Kiel, 2014). Strategy making normally is a role of the top executive, while lower and middle level managers take the responsibility of its implementation. Although, Neilson et al (2014) pointed out that the responsibility of top executive is crucial in putting in place a practicable strategy and articulate it visibly so that its implementation by middle managers is easy.

Drazin and Howard (2014) consider effective plan structure arrangement as crucial predecessor to the effective execution of fresh organization strategies. The structure needs to be alteration facilitate room for strategy execution. In some cases transformational strategy might need transformation structure for it to succeed. The structure of the company needs to enable strategy to flow across and down the company in a manner that effectively and competently provides the strategy (Clampitt

& Downs, 2013 ).Obviously when s strategy formulation process are not clear , poor or vague then they cannot limit implementation efforts dramatically.

Firms are designed to serve the market though the market *also* influences the operation of the firm. Customers are at the center stage of the market and the manner in which firms respond to their specific dictates their overall performance (Ivančić, et al.,2021). As such, the facilitation of quality products and services and ensuring that customers are satisfied are key to attaining strategy implementation (Tawse & Tabesh, 2021). Moreover, firm performance is indicative of technological innovation, customer satisfaction and loyalty, return on investment together with improvement in sales.

According to Green (2011), the key dimensions of firm performance are the growths that are realized in both sales and the market and the profit levels in relation to rivals. However, the measurement of firm performance is not only limited to these indicators as it can also be measured by the shares in the market, efficiency in firm processes and effectiveness in managing the human resource pool. Ho (2008) reiterated by alluding that the best measure of firm performance encompasses the returns made on investment, profit and sales growth and the effectiveness realized within the firm.

Strategy implementation is also measured by the modalities put in place by the management to track the performance of the firm over a period of time once the organization starts doing things differently. For instance, firm performance could be measured by the outcome gotten from increased marketing campaigns to potential clients as the resulting outcome could be an increase in the market share or sales. Also, organizational performance can be evaluated by the extent to which a firm is able to accomplish set goals and objectives (Zhang, & Lucey, 2022).

### **2.3.2 Influence of Top Management Commitment on Strategy Implementation**

Salum (2017) studied effect of top management on implementation of strategic plans in public sector. The study sampled five u selected executive agencies in Tanzania. Using convenient sampling, 50 respondents were sampled. Data was collected using structured questionnaires. Findings from SPSS revealed that 58% of agencies revealed that top management impact on implementation of strategic plans. From regression results, implementation of strategic plans in the public sector toward enhancing quality service delivery is positively affected top management and organization resources.

Nyong'a and Maina (2019) carried a study on Influence of top management commitment on strategy implementation at Kenya Revenue Authority located in southern region in Kenya. Data was collected from a sample of 49 high ranked employees derived from a population of 254 rank supervisors to deputy commissioner. Multiple Regression was used and findings revealed that top management commitment has a positive and significant relationship with strategy implementation

In relative to strategy implementation and performance top executive takes part in vital responsibility in every main business decision. Therefore, the achievement of any serious choice developed by the firm is depends to large extent to the top executive support and commitment (Doeleman, et al., 2022). On the other hand, the top executive needs to take a top responsibility by making available the most vital resources, founding companies' extensive quality strategy that is successfully talked to all participants, creating a valued management organization and running the whole practice via close observing and assessment (Saad, et al., 2021).

In regard to strategy implementation, the significance of the Top Management Commitment cannot be overemphasized. Different studies are in support of this purpose as highly stated in a study by Cândido and Santos, (2015). that showed 90% of organization strategy formulation in the USA and Europe can be said not attain the desired outcome because of not being implemented on time. Though plan preparation is celebrated, unluckily strategy execution in most cases gets a short drift (Gios, 2021). Hendry and Kiel (2014) on the responsibility of the board in organization plan: there is need for the organization that decides on a specific strategy to ensure that they give their best to see it through as advised by integrating agency and organizational control perspectives.

Another study by Cobbold and Lawrie (2011), involved 200 companies. The study that involved 80% of directors established that they possessed the right plans but only 14% were of the opinion that they were implementing them well. They were of the opinion that no uncertainty related to the result that only 33% stated attaining important strategic successes in spite of 97% of directors having a vision that is strategic. Robinson and Zagotta (2012), also indicated that a CEO of any firm to be considered successful as ,they must be aware that strategy gets one to the initial line but implementation is what gets one the finish line.

The top management support at every level of management is crucial for strategy implementation in every sector, a study by Egelhoff (2013) on how top executive enhances commitment of medium managers to innovation strategy implementation due to the support they give in healthcare organizations, while using a mixed-method serial design, studied 120 and questioned 16 mid managers executing an innovation envisioned to decrease health differences in 120 US health centers to assess if higher executives' help impact directly the mid executives' commitment, by assigning

execution strategies and exercises, or by controlling the outcome of execution strategies and exercises on mid managers' commitment. The study established that that top management support has significance influences on commitment of mid managers to innovation strategy execution.

Keramati, and Azadeh (2015) explored the impacts of top executive's commitment on fulfilling management knowledge-based method in Academia, through a Case Study established that top management commitment can be considered successful at the time when a firm's manager or division accepts their role for the successful strategy implementation. Semi organized interview method was used in statistics gathering with help of an interview conductor. The study advised that manager need to be involved and add the expertise and special skill that that raised them to be organization president and one will not believe how much common sense will be experienced and how effective implementation process will be.

Yeh et al. (2016) in another research on the execution of organization strategies by the top management in leading multi organization in Africa, recognized that top managers develop and enhance the attainment of the mission, vision and overall plans, develop standards that are needed for lengthy achievement and implement these through suitable activities and behaviors, and they personally engage in making sure that companies management system is established and executed.

Strategy implementation is a challenge to many organizations, but with clear top management commitment the company can achieve its goals and objectives. Kimani (2015) argued that association between strategy execution and leadership in Manufacturing Business through a cases study established that effective executive management provides the definition of the firms objectives, review the available

information/results of processes, and help in decision making and take action based on the necessary reviews while attaining the necessary strategy goals.

### **2.3.3 Influence of Organizational Culture on Strategy Implementation**

In Kenya's Water Boards, Maika and Wachira (2020) conducted study on the impact of corporate structure on the performance of plan execution. Results from a multiple linear regression model revealed that organizational culture had a considerable impact on the adoption of strategies, which accounted for 73% of the variation in that implementation.

Melissa and Caren (2019) examined the influence of organization culture on strategy execution among 281 fast-moving consumer goods (FMCG) companies. A validated questionnaire using factor analysis and Cronbach Alpha test was used to collect primary data. Data was analyzed using Pearson correlation. The results revealed there was a significant –positive but weak relationship between organization culture on strategy execution of fast-moving consumer goods (FMCG) companies.

Akuei et al. (2016) studied influence of organization culture on effective strategy implementation in South Sudan commercial banks. Data was collected from a sample of 168 respondents from population of 248 top and middle managers of 29 commercial banks in South Sudan using five point likert scale questionnaire. Factor analysis and multiple regression model were used to analyze data with aid of SPSS. Results revealed that dominant as organization culture dimension had insignificant effect on effective strategy implementation, while organizational Leadership, Management of employees, strategic emphases had significant relationship with effective strategy implementation.



The organization culture needs to be in resonance with the new strategic changes for it to be implemented effectively. According to Aosa (2012), it is significant that the firm's culture is steady with the plan being executed given that in existence of inconsistency amid plan and culture, then there could a high organizational opposition to the proposed change and low morale that can therefore make it difficult for effective strategy implementation.

Organizational culture is the organization mutual conduct of individuals in an institution, its formation includes; organization norms, visions, values, language in working, symbols, beliefs and habits, systems and structures. It is also the design of such mutual characters and assumptions that are taught as a way of seeing, thinking and feeling to new institutional members (Hill & Jones 2014). In most cases organizational culture influences the manner in which staff and various groups relate among themselves, with customers, and with shareholders.

Hartnell (2013) commenting on leadership as the starting point of strategy referred to organizational culture as a group of mutual emotional expectations that effect the explanation and act in the organization by indicating suitable conduct for numerous circumstances. A firm may poses its own different philosophy, in bigger firms, due to different traits of the executive team there is a varied and sometimes contradictory philosophies that co-exist. Hartnell (2013) on the significance of organization culture on the performance of organization the research warned that the organizational culture can also have adverse and optimistic features on the organization strategic goals and objectives.

There is robust difficult to the strategy execution caused in making of an organization's culture, that is fully synchronized with execution strategy. Aosa (2012)

on association between cultures and plan execution observed that the inconsistency between plan and culture may result to a great organizational opposition to change and de-moralization that may then frustrate the implementation of any strategy. Rajasekar (2013) pointed out that firms that possess good organization culture among their members, for example culture free of corruption and with high integrity may be often viewed to be more profitable than the firms that are associated with bad company culture.

Akbari, et al. (2012) researched the effect of institutional culture while executing strategies Oil companies in Nigeria, established a important correlation between organizational culture and plan execution. The findings indicated that all kinds of institutional cultures have important relations with execution process, but the degree of the cultures' effect may be not the same from the most optimistic such as clan culture to the least optimistic such as hierarchy culture.

Making surroundings that connects staffs to the firm's mission and that makes them feel contented. To reward success reinforces the significance of directing on strategy and vision. A study by Omari (2014) on the problems to plan execution in Medium Size Companies in Kenya, the research focused on five manufacturing companies in Kenya and through interviews the study collected information from the senior managers and their deputies. The study advised that there was need to come up with some innovative optimistic and adverse consequences in attaining or not attaining the strategy. On the other hand, the benefits may be small or big, as long as they help the staff prioritize strategy implementation above the daily activities.

#### **2.3.4 Communication and Strategy Implementation**

McShane and Von Glinow, (2015) refers to communication as the manner by which data is conveyed and comprehended between two or more parties. Communication is a vital share of the firm process as the movement of communication up and down the firm's hierarchy has a great impact of productivity, making decisions and the drive of organizations. Therefore, as stated by Clampitt and Downs (2013), effective communication can be described as the foundation of firms' performance in competitive business environmental today.

The communication plan determines the quality and way of enhancement energies. Effective strategy associates to firm objectives. Plans that are aligned are intended to enhance firms' performance. Koufteros et al. (2014) pointed out that communication plans affect the efforts levels for change and enhancement. Communicating effectively makes sure that everybody is dedicated on objectives and priorities while offering response on advancement. Effective communication plans, structures and practices effects immensely and directly on the firms learning and invention (Damanpour, 2015).

Daft (2014) on the effects of effective communication on strategy implementation in media industry in Malaysia, established that communication is both a sign and a reason of a firm's problems in performance. The study established that firms that are not properly designed, ineffective processes, bureaucratic systems, rewards that are not aligned, imprecise client/partner focus, ambiguous visions, standards, and drive, inexpert team leaders and members, messy objectives and priorities, lack of reliance, and feeble measurements and response loops all effect communication difficulties.

Communication plans, practices and systems are significant on high-performance. The lifeblood of the organizational body is termed as its information, understanding and knowledge. Kreitner and Kinicki (2013) on the importance of communication in change management in communication industry in South Africa established that all-inclusive communication technique is a very significant factor to any effective modification and enhancement. Communication plan is theorized as a practical plan, giving emphasis and course to the Communication processes.

Kibe (2014) on the impacts of Communication Plans on institutional Performance at Ports Authority, though a case study established that open door policy of communication has a high effect on the institutional performance, to evaluate, team energy increases firm performance, culture of an organizational structure can increase the performance of an organization and that formal communication channels have an effect on the firms performance. The results of the study revealed that communication strategies play a central responsibility in high-performance.

Lekisima, et al. (2022) determined the link between implementation of a strategy and communication in an organization using a sample of 128 employees randomly drawn from a target population of 498 staffs in Kenya power limited, Vivo Energy Company, Kenya solar energy limited and Kengen. The study adopted descriptive research design and questionnaires was used a tool for primary data collection. Findings from regression model indicated that implementation of a strategy is significantly and positively affected by organizational communication in Kenya

Bucata and Rizescu (2021) indicated the importance of communication in management levers in a company for team formation and attaining valuable performance. The article also provided framework of internal communication. The

article shows how internal communication if effectively implemented can engage organization productivity by communicating firms' task to team member. Their argument is supported by Bell and Martin (2019) that effective communication effectively transmits information from one team member to another, hence ensuring companies task are being attained. However, when the communication is very intense between team members and management, companies' task is not achieved. Bucata and Rizescu (2021) have been cited my many studies and their extensive publications in communication is relevant in my study in explaining effective communication in teams' members productivity and overall, firm productivity

Kalogiannidis and Kontsas (2020) research assessed effect of business communication on strategy implementation. Their study collected data from Citibank Greece using online questionnaire which was analyzed using descriptive statistics. Using contextual based research instrument supporting it by review of literature, their study highlighted four principal proxies (interpersonal skills, responsiveness, help and compassion) that increase profitability of business and performance. Their study also argued that timely communication of firms' risks and mitigations to public attract potential investors. In their support, Kalogiannidis (2020) argue that business communication in very crucial improving strategy implementation and growth of profit-making organization. Kalogiannidis and Kontsas findings are relevant discussing direct effect of communication and strategy implementation.

Yue, et al. (2020) examines how internal communication through positive emotional culture affects on organizational identification of full-time employees in U.S. their study sed online questionnaire to collected data from 482 respondents. Results from this article revealed that use of motivation language and symmetrical internal communication including direction-giving languages, empathetic, meaning-making

and stimulated perception of employees toward employees' perception positive emotional culture of pride, companionate love, gratitude and joy improves organizational identification of employees. They also highlighted a full mediation of Positive emotional culture on the relationship between leadership and corporate communications and identification of employee in an organization. The findings confirm Kim (2018, p.461) findings that symmetrical internal communication has positive relationships and organizational identification.

Erjavec, et al., (2018) investigated communication channels used by managers and their impact and employee-organization relationships on job satisfaction among employees and in Slovenia and Serbia. Using data collected from a web survey of 205 employees, findings revealed that face to face communication channel is the most common by top managers and frontline managers, telephone calls and e-mails by middle managers and frontline managers. However, telephone calls as channels of communication increased employee satisfaction. In same way, Musheke and Phiri, (2021) indicated that managers communication skill and use of channels communication affect employee satisfaction. The authors especially Erjavec have published more than 20 publications in communication in peer review journals such as emerald, Jstor. Therefore, their findings offer better insight in understanding communication channels.

Shonubi and Akintaro (2016) studied the how firm financial performance is affected by effective communication. Using review of literature and employing desktop analysis, they validated the positive relationship between effective communication and organization performance (using financial measures). Their results support Kibe (2014) findings that effective communication strategies increase firms' financial performance in terms increases in sales, profit and operation efficiency. Although, the

authors have not made major advances in scientific contribution, their extensive knowledge in management and many years as lecturers make this article relevant in my assignment.

Chepkosgei, et al. (2020) investigated strategic communication among commercial state corporations in Kenya and they also highlighted its effect on financial performance. Their study employed descriptive research design and adopted stratified and simple random sampling to collect data using questionnaire from a sample of 145 respondents. From their regression analysis, strategic communication had significant and positive effect on performance of Financial and Commercial State Corporations in Kenya. These findings are in agreement with Camilleri (2018,) theoretical argument that strategic communication through financial reporting strengthens information flow within and among firms as well as to the investors, hence affecting firm financial position.

Prado-Roman (2020) investigated mediating effect of legitimacy on the relationship between communications on organizations performance, a reflection from public hospitals in Madrid Spain. They collected from 613 patients and medical doctors using anonymous questionnaire in a survey approach. Findings from partial least squares structural equation modeling (PLS-SEM) confirmed that there exists positive mediating effect organizational legitimacy on relationships between communications on organizational performance. The findings are supported by legitimacy theory as indicated by Branco, and Rodrigues (2006) that social responsibility disclosure as form of communication to stakeholders' enhances organization legitimacy and hence their financial performance. Prado-Roman, Diez-Martin and Blanco-Gonzalez are senior's lecturer and professor in King Juan Carlos University and have widely published over 100 journals in finance especially in corporate information disclosure.

Thus, they offer scientific contribution in discussion corporate communication through financial disclosure and firm financial performance.

### **2.3.5 Individual Responsibilities and Strategy Implementation**

Strategy implementation is a significant cause of the planned management practice. Study shows that the capability to execute a strategy considered more vital as strategy making, and that strategy execution, rather than strategy making, is paramount to high business performance. Notwithstanding, the great levels of failure of strategy implementation initiative has been well documented, and a lot of challenges to effective strategy implementation have been established (Neilson et al, 2014). Ineffective guidance, and precisely planned management, at the top of the firm has been recognized as one of the main obstacles to effective strategy execution.

Strategic leadership on the other hand where leaders take individual role is also regarded as a main driver to effective strategy execution. A study by Jooste (2015) on the responsibility of strategic leadership in successful execution: South African perceptions of strategic leaders concluded that planned leadership and plays a positive role and contributes to effective strategy implementation in South African firms. The study pointed out that the more leaders are given roles than what they are able to take responsibility in the implementation of firms' strategies in their business.

While the management and the staff have different roles to play when it comes to strategy implementation, one of the key roles of a Chief Executive Officer's (CEO) is to communicate the vision of a firm and guide the firm throughout the strategic preparation. Another study by Damanpour (2015) on the challenges that CEOs face in strategy implementation where the study collected views from 17 manufacturing companies in Malaysia, the study through an interview guide collected data from the



CEOs. The study established that those who have positively executed strategic plans frequently report that involved groups at all stages in strategic planning aids to form a mutual vision, and raises each person's morale to see strategies thrive. On the other hand, Hendry and Kiel (2014) in a study on the responsibility of the board in firm strategy: organizational and organizational integrating agency control perspectives points out that a clear and consistent communication, mapping of the required results to designing performance actions, are all considered to be crucial to success.

Strategic execution processes need the effort and care of workers and superiors at all stages within the firm, particularly when the modifications happen in a minor firm environment. Reed and Buckley (2016) on the employees' role in strategy implementation in hospitality industry in Malawi established that because the execution process has the possibility to effect a extensive variety of tasks and duties, during the process and afterward workers need to have a comprehensive knowledge of their duties.

Implementation of strategy implementation entails preparation and implementing strategies in relation to process modifications and all are part of the implementation team needs to properly comprehend their role in the whole process. Another study by Koech (2015) evaluated difficulties of strategy execution and change management in public firms in Kenya ,through a semi-structured questionnaire established that in organization of all sizes, including small ones, this kind of execution assist in ensuring that modifications are done properly in all firms divisions. Macro level, comprises the whole company, while micro level, is focused on every individual within the company, the study pointed out that change must be well-thought-out and properly communicated to all in order to be successful.

On the other hand a study by Nduati (2016) evaluated effective change management in health sector, through a case study of Agah Khan University Hospital established that picking change leaders lead the process assist in the implementation and securing the change process in the place of work because modifying leaders provides role model for other workers and assist as a point of references for other staff when challenges or concerns are experienced. On the other hand as stated by Reed and Buckley (2016), this assists two resolutions given that allows the staff to pursue out aid via effective channel, thereby restrictive reports and lowering the staff motivation, and secondly is assists the management in getting priceless response on common worries and problems as modifications are executed.

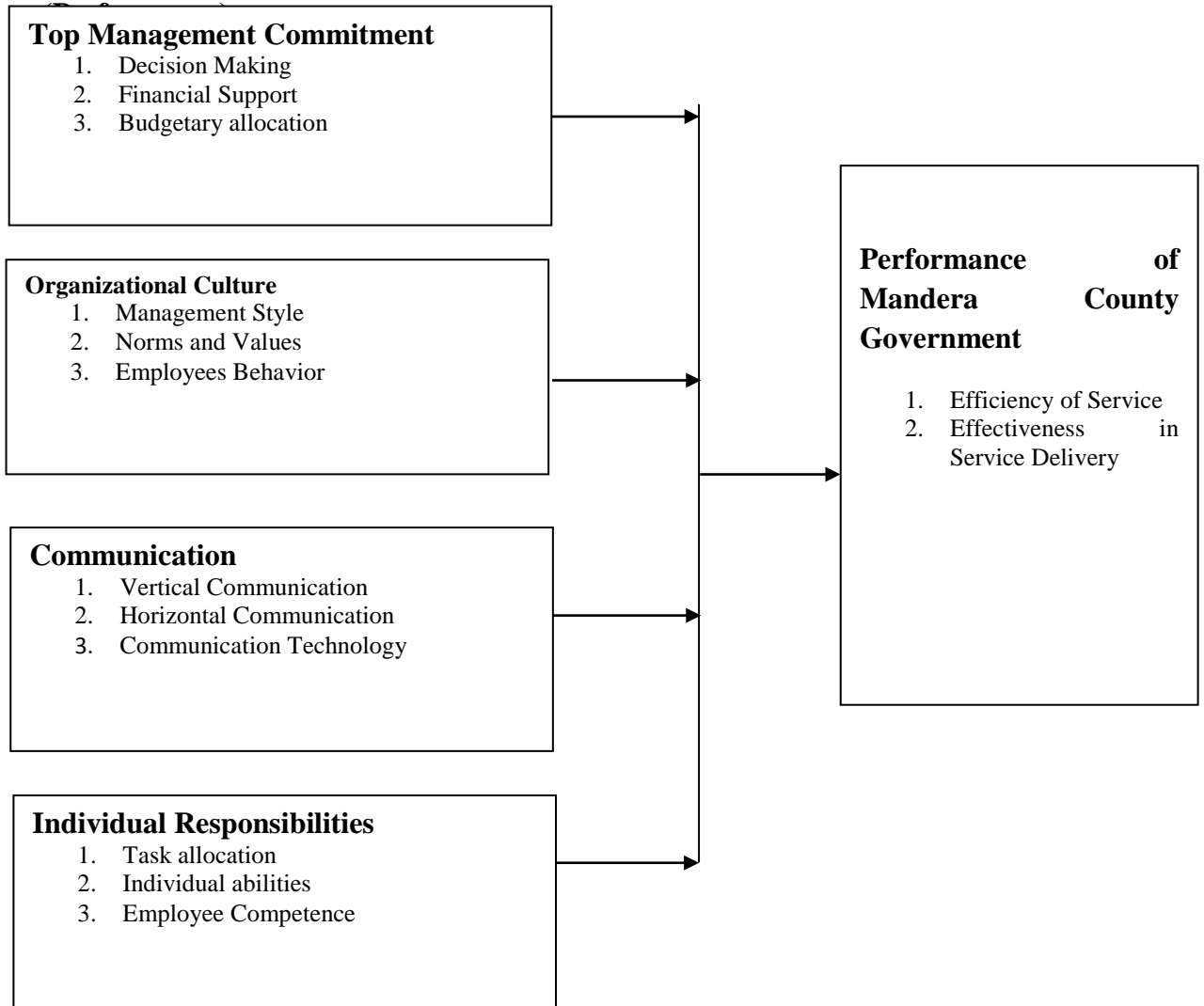
#### **2.4 Conceptual Framework**

Conceptual Framework is referred as the outcome of when an investigator hypothesizes the relationship between variables in the research and displays the correlation in graphs or in diagrams. It is hence a related group of variables that are support in the critical analysis. It comprises both dependent and the independent variables. Performance is the dependent variable in this research while strategy implementation is the independent variable of this research which includes top management commitment, communication, individual roles and institutional culture. The research used a conceptual framework so as to respond to the study questions. These constructs and relations are shown in the following proposed framework as conceptualized by the researcher. This is as shown on figure 2.3.

**Figure 2.3**

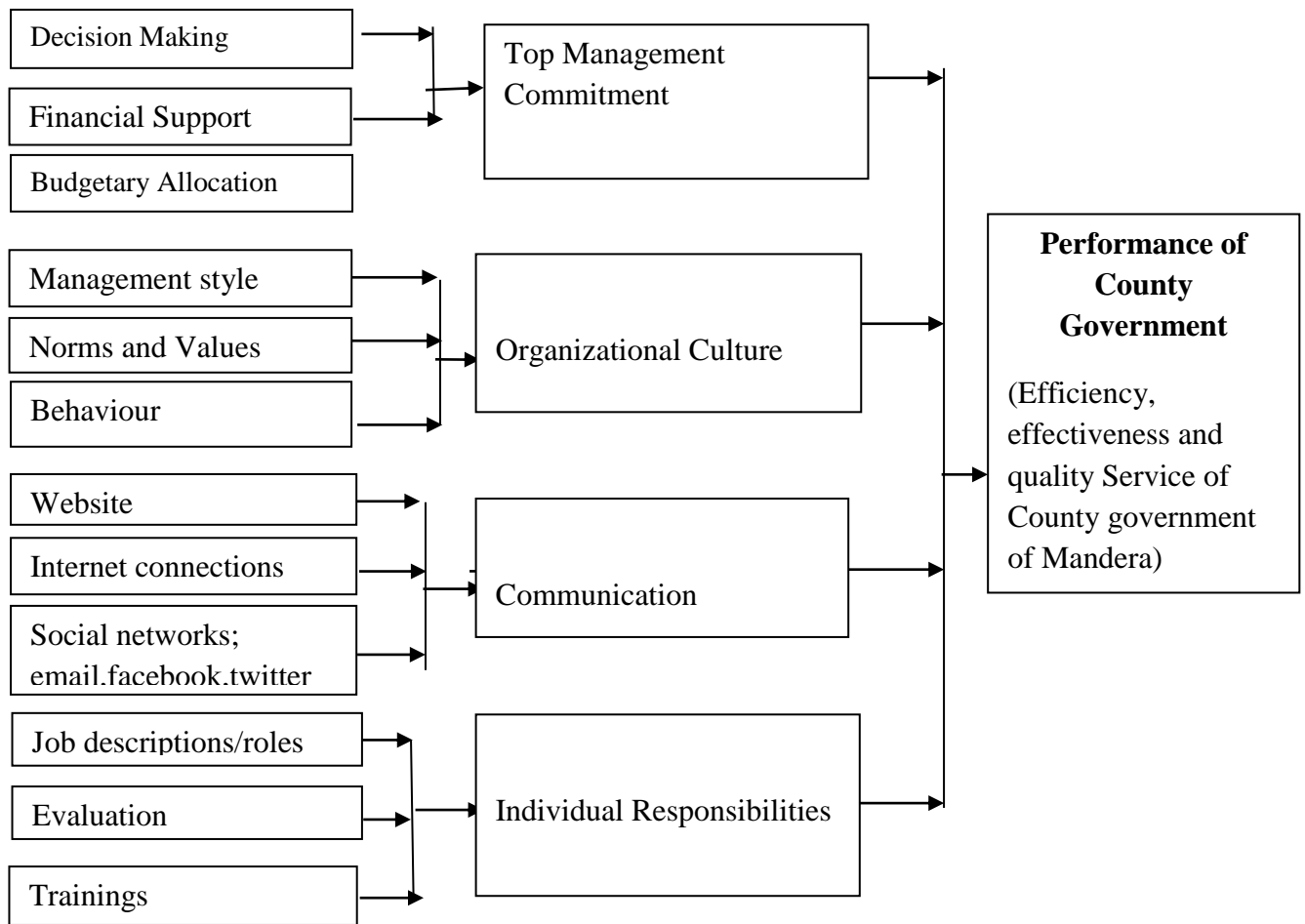
***Conceptual Framework***

**Independent Variables      Dependent Variables (Strategy Implementation)**



## 2.5 Figure 2.4

### *Operational Framework*



## 2.6 Summary

The strategy implementation of county government of Mandera will highly depend on the execution of the set out strategies. Top executive commitment, organizational cultures and the communication process and channels will highly affect the implementation of strategies that are crucial in attaining the set out performance goals in the county government. On the other hand individual responsibilities that defines what tasks one is expected to perform will definitely influence the strategy execution in the county government that are necessary in achieving the strategy implementation goals

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction.

This chapter presents the study plan, sample size, target population and sampling procedure. The chapter also presents the instrumentation, methods of data gathering, operational definition of variables and methods of data examination.

#### 3.2 Research Design

According to Miles and Huberman (2004), a research plan is a method for collecting and using data in order to accurately obtain the desired statistics. According to Richard et al. (2006), a research approach is a method used to gather data that is thought to be useful for examining the research hypothesis and/or questions. Research design is commonly understood to be a strategy or blueprint that outlines the steps involved in achieving the study's objectives. Given that the research focused on one case only, the research employed a case that focused on Mandera County Government alone. Due to the complexity of the issue under investigation, the study used a case study research design given that it is appropriate for reviewing complex social phenomena in which practical characteristics in the circumstances include; numerous variables of attention; numerous sources of proof; theoretical propositions to guide the gathering and examination of data.

On the other hand considering the complexity of the phenomena under investigation a case study research method enabled an exhaustive contextual examination of a restricted amount of proceedings or situations and their relations (Orodho, 2003). The design was suitable to the research as it pursued to answer questions regarding the

influence of strategy execution exercises on strategy implementation in Mandera County Government.

### 3.3 Target Population

According to Kombo and Orodho (2003), the target populace is the total group of people from whom a sample has been drawn for analysis or investigation. The target population for this research comprised of senior management, Middle Management and Lower executive staff at the county government of Mandera. Thus, from the above the target population consisted of 58 three tire of the management staff (County Government of Mandera HR Records, 2017). The employees were drawn from the ones working at the County Government and County Assembly. This information is presented in the table 3.1 below;

**Table 3.1**

*Target Population*

<b>Category</b>	<b>Population size</b>	<b>Percentage</b>
Senior Management Staff (J/G: Q-S)	13	22.4
Middle Management Staff (J/G: M-P)	18	31.0
Lower Management Staff (J/G: J-K)	27	46.6
<b>Total</b>	<b>58</b>	<b>100</b>

**Source (Mandera County Government HR Records, 2017)**

### 3.4 Sample Size and method

Given that the research covered all 58-management staff of Mandera county government The study used a census approach, covering every unit under consideration. Yamane (1992) asserts that the census is the only approach that

guarantees that the entire population is taken into account. A census has many benefits, including the elimination of sampling error, being 100% representative of the whole population of interest, and providing data on all the people or units in the population. However, surveys for low population (e.g., 200 or less) are more appealing due to cost considerations. Additionally, there are costs for example the questionnaire design and emerging the sampling structure are fixed, that is, they were the same for samples of 50 or 200.

### **3.5 Research Instrumentation**

The research instrument denote to the tools that were utilized for data gathering and how the research tools were developed. The data gathering tools that were used to collect data from sampled study participants included the questionnaires.

#### **3.5.1 Questionnaires**

Questionnaires were the major instruments used to gather and collect detailed and comprehensive data. The research used a questionnaire that is semi-structured with a 5 Likert scale as the primary data gathering tool. The study instruments were self-administered questionnaire. Kothari (2004), urged that a self-administered questionnaire helps in getting the respondents views, beliefs, values and attitudes. Each unit of the selected research had close ended questions looking for the opinions, opinion and attitude from the study participants that may have not been included by the study. The questions were planned to gather both quantitative and qualitative data.

The questionnaire were division of two sections, section A comprised of general questions linking to the plaintiffs profile while section B encompassed of questions linking to the influences of strategy execution on strategy implementation in Mandera County Government in relation to the purpose of the research. The researcher also

adopted drop and pick questionnaires method and follow-up will be done via personal visits which facilitated responses rate.

### **3.5.2 Validity**

Validity is defined as meaningfulness and accuracy of inferences analysis that guided the study outcomes (Mugenda & Mugenda 2003). Validity is the degree to which an instrument actually measures what it is expected to measure, or how truthful the outcomes. It is concerned with the accurately of the collected data in representing the study variables to affirm the research instrument appropriateness (Kothari, 2015). Various classifications of validity are used in testing the fitness of measures but a globally acknowledged classification consists of four main forms: criterion, face, content and construct. Validity deals with trustworthiness, lawfulness and germane of research (Creswell & Creswell, 2018).

Face validity was applied in the early phases of designing the questionnaire. Face validity was attained when supervisors critiqued the questionnaire and experts examined the items, gave their opinions and necessary adjustments made to the items to fit their purpose. According to Middleton (2020) face validity reflects how appropriate the content of a test is on the surface or face of it, if the content of the test appears to be suitable to its stated aims.

To make sure that the questionnaires used were accurate the study applied the expert opinion methods where the investigator shared the questionnaire with the supervisor that assessed whether the questions fitted the research or not. The supervisor first evaluated the study tools by appraising it for face and content legitimacy as well as for inspective bias and conceptual clearness. The research also used trial research to improve the legitimacy of the study tools. Cooper and Schindler (2010) urged that the



benefits of carrying out trial research is to establish weaknesses in arrangement and plan so as to give proxy data for choosing a probability sample. Ten (10) questionnaires were sent to ten (10) responders who weren't included in the main or actual research in order to conduct the trial. This assisted the researcher in improving the questionnaire's competency and objectivity of the procedure, as well as in better reorganizing questions to ensure that there was additional information for each topic.. The average time taken in administering one questionnaire was an average of fifteen minutes.

### **3.5.3 Reliability**

Reliability measures the degree to which a research instrument produces consistent results in repeated trials, consistency of outcomes (Mugenda & Mugenda, 2013). Reliability was tested using Cronbach's Alpha coefficient to ascertain whether the data obtained was reliable and hence, the final findings reliable. Reliability is articulated as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable the test is. A threshold of a Cronbach Alpha of 0.7 and above is acceptable Cronbach Alpha, 1951. Zikmund et al. (2013) and Cooper and Schindle (2014) inform that a pilot study is a small-scale research plan to survey respondents alike those in the main study. It is anticipated to expose inaccuracies in the design and inappropriate control of the extraneous or environmental conditions. Pre-testing allows refinement before the final test, to check the project's feasibility. Saunders, et al. (2015) expressed that for reliability, it is prudent to pre-test the instrument before the main application

The reliability of the questionnaire depends on whether the questionnaire would provide same findings the tools were used it repetitively with the same group. The

research was able to collect data that were needed and this meant that there was great precision level of the questions contained in the questionnaire and therefore making it possible the correspondent to comprehend the presented questions. The study used the Cronbach alpha technique to evaluate the validity of a questionnaire. This strategy worked well in producing more internal uniformity. As a result of achieving a reliability index of 0.781, the survey instrument was deemed to be trustworthy. A correlation coefficient of 0.70 or more is considered to have excellent reliability (Serem et al., 2013).

### **3.6 Procedure of Data Collection**

The investigator acquired a letter of introduction from Kenya Methodist University (KeMU). Once the study proposal is sanctioned, a study certification from the Ministry of Higher Education, through the National Council of Science and Technology (NCOST) was acquired then proceed to the County to pursue the approval to do the study. After the consent was given, the study planned for visits to the County for getting used to purposes and get authorization from the county government administration regarding the aimed date of data gathering within their County. When their contribution was given a go ahead, a date will be given and appointment reserved with the County authorities as well as the respondents in the research. The respondents were given time to answer to all the items in the questionnaires. Then the questionnaires were gathered for data examination.

### 3.7 Operational Definition of Variables

**Table 3.3**

*Operational Definition of Variables*

<b>Variable Type</b>	<b>Variable Description</b>
<b>Independent Variable</b>	Top Management Commitment: Decision Making, Financial Support, Budgetary Allocation
	Organizational Culture: Management Style, Norms and Values, Employees Behavior
	Communication: Vertical Communication, Horizontal Communication, Communication Technology
	Individual Responsibilities: Task allocation, Individual abilities, Employee Competence
<b>Dependents Variable</b>	Performance of County Government: Efficiency of Service Effectiveness in Service Delivery

### 3.8 Methods of Data Analysis

Data analysis is regarded as a method that calls for the official recognition of topics, the creation of hypotheses (ideas) based on the data, and the effort to provide support for those topics and hypotheses (Creswell, 2007). The data was organized, edited, analyzed and interpreted using descriptive statistics. Study used the computer programmer SPSS version 23 to analyze the data. The type of data analysis is dependent on whether the data to be analyzed is numeric information from scales of instruments or non-numeric recorded text information (Creswell & Creswell, 2018). According to Saunders, et al. (2015) data analysis steps are data clean up, reduction,

differentiation, and explanation to generate results for interpretation. This study used both quantitative statistical analysis and qualitative text analysis methods.

During quantitative data analysis, data was prepared by editing it for completeness, accuracy, and consistency. Then coding, categorizing, and tabulating was done and all data keyed into the Statistical Package for Social Sciences (SPSS Version 26.0). Hyndman et al. (2008) assert that quantitative data processing entails deciphering responses of a questionnaire into a form that can be manipulated to create statistics.

Descriptive statistics was done by generating means and standard deviations and was statistically analyzed in line with the study objectives. The analysis result was counterchecked for likely incorrect entries at this point and appropriate corrections were made in order to avoid any errors. Finally, findings were presented using tables and graphs and statistical interpretation was done.

The results were presented using frequency tables, percentages, charts and graphs. Regression model was also used to analyze the data as follows.

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

Where: Y = Strategy implementation in Mandera County (Dependent Variable)

X1, X2, X3, and X4 = Independent Variables

X1= Top Management Commitment (Independent Variable)

X2= Organizational Culture (Independent Variable)

X3= Communication (Independent Variable)

X4= Individual Responsibilities (Independent Variable)

$\epsilon$ . = Error Term

$\beta_0$ = Constant

$\beta_1 \dots \beta_4$  = Regression co-efficient of four variables

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

#### 4.1 Introduction

The researcher's aim was to find out the influence of strategy implementation practices on strategy implementation in Mandera County Government. This chapter therefore shows consequences and deliberations of the research from the information gathered from the questionnaires; whereby the study sort opinions and views on the influence of strategy implementation practices on strategy implementation in Mandera County Government. The chapter was divided in three units that include the demographic of the participants; sections two were expressive statistics analysis of the variables under investigation. The study in the third section covered the inferential analysis of the variables under investigation.

**Table 4.1**

#### *Responses Rate*

Category responses	Frequency (N)	Response rate (%)
Responses	52	89.6
Non Responses	6	10.4
<b>Total</b>	<b>58</b>	<b>100.0</b>

#### 4.2 Response Rate

The results of the research indicated that 89.6% of the participants participated in the research while only, 10.4% did not respond to the study. This indicated that the response was high as a result of frequent following up by the researcher.

**Table 4.2*****Reliability Results***

	<b>Scale</b>	<b>Scale</b>			<b>Cronbach's</b>
	<b>Mean if</b>	<b>Variance</b>	<b>Corrected</b>	<b>Squared</b>	<b>Alpha if</b>
	<b>Item</b>	<b>if Item</b>	<b>Item-Total</b>	<b>Multiple</b>	<b>Item</b>
	<b>Deleted</b>	<b>Deleted</b>	<b>Correlation</b>	<b>Correlation</b>	<b>Deleted</b>
<b>Top Management</b>					
commitment	12.5143	8.391	0.817	0.729	0.911
Organizational Culture	12.7308	8.08	0.872	0.794	0.9
Communication	12.8297	8.729	0.809	0.694	0.912
Individual Responsibility	12.5566	9.552	0.839	0.733	0.913
Strategy implementation	12.3797	8.75	0.76	0.612	0.922

If a measurement instrument demonstrates precision in measurement, it is trustworthy (Sekaran, 2003). It is the degree at which the data collection tool is impartial, providing dependable measurement regardless of time. The study made sure that perhaps the data collection tool was a dependable one. The reliability of inter-item consistency was measured by the study using Cronbach's coefficient alpha. Reliability of > 0.5 is low, fair between 0.7 and 0.8, and strong over 0.8. (Sekaran, 2003). Better dependability coefficients are those that are closer to 1.0. For the purposes of this study, a good value is one of 0.5 or above.

The validity of the entire research outcome from variables was assessed. The validity of the suggested scales was examined, as well as their dependability. The study found that freshly developed tests usually had a minimum threshold of 0.7 or above (Nunnally, 1978). The numbers in this instance ranged from 0.900 to 0.922. Given

that the reliability value obtained was edging closer to 1.0, the investigation tool's survey was regarded as having a high level of dependability.

This showed that the relationship between strategy implementation elements and performance of county governments could be determined from the study returned questionnaires in a trustworthy manner. The link is stronger when the coefficient is closer to one and weaker when it is closer to zero. A negative coefficient denotes an inverse relationship between the variables. The findings of the study also indicated Cronbach results of 0.900 and above for all the variables (calculated from the mean values of the results for each question in each in each variable) which was more than 0.7 for the factors Analysis conducted for the study revealed that the questionnaire passed the test for determining the association between implementation strategy components in Kenyan county administrations.

#### **4.3 Demographic Responses**

The research wanted to define the gender of the participants, age and highest education levels of the participants at the Mandera County. Demographic profile about the participants in the study is necessary to assess if the respondents in a research session are a representative group of the population elements for generalization purposes (Salkind, 2010). The research also pursues to find the years worked by the respondents in Mandera County Government. The response on Gender, Years worked, age and highest education levels and the years served by the respondents at the Mandera County was as follows.

**Table 4.3*****Demographic Responses***

<b>Category</b>	<b>Total N (%)</b>
<b>Gender of the Respondents</b>	
Male	31(59.6)
Female	21(40.4)
<b>Total</b>	<b>N=52 (100.0)</b>
<b>Education Level of the Respondents</b>	
Certificate	3(5.8)
Diploma	9(17.3)
Degree	26(50.0)
Masters	14(26.9)
PHD	0(0.0)
<b>Total</b>	<b>N=52 (100.0)</b>
<b>Age of the respondents</b>	
Below 21 years	2(3.8)
21-30 years	17 (32.7)
31-40 years	20 (38.5)
41-50 years	8 (15.4)
Above 50 years	5(9.6)
<b>Total</b>	<b>N=52 (100.0)</b>
<b>Work Experience</b>	
Below 2 Years	5(9.6)
2-5 Years	19(36.5)
6-10 Years	19(36.5)
Above 10 Years	9(17.3)
<b>Total</b>	<b>N=52 (100.0)</b>

**Source: Study Findings (2019)**

The study targeted the staff at Mandera County Government. The findings of the results show that that out of the 52 respondents who were tested for the research,



89.7% respondents contributed in the research, where 59.6% of them were male while 40.4% were female. This indicates that the study was gender representative although from the results the studies it can be conclude that there is more male staff than the female staff at Mandera County Government.

The results of the research also showed that 5.8% had certificates in different areas, 17.3% had College Diploma in different areas, 50.0% of the participants had graduated from a university, and another 26.9% had postgraduate degrees or master's degrees, though it wasn't clear which. The study also showed that none of the respondents had PHD qualifications. The education levels of the respondents covered by the study revealed that many of the respondents were in a position to understand the study area of investigations and respond accordingly.

When the research pursued to find the age of the respondents, the results of the research indicated that 3.8% were below 21 years, 32.7% were 21-30 years old, and 38.5% of the respondents were 31-40 years while 15.4% of the respondents were 41-50 years. The results of the research also showed that 9.6% of the respondents were above 50 years. This showed that most of the staff at the Mandera County government was in their prime productive years. When the research sought to find the time the staff had worked in Mandera County Government, the findings of the study indicated that 16.1% of the respondents had worked in Mandera county government for below 2 years, 46.8% had worked there for 2-5 years while 37.1% had worked in the organization for 6-10 years while 17.3% of the respondents had worked in the county government of Mandera for above 10 years. This indicated that most of the staff in Mandera County Government processed the required experience with the operations of the county government and therefore were conversant with the strategy implementation in the county.

## 4.4 Descriptive Statistics

### 4.4.1 Effects of top management commitment

The study had sought to establish the effects of top management commitment on the strategy implementation in the county government of Mandera and the response was as follows.

**Table 4.4**

#### *Top Management Commitment*

<b>Top Management Commitment</b>	<b>Mean</b>	<b>SD</b>
The decision-making process at either the departmental level or top management influence performance of Mandera County.	3.4808	1.07540
The management offers financial support to increase implementation of strategies which is crucial on improving performance	3.0769	1.06359
Financial budget is allocated every year to implement various strategies that are necessary on the improvement of county government performance.	3.2885	1.22613
The leaders within the county have strong commitment and support on implementation of strategies that are meant to enhance efficiency and improve overall performance	3.0769	1.18564
The management is very keen in making strategic decisions necessary in improving the county government performance.	3.2692	1.12224

The study established that decision making process in the county at either the departmental level or top management influences performance (Mean = 3.2808, SD = 1.07540). The study also was meant to establish whether management offers financial support to increase implementation of strategies which is crucial on improving performance, findings should that indeed management does not offers financial support to increase implementation of strategies which is crucial on improving performance. The findings of the study support findings by Zagotta and Robinson (2012) that the achievement of any critical decision made in an institution is highly dependent on top management support and commitment. The study in this part also indicated a mean of 3.0769 and a SD of 1.06359, which shows that there was a great variation in terms of responses.

On the other hand, the results of the research showed that that financial budget is allocated every year to implement various strategies that are necessary on the improvement of county government performance, as shown by a mean of 3.2885 and a SD of 1.22613. On whether the leaders within the county have strong commitment and support on implementation of strategies that are meant to enhance efficiency and improve overall performance, the results of the research showed that there was leadership support to enhance efficiency and improve performance. The study registered a mean of 3.0769 and a SD of 1.18564. While the response indicated a great variation in the responses, the findings stresses the need top management commitment, that are in consistent with the findings of Hendry and Kiel (2014) that advised that there is need for the organization that decides on a specific strategy to ensure that they give their best support on the decisions made in order to see it through. The study also supports the findings by Egelhoff (2013) that top

management support has significance influences on middle managers' commitment to innovation strategy implementation.

Finally the study also in this part established that the management is very keen in making strategic decisions necessary in improving the county government performance, 17.3% were neutral while the management is not very keen in making strategic decisions necessary in improving the county government performance. While the study registered a mean of 3.2692, there was a varied response that indicated SD of 1.12224.

#### **4.4.2 Organizational Culture**

In this part the study wanted to find out the effects of organizational culture on the strategy implementation in the County Government of Mandera and the response was as follows.

**Table 4.5***Organizational Culture*

<b>Organizational Culture</b>	<b>Mean</b>	<b>SD</b>
There is adherence of set out guidelines on strategy implementation necessary for the improvement of organization performance	3.1154	1.13161
The staff work together with the management and are motivated to realize its strategies for improved performance	2.8462	.95762
There is clarity of vision, strategy and expected strategy implementation.	3.1154	1.14881
The county strategic plan is aligned to the organization mission and expected performance targets	3.2885	1.17718
The organization has set out values among employees for the implementation of organization strategies geared towards improvement of service delivery.	3.2308	1.16510
The management style adapted are effective in influencing strategy implementation necessary for enhanced organization performance	2.8269	1.07960
The county has a well-defined existing behavior that has facilitated efficiency and effectiveness by implanting the necessary strategies	2.7308	1.06854

The results of the research indicated that there is adherence of set out guidelines on strategy implementation necessary for the improvement of strategy implementation, as shown by a mean of 3.1154 and a high variation in response of a SD of 1.13161.

The research also find that the staff work together with the management and are motivated to realize its strategies for improved performance as registered a mean of 3.2885 and a SD of .95762 in terms of response, the results of the research is inconsistence with According to Aosa's (2012) research, an organization's culture is essential to its operation and success. Furthermore, power distance culture affects the issue of delivering high-quality services. Achieving the organization's goals, as well as its vision and mission depends on making employees and everyone else feel like they are contributing to the institution's success, allowing for extensive discussion of the organization's day-to-day operations with subordinates.

In terms of whether there is clarity of vision, strategy and expected strategy implementation, the findings of the study indicated that there was no clarity of vision, strategy and expected strategy implementation, the findings of the study indicated. The study registered a mean of 3.1154 and a SD of 1.14881, which was a great variation in response and stresses the significance of organization culture in strategy implementation and is in consistent with the findings from Hartnell (2013) that cautioned that organizational culture may have both negative and positive effects on the strategic aims and objectives of the business. The study established that that the county strategic plan is aligned to the organization mission and expected performance targets (M=3.288, SD = 1.17718)

On whether the organization has set out values among employees for the implementation of organization strategies geared towards improvement of service delivery, the findings of the study indicated that the organization has set out values among employees for the implementation of organization strategies geared towards improvement of service delivery ( mean = 3.2308, SD =1.16510).The findings of the study indicates that the county government has set out values among employees for

the implementation of organization strategies and agrees with the The correct values are essential in strategy implementation, according to Akbari et al.(2012), who argue that all forms of corporate cultures have significant linkages with the implementation phase.

The study also established that the management style adapted are effective in influencing strategy implementation necessary for enhanced organization performance as indicated a mean of 2.8269 and a high SD of 1.07960 in terms of responses.

Finally in this part the findings of the study indicated that the county has a well-defined existing behaviour that has facilitated efficiency and effectiveness by implanting the necessary strategies, The findings indicated a lowest mean of 2.7308 and a relative high difference in response of a SD of 1.06854.

#### **4.4.3 Communication**

The study had sought to establish the effects of communication on the strategy implementation in the county government of Mandera and the response was as follows.

**Table 4.6***Communication*

<b>Communication</b>	<b>Mean</b>	<b>SD</b>
The county of Mandera has active website strategically meant to improve communication for effective organization performance	3.1346	1.04841
The websites and internet services have been improved for effective communication and improved services	2.8462	1.07347
The county has enhance county employees IT literacy for efficient , timely and effective service delivery	2.8077	1.06713
The county promotes its services through the website to enhance performance	3.1346	1.18865
The county government based on its strategic plan has automated all departmental operations for improved performance	2.9038	.99528
County employees submit reports through online to their immediate supervisors to improve performance	2.7115	1.05415

The study in this part had sought to establish whether communication influence strategy implementation on the performance of Mandera county. The findings of the study indicated that the county of Mandera has active website strategically meant to improve communication for effective strategy implementation. The response registered a mean of 3.1346 and a high difference in response with a SD of 1.04841.



On the other hand the findings of the study indicated the websites and internet services have been improved for effective communication and improved services. The response registered a mean of 2.8462 and a SD of 1.07347. The study findings that the organization has put in place an active websites and internet services for effective communication stresses the importance of effective communication in strategy implementation and supports Clampitt and Downs (2013) position that effective communication is regarded as the foundation of strategy implementation.

The findings of the study also indicated that the county has enhanced county employees IT literacy for efficient, timely and effective service delivery where 44.2% of the respondents agreed that the county has enhanced county employees IT literacy for efficient, timely and effective service delivery, 15.4% were neutral while 40.4% disagreed that the county has enhance county employees IT literacy for efficient, timely and effective service delivery. The study indicated a variance in response of 1.06713 and a mean of 2.8077.

On whether the county promotes its services through the website to enhance performance, the findings of the study indicated that 42.7% of the respondents felt that the county promotes its services through the website to enhance performance, 17.3% were neutral on the issues while 40.0 % of the respondents indicated that the county promotes its services through the website to enhance performance. While the response registered a mean of 3.1346 and a high variation in response of a SD of 1.18865, where the study indicated that the county promotes its services through the website to enhance performance which supports the findings of Kibe (2014) that stressed the importance of effective communication channels insisting that formal communication channels have an influence on the organizational performance.

When the study sought to establish whether the county government based on its strategic plan has automated all departmental operations for improved performance, the findings of the study indicated that 61.5% of the respondents felt that the county government based on its strategic plan has automated all departmental operations for improved performance, 3.8% were neutral while the county government based on its strategic plan has not automated all departmental operations for improved performance. The response registered a mean of 2.9038 and a SD of .99528 which was also the lowest in this category.

Lastly , Whenever the study set out to determine regardless of whether county staff sent articles online to their top management in order to boost performance, the survey's findings showed that 56.7% of participants believe that this was the case., 26.9% were neutral while only 15.4% felt that the county employees do not submit reports through online to their immediate supervisors to improve performance. The study in this part indicated a mean response of 2.7115 and a relative high response of a SD of 1.05415.

#### **4.4.4 Individual Responsibilities**

The study in this part had sought to establish the effects of individual responsibilities on the strategy implementation in the county government of Mandera and the findings of the study indicated that.

**Table 4.7***Individual responsibilities*

<b>Individual responsibilities</b>	<b>Mean</b>	<b>SD</b>
The county government has strategically trained their staff to enhance competency and improve the strategy implementation.	3.3654	.95031
The management strategically delegates tasks and duties to the staff for quick and efficient service delivery	3.1923	.95051
The employees' enhanced abilities through various trainings have improved overall county government performance.	3.3846	.88901
The organization has increased appropriate supervision by senior staff with an aim of improving performance	2.9231	.90415
The organization has increased periodical meetings to discuss progress of activities strategically to enhance service delivery at county level.	3.1154	.80814

On whether the county government has strategically trained their staff to enhance competency and improve the strategy implementation. The study findings indicated that 71.1% of the respondents felt that the county government has strategically trained their staff to enhance competency and improve the strategy implementation, 13.5% were neutral while 15.4% of the respondents felt that the county government has not strategically trained their staff to enhance competency and improve the strategy

implementation. The study registered a mean of 3.3654 and a relative difference in response of a SD of .95031.

The study had also sought to establish whether the management strategically delegates tasks and duties to the staff for quick and efficient service delivery, the findings of the study indicated that 71.1% of the respondents felt that the management strategically delegates tasks and duties to the staff for quick and efficient service delivery, 7.7% were neutral while 21.2% felt that the management does not strategically delegates tasks and duties to the staff for quick and efficient service delivery. The study registered a mean of 3.1923 and a average SD of .95051 in terms of responses.

When the study sought to establish whether the employees' enhanced abilities through various trainings have improved overall county government performance, the findings of the study indicated that 43.8% of the respondents felt that the employees' enhanced abilities through various trainings have improved overall county government performance, 30.8% were neutral while 25.4% of the respondents felt that the employees' enhanced abilities through various trainings have improved overall county government performance. The study registered the highest mean of 3.3846 and a SD of .88901. The findings of the study that the county government the employees' ability has been enhanced abilities through various trainings which improved overall county government performance supports the finding of Neilson et al. (2014) that stressed that staff training is vital for the achievement of organization goals and implementation of organization plans

The findings of the study also indicated that 61.5% of the respondents felt that the organization has increased appropriate supervision by senior staff with an aim of

improving performance, 9.6% were neutral while 28.9% felt that the organization has not increased appropriate supervision by senior staff with an aim of improving performance. The study registered a mean of 3.1154 and an average SD of .90415 in terms of responses. The study findings that the organization has increased appropriate supervision by senior staff with an aim of improving performance supports the appointing strategy implantation and As leaderships set an example for other staff and act as a point of communication for workers when issues or worries arise during the implementation phase, they should closely monitor and supervise the planning and implementation procedure that will assist to incorporate and dependable change requests that are predicted in the organization.

Lastly in this part the study had sought to establish whether the organization has increased periodical meetings to discuss progress of activities strategically to enhance service delivery at county level, the findings of the study indicated that 61.5% of the respondents the organization has increased periodical meetings to discuss progress of activities strategically to enhance service delivery at county level, 23.1% were neutral on the matter while 15.4% of the respondents the organization has not increased periodical meetings to discuss progress of activities strategically to enhance service delivery at county level. The study registered a mean of 3.1154 and a varied response of a SD of .80814.

#### **4.4.5 Strategy implementation**

The study had sought to establish the strategy implementation factors in the county government of Mandera and the response was as follows.

**Table 4.8*****Strategy Implementation***

Strategy Implementation	Mean	SD
The county has successfully implemented most of the developed strategies	3.6346	1.04841
The service delivery within the county is commendable to the public	3.1538	1.0172
The staff are accountable and transparent on their daily activities of the county	3.1731	1.13278
The county's image has improved	3.2692	1.15666
The county has improved on efficiency and effectiveness of service delivery.	3.6346	1.13809

The study had sought in this part to establish whether the number of County's asset has greatly increased over time, the findings of the study established that 55.8% of the respondents felt that they had increased, 26.9% were neutral on the matter while only another 17.3% felt that the number of County's asset has not greatly increased over time. The response in this part registered a mean of 3.6346 and a SD of 1.04841. This supports the findings of a study by Kaplan and Norton (2012) that pointed out that growth in Asset base of an organization is an indication of improved performance.

When the study sought to establish whether the service delivery within the county is commendable to the public, the findings of the study established that 44.2% of the respondents felt that the service delivery within the county is commendable to the public, 30.8% were neutral while 25.0% felt that the service delivery within the county is not commendable to the public. The study in this part indicated a mean of

3.1538 and a SD of 1.01720 that indicated that there was a high deviation in the way the respondents felt on whether the service delivery within the county is commendable to the public.

The study had also sought to establish whether the staff are accountable and transparent on their daily activities of the county, the findings of the study established that 44.2% of the respondents felt that the staff are accountable and transparent on their daily activities of the county, 23.15 were neutral while 32.7% felt that the staff are not accountable and transparent on their daily activities of the county. The findings of the study indicated that a mean of 3.1731 and a relatively high difference in response of a SD of 1.13278.

The study had sought to establish whether the county's image has improved, the findings of the study established that 63.4% of the respondents felt that the county's image has improved, another 23.1% were neutral while another 13.5% felt that the county's image has not improved. The responses registered a mean of 3.2692 and a SD of 1.15666. Finally, the study had sought to establish whether the county has improved on efficiency and effectiveness of service delivery, the findings of the study shows that 65.3% of the respondents felt that the county has improved on efficiency and effectiveness of service delivery, another 23.1% were neutral while another 28.9% of the respondents felt that the county has not improved on efficiency and effectiveness of service delivery. The findings of the study in this part registered a mean of 3.6346 and a SD of 1.13809 that indicated that there the respondents felt differently on whether the county has not improved on efficiency and effectiveness of service delivery.

#### 4.5 Bivariant Correlation

This part the study covers the analysis to establish whether each of the independent variable: Top Management (X1), Organizational Culture (X2), Communication (X3) and Individual responsibility (X4), influence the Dependent Variable: Strategy Implementation (Y) in Mandera County. The results are shown using spearman's Rho (r), and the study finds that there is a significant link between both the factors when the P-value for each variable's related result is less than 0.05 at the 95% level of confidence.

**Table 4.9**

*Bivariant Correlation*

		SI	TM	OC	C	IR
Strategy Implementation(SI)	Pearson Correlation	1				
	Sig. (2-Tailed)					
Top Management (TM)	N	52				
	Pearson Correlation	.845**	1			
Organizational Culture (OC)	Sig. (2-Tailed)	0.000				
	N	52	52			
Communication (C)	Pearson Correlation	.698**	.774**	1		
	Sig. (2-Tailed)	0.000	0.000			
Individual responsibility (IR)	N	52	52	52	52	
	Pearson Correlation	.694**	.761**	.787**	1	
	Sig. (2-Tailed)	0.000	0.000	0.000		
	N	52	52	52	52	52
						.751*
	Pearson Correlation	.671**	.695**	.655**	*	1
	Sig. (2-Tailed)	0.000	0.000	0.000	0.000	
	N	52	52	52	52	52

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



The results are provided for each variable by Pearson ( $r$ ), and the study indicates that there is a significant link between the variables when the significant with a  $p$  is less than 0.05 at a 95% confidence level. The bivariate linear relation between the different independent variables and dependent variable is displayed in Table 4.9: strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities) influence the Dependent Variable: strategy implementation in Mandera County Government. The findings of the study that there significant relationship between top management commitment and strategy implementation in Mandera County Government ( $r=.845, P < 0.000$ ). Also, there is significant relationship between organizational culture and strategy implementation in Mandera County Government ( $r=.698, < .000$ ). This suggests that the strategy implementation in Mandera County Government can be improved if organizational culture can be improved. Further, results showed that communication had significant relationship with strategy implementation in Mandera County Government ( $r=.694, < .000$ ). Lastly, Individual responsibility had significant and positive relationship on the strategy implementation in Mandera County Government ( $r=.671, < .000$ ). This suggests that the strategy implementation in Mandera County Government can be improved if individual responsibility can be improved.

#### **4.6 Assumption of regression model**

Prior to conducting a regression analysis and evaluating the hypotheses, the study verified that the fundamental prerequisites for application and outcome explanation were there. Prior to performing a regression analysis, Green et al., (2007) noted that it is crucial to analyze the fundamental regression assumptions. According to Teddlie and Tashakkori (2010), estimating the investigation models whenever the regression analysis assumptions are broken is risky since it could lead to the estimation of

biased, inexperienced, and inconsistent model parameters. Included in these tests are those for autocorrelation, homoscedasticity, outliers and multicollinearity in the predictor variables.

#### 4.6.1 Normality Test

To establish if a data collection is properly described by a normal distribution and to estimate the likelihood that a random variable underpinning the set of data will be distributed uniformly, normality tests are utilized (Ghasemi & Zahediasl, 2012). To ensure that the residuals from regression models, shown in figure 4.1, would have a normally distributed, this study used a graphical technique (histogram) and a Normal P-P plot of normality. The histogram is a metric of shape estimation used in goodness-of-fit statistics to determine if data sample has skewedness consistent with a normality. Any variance with kurtosis and skewedness values between -2 and +2 is regarded as typical.

**Table 4.10:**

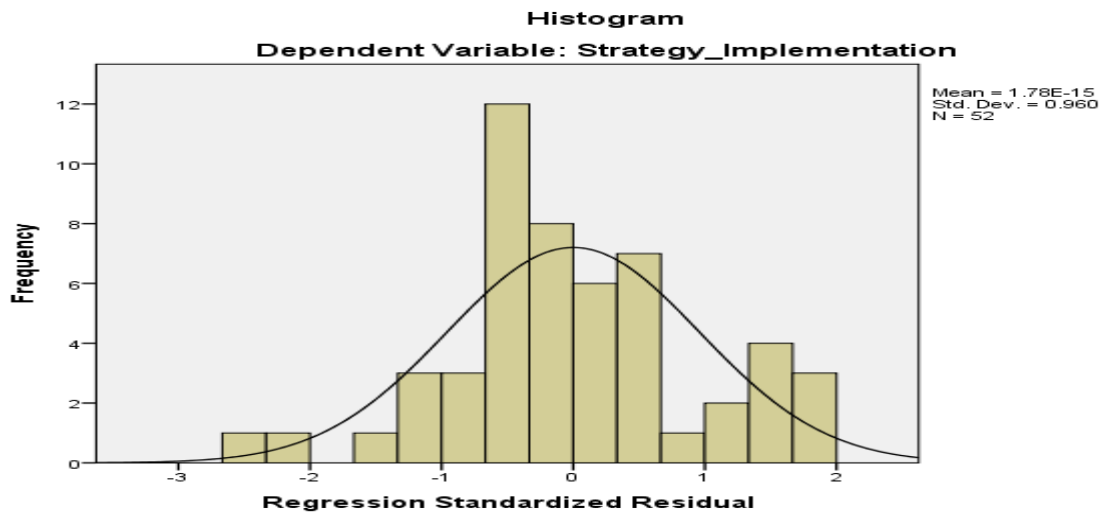
*Normality Test*

	Skewness	Kurtosis
Strategy Implementation	-0.307	-1.398
Top Management commitment	0.700	-0.614
Organizational Culture	0.055	-1.189
Communication	0.218	-0.417
Individual responsibility	-0.026	-0.659

According to Table 4.1, all indicators' kurtosis and skewness scores fell within the permitted ranges of 3 and 10, accordingly, for kurtosis and skewness (Kline & Santos, 2012). Consequently, the findings imply that a normal distribution exists.

**Figure 4.1:**

*Histogram for normal distribution*



Additionally, a histogram was created from the data using the SPSS program version 24, for testing normality. Based on results from above Histogram (Figure 4.1) showed that the standardized residuals are statistically normally distributed since the values of kurtosis and skewness falls between -2 and +2.

#### **4.6.2 Test for Multicollinearity**

Multicollinearity occurs when there is a linear relationship between two or more predictors that can be used to predict the other (Cooper & Schindle, 2013). Multicollinearity can also refer to high correlations between two independent variables (IVs) making it difficult to obtain accurate projections of each variable's individual coefficients. Imperfect Multicollinearity frequently results in poorly

characterized regressors and infinite error variance, which have an impact on the precision with which the null hypothesis is rejected or not. If tolerance is 0.1 or  $VIF > 10$  for all variables, multicollinearity exists. The findings were presented in table 4.11

**Table 4.11:**

*Test for Multicollinearity*

	Collinearity Statistics	
	Tolerance	VIF
Top Management commitment	0.651	1.536
Organizational Culture	0.469	2.134
Communication	0.597	1.675
Individual responsibility	0.472	2.12

a Dependent Variable: Value For Money

*Source: Field Data (2021)*

Table 4.11's results show that there is no evidence of multi - collinearity in the data because no parameter had a tolerance of less than 0.1 and a VIF of more than 10.

**4.6.3 Test of Homoscedasticity**

Equal degrees of variation between both the predictor and exogenous variables across a variety of continuous or categorical predictor factors are implied by homogeneity of variance, which means similar variance. When residuals are same throughout the linear regression for all values of the predictor variable, there is data homoscedasticity (Hair et al., 2015). Figure 4.2 is a scatter diagram produced by the SPSS software to test for heteroscedasticity problem of variance.

**Figure 4.2:**  
*Scatter Plot for Testing Heteroscedasticity*

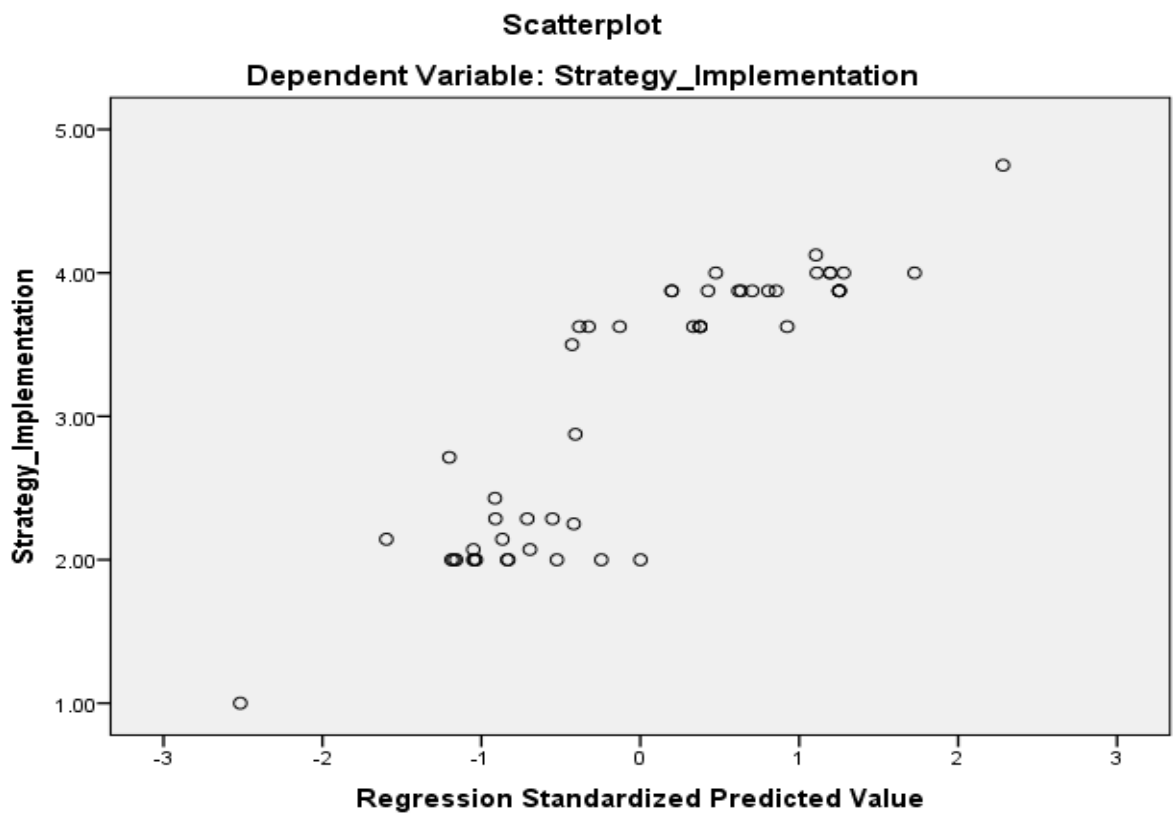


Figure 4.2 demonstrates that the dependent variable (performance), which is heteroscedastic, lacks a systematic pattern that is either converging or exploding from the origin (Shen, et al.,2014).

#### **4.7 Regression analysis for Determinants of Strategy Implementation**

In this section, linear regressions for testing determinants of strategy implementation. Regression analyses were performed to test the model fit and to establish the predictive power of the study models. However, since likert scale is ordinal data, it was transformed into interval data which is used for multiple regression models (Huiping & Shing-On, 2017).

**Table 4.12**

***Model Summary***

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892a	0.795	0.778	0.43382

a Predictors: (Constant), Top Management, Organizational Culture, Communication, Individual responsibility

b Dependent Variable: Strategy Implementation

The coefficient of determinant (R-squared) of .795 that presents a 79.5% of the total variation in the strategy implementation in Mandera County Government and can be explained by top management commitment ,organizational culture ,communication and individual responsibilities in Mandera County Government. On the other hand the Adjusted R Squared of 0.687 indicates these strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities), in exclusion of constant variable, explains the changes in the strategy implementation in Mandera County Government by 77.8%. The remaining (48.5%) can be explained by the factors not included in the regression model under investigation.

**Table 4.13**

*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.379	4	8.595	45.668	.000b
	Residual	8.845	47	0.188		
	Total	43.224	51			

a Predictors: (Constant), Top Management, Organizational Culture, Communication, Individual responsibility

b Dependent Variable: Strategy Implementation

The table 4.11 above that shows a regression output of the strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities) as valid ( $F(4, 47) = 45.668, P < 0.000$ ). This means that the strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities) The diversity in planning and implementation procedures in the Mandera County Government can be explained by factors that can be utilized as predictors. We reject the null accept the alternative hypothesis hypothesis that the ( $P < 0.000$ ) is less than the crucial value of 0.05 strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities) has a positive and significant influence on strategy implementation in Mandera County Government.

**Table 4.14*****Regression Coefficient***

	Unstandardized				
	Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.526	0.283		-1.858	0.069
Top management commitment	0.277	0.091	0.257	3.034	0.004
Organizational Culture	0.256	0.121	0.238	2.108	0.040
Communication	0.423	0.110	0.350	3.828	0.000
Individual Responsibility	0.345	0.151	0.268	2.288	0.027

Dependent Variable: Strategy Implementation

The first specific objective of the study was to determine effects of top management commitment on strategy implementation in Mandera County Government. The findings of the study show that top management commitment has a significance effect on the strategy implementation in Mandera County Government ( $\beta=.257$ ,  $p < 0.05$ ). This suggests that the performance among at the strategy implementation in Mandera County Government can be enhanced if top management commitment aspects are improved.

The second specific objective was to determine the significance influence of organizational culture on strategy implementation in Mandera County Government. The findings of the study shows organizational culture has a significance influence on the strategy implementation in Mandera County Government ( $\beta=.238$ ,  $p < 0.05$ ). This



suggests that the strategy implementation in Mandera County Government can be improved if organizational culture can be improved.

The third specific objective was to determine the significance influence of communication on strategy implementation in Mandera County Government. The findings of the study shows communication has a significance influence on the strategy implementation in Mandera County Government ( $\beta=.350, p < 0.05$ ). This suggests that the strategy implementation in Mandera County Government can be improved if communication both internal and external communication can be improved.

Lastly, the fourth specific objective was to determine the significance influence of Individual responsibility on strategy implementation in Mandera County Government. The findings of the study shows individual responsibility has a significance influence on the strategy implementation in Mandera County Government ( $\beta=.268, p < 0.05$ ). This suggests that the strategy implementation in Mandera County Government can be improved if individual responsibility can be improved.

All the four strategy implementation practices when combined that have significance influence on the strategy implementation in Mandera County Government although individual Responsibility factors would have the most significance influence on the strategy implementation in Mandera County Government, followed Organizational Culture and then by top management commitment while Communication practice factors would have the least significance influence on strategy implementation in Mandera County Government.

$$Y = -0.526 + .277X_1 + 0.256X_2 + 0.423X_3 + 0.345X_4 + e$$

This indicates that a unit increase of 0.277 in top management commitment, of 0.256 in organizational culture, of 0.423 in communication and of 0.345 in individual responsibilities would influence a unit change in the strategy implementation in Manderu County Government if everything remains constant at -0.526.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study sought to assess the determinants of strategy implementation in Mandera County Government. This chapter contains the summary of findings obtained from respondents, conclusions made and recommendations containing the topic of the study.

The specific objectives of the study were: to determine the effects of top management commitment, to assess the effects of organizational culture, to establish the effect of communication and to establish the effects of individual responsibilities on strategy implementation in Mandera County Government.

#### **5.2 Findings and Discussions**

##### **5.2.1 Top management commitment**

The findings of the study indicated that respondents felt that the decision making process at either the departmental level or top management influence strategy implementation at Mandera County Governmentn (Mean=3.48). Respondents agreed that management offers financial support to increase implementation of strategies which is crucial on improving performance ( Mean = 3.0769) while another respondents felt that financial budget is allocated every year to implement various strategies that are necessary on the improvement of county government strategy implementation (Mean =3.2885) .The findings of the study also in this part established that of the respondents felt that there was leadership support to enhance efficiency and improve performance ( mean =3.07) while another respondents felt that

the management is very keen in making strategic decisions necessary in improving the county government performance.

### **5.2.2 Organizational Culture**

The findings of the study established that respondents were in agreement that there is adherence of set out guidelines on strategy implementation necessary for the improvement of strategy implementation (Mean = 3.1154), felt that the staff work together with the management and are motivated to realize its strategies for improved performance while another (Mean=2.8464), respondents felt that the county strategic plan is aligned to the organization mission and expected performance targets (Mean 3.2885).

The findings of the study also established that felt that the organization has set out values among employees for the implementation of organization strategies geared towards improvement of service delivery, respondents felt that the management style adapted are effective in influencing strategy implementation necessary for enhanced organization performance or felt that the county has a well-defined existing behaviour that has facilitated efficiency and effectiveness by implanting the necessary strategies.

### **5.2.3 Communication**

The findings of the study in this part indicated that respondents felt that the county government of Mandera has active website strategically meant to improve communication for effective strategy implementation (Mean=3.1346), others felt that the websites and internet services have been improved for effective communication and improved services (Mean = 2.8462) and that respondents felt that the county promotes its services through the website to enhance performance (Mean = 2.807).

The study findings also indicated that respondents agreed that the county has enhance county employees IT literacy for efficient, timely and effective service delivery (Mean =3.13), others felt that the county government based on its strategic plan has automated all departmental operations for improved performance and that felt that the county employees submit reports through online to their immediate supervisors to improve performance.

#### **5.2.4 Individual Responsibility**

The study findings indicated that respondents felt that the organization has increased appropriate supervision by senior staff with an aim of improving performance, respondents also felt that the management strategically delegates tasks and duties to the staff for quick and efficient service delivery and that respondents felt that the employees' enhanced abilities through various trainings have improved overall county government performance. The findings of the study also indicated that another respondents felt that the county government has strategically trained their staff to enhance competency and improve the strategy implementation.

The findings of the study also indicated that respondents felt that the staffs are accountable and transparent on their daily activities of the county and that the service delivery within the county is commendable to the public. The findings of the study indicated that respondents felt that they had increased the number of county's asset has greatly increased over time. The study indicated that respondents felt that the county has not improved on efficiency and effectiveness of service delivery and that respondents felt that the county's image has improved.

### **5.3 Conclusion**

When the study sought to establish the effects of top management commitment on the strategy implementation in Mandera County Government , the findings of the study indicated that the decision making process at either the departmental level or top management influence strategy implementation in Mandera County Government. The study indicated that the management is very keen in making strategic decisions necessary in improving the county government performance and that financial budget is allocated every year to implement various strategies that are necessary on the improvement of county government performance. Finally, the study indicated that leadership support to enhance efficiency and improve performance and that management offers financial support to increase implementation of strategies which is crucial on improving performance. This agrees with Kimani (2015) that clear top management commitment the company can achieve its goals and objectives. Kimani (2015) argued that there is association between strategy execution and effective executive management, and help in decision making and take action based on the necessary reviews while attaining the necessary strategy goals. Similarly, Egelhoff (2013) showed that top executive enhances commitment of medium managers to innovation strategy implementation due to the support they give in healthcare organizations,

The study had sought to establish the effects of organizational culture on the strategy implementation in Mandera County Government, the findings of the study indicated that there is adherence of set out guidelines on strategy implementation necessary for the improvement of strategy implementation, the staff work together with the management and are motivated to realize its strategies for improved performance and that the county strategic plan is aligned to the organization mission and expected

performance targets. The findings of the study also indicated that management style adapted are effective in influencing strategy implementation necessary for enhanced strategy implementation or felt that the county has a well-defined existing behaviour that has facilitated efficiency and effectiveness by implanting the necessary strategies and that the organization has set out values among employees for the implementation of organization strategies geared towards improvement of service delivery. The results are supported by Hartnell (2013) that organization culture s has significance on strategic goals and objectives. Also, Akbari, et al., (2012) indicated that all kinds of institutional cultures have important relations with execution process, while Maika and Wachira (2020) showed that organization culture had significant effect on strategy implementation.

The study sought to establish the effect of communication on the strategy implementation in Mandera County Government, the findings of the study indicated that the county of Mandera has active website strategically meant to improve communication for effective strategy implementation, the websites and internet services have been improved for effective communication and improved services , the county promotes its services through the website to enhance performance and that the county has enhance county employees IT literacy for efficient, timely and effective service delivery. The findings of the study established that the county employees submit reports through online to their immediate supervisors to improve performance and that the county government based on its strategic plan has automated all departmental operations for improved performance.

Lastly the study had sought to establish the effects of individual responsibilities on the strategy implementation in Mandera County Government the organization has increased appropriate supervision by senior staff with an aim of improving

performance, the management strategically delegates tasks and duties to the staff for quick and efficient service delivery and that the county government has strategically trained their staff to enhance competency and improve the strategy implementation. The findings of the study also indicated that the employees' enhanced abilities through various trainings have improved overall county government performance, the county's image has improved and that the county government had increased the number of county's asset has greatly increased over time. Finally, the findings of the study indicated that the county has not improved on efficiency and effectiveness of service delivery and that the staffs are accountable and transparent on their daily activities of the county and that the service delivery within the county is commendable to the public.

Statistical findings indicated that strategy implementation practices (top management commitment, organizational culture, communication and individual responsibilities) and would have a significant influence on strategy implementation in Mandera County Government. All the four strategy implementation practices when combined have significance influence on the strategy implementation in Mandera County Government although Individual Responsibility factors would have the most significance influence on the strategy implementation in Mandera County Government, followed by Organizational Culture and then by top management commitment while Communication practice factors would have the least significance influence on strategy implementation in Mandera County Government.

#### **5.4 Recommendation**

The study recommends that leadership needs to support the strategy implementation in the county government in order to enhance efficiency and improve performance



and that management should offer the necessary financial support to increase implementation of strategies which is crucial on improving performance. There is also need for the management to be very keen in making strategic decisions necessary in improving the county government performance. Enough financial budgets should be allocated every year to implement various strategies that are necessary on the improvement of county government performance. Increased involvement in decision making process at either the departmental level or top management should be encouraged to influence performance of Mandera County.

There is also need for the county government to adhere to the set out guidelines on strategy implementation necessary for the improvement of strategy implementation and the staff should work intensively together with the management to ensure that the staffs are motivated to realize the county governments' strategies for improved performance. The county government should align its strategic plan with the organization mission and expected performance targets.

Any success of an organisation and functionality depend heavily on its organizational culture. Additionally, the organization's culture affects the performance issue. The accomplishment of the business's goals, as well as its vision and mission depends on making the staff and everybody else feel like they are a part of the organization's overall success. allowing for extensive subordinates discussion on the administration of the organization Additionally, improving relations between subordinates and managers is crucial to the effectiveness of county government since in such an environment, respect and trust would be fostered.

The study recommends that there is need for improved communication in order to increase the strategy implementation in Mandera County Government by ensuring

that all are included in the communication process in order for easy implementation of the county strategy. On the other hand there is need for the county of Mandera to maintain an active and operational website and internet services in order to strategically enhance communication for effective strategy implementation. Lastly, the county government needs to train its' employees to enhance the employees IT literacy for efficient, timely and effective service delivery.

### **5.5 Suggestion for Further Studies**

There is need for a study on the challenges of strategy implementation in the county government. The communication strategies applied by the county government in the implementation of county government strategy.

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**APPENDIX I: INTRODUCTORY LETTER**

**SHAMHAD MOHAMUD**

Kenya Methodist University

P.O. Box 351

Mandera.

Dear Sir/Madam

I am a student at the Kenya Methodist University undertaking a Master's Degree in Business Administration. I am conducting a study on the **INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF MANDERA COUNTY**. The information is useful for planning for the future adoption of strategy implementation. Please give your honest opinion as freely as possible. Your information alongside others will be treated with utmost confidential and will be used for academic purpose only.

Yours Faithfully

**SHAMHAD MOHAMUD**

**REG. NO: BUS- 3-3205-3/2015**

**Sign..... Date.....**

## APPENDIX II: QUESTIONNAIRE FOR MANAGEMENT STAFF

### SECTION A: PERSONAL INFORMATION

#### INSTRUCTIONS

Please tick (✓) in the boxes provided

#### 1. Gender

Male  Female

#### 2. Level of education

Certificate  Diploma

Degree  Masters

PhD

#### 3. Age

Below 21 years  21-30 years  31-40 years  41-50 years  Above 50 years

Below 21 years  21-30 years  31-40 years  41-50 years  Above 50 years

Below 21 years  21-30 years  31-40 years  41-50 years  Above 50 years

#### 4. Work Experience

Below 2 years  2-5 years  6-10 years  Above 10 years

Below 2 years  2-5 years  6-10 years  Above 10 years

### SECTION B: GENERAL INFORMATION

Please respond to each statement by marking the appropriate box with a circle to each statement to show the extent to which you agree or disagree using a scale of 1 to 5 where 5 is strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is strongly disagree.

#### TOP MANAGEMENT COMMITMENT

7 b).On a scale of 1 to 5 where 5 is Strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is Strongly Disagree. To what extent do you think are the effects of top management support on performance of Mandera County?

Top Management Commitment	SD 1	D 2	N 3	A 4	SA 5
The decision making process at either the departmental level or top management influence performance of Mandera County					

The management offers financial support to increase implementation of strategies which is crucial on improving performance					
Financial budget is allocated every year to implement various strategies that are necessary on the improvement of county government performance					
The leaders within the county have strong commitment and support on implementation of strategies that are meant to enhance efficiency and improve overall performance					
The management is very keen in making strategic decisions necessary in improving the county government performance					

Please suggest how the top management can be improved to enhance performance at the \_\_\_\_\_ county government.....  
.....  
.....

**ORGANIZATIONAL CULTURE**

7. On a scale of 1 to 5 where 5 is strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is strongly Disagree. To what extent do you think are the effects of organizational culture on performance of county government?

<b>Organizational Culture</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
There is adherence of set out guidelines on strategy implementation necessary for the improvement of organization performance					
The staff work together with the management and are motivated to realize its strategies for improved performance					
There is clarity of vision, strategy and expected strategy implementation.					
The county strategic plan is aligned to the organization mission and expected performance targets					
The organization has set out values among employees					



for the implementation of organization strategies geared towards improvement of service delivery.					
The management style adapted are effective in influencing strategy implementation necessary for enhanced organization performance					
The county has a well-defined existing behavior that has facilitated efficiency and effectiveness by implanting the necessary strategies					

Please suggest how the organization culture can be improved to enhance performance at the county government.....  
 .....  
 .....

### COMMUNICATION

7. On a scale of 1 to 5 where 5 is strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is Stronglydisagree. To what extent do you think are the effects of communication on performance of the county of Mandera?

<b>Communication</b>	<b>SD 1</b>	<b>D 2</b>	<b>N 3</b>	<b>A 4</b>	<b>SA 5</b>
The county of Mandera has active website strategically meant to improve communication for effective organization performance					
The websites and internet services have been improved for effective communication and improved services					
The county has enhance county employees IT literacy for efficient , timely and effective service delivery					
The county promotes its services through the website to enhance performance					
The county government based on its strategic plan has automated all departmental operations for improved performance					
County employees submit reports through online to their immediate supervisors to improve performance					

Please suggest how the organization communication can be improved to enhance performance at the county government.....

.....

.....

**INDIVIDUAL RESPONSIBILITIES**

7. On a scale of 1 to 5 where 5 is Strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is Strongly Disagree. To what extent do you think are the effects of individual responsibilities on performance of the county of Mandera?

<b>Individual responsibilities</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The county government has strategically trained their staff to enhance competency and improve the strategy implementation.					
The management strategically delegates tasks and duties to the staff for quick and efficient service delivery					
The employees’ enhanced abilities through various trainings have improved overall county government performance.					
The organization has increased appropriate supervision by senior staff with an aim of improving performance					
The organization has increased periodical meetings to discuss progress of activities strategically to enhance service delivery at county level.					

Please suggest how individual responsibilities can be improved to enhance performance at the county government.....

.....

.....

**PERFORMANCE INDICATORS**

On a scale of 1 to 5 where **5 is strongly Agree, 4 is Agree, 3 is Neutral 2 is Disagree and 1 is strongly Disagree.** To what extent do you think are measurements of performance of the county?

<b>Measurements of performance</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The number of County’s asset has greatly increased over time					
The service delivery within the county is commendable to the public					
The staff are accountable and transparent on their daily activities of the county					
The county’s image has improved					
The county has improved on efficiency and effectiveness of service delivery.					

Please suggest strategy implementation practices can be improved to enhance performance at the county government.....  
 .....  
 .....

***THAK YOU FOR YOUR PARTICIPATION***

## APPENDIX III: KEMU LETTER FOR DATA COLLECTION



**Kenya Methodist University**

P. O Box 267 - 60200, Meru, Kenya. Tel: (+254-020) 2118423-7, 064-30301/31229 Email: info@kemu.ac.ke , Website: www.kemu.ac.ke

January 28, 2019

Executive Secretary  
National Council for Science and Technology  
P.O Box 30623 – 00100  
**NAIROBI**

Dear Sir/ Madam,

**RE: SHAMHAD MOHANUD – BUS-3-3205-3/2015**

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Master of Business Administration and Management.

Shamhad is undertaking a research study on "Influence of Strategy Implementation Practices on Performance of Manderu County". To successfully complete her research work, she requires relevant data in her area of study.

In this regard, we kindly request your office to issue her a research permit to enable her collect the data for her academic research work.

We thank you in advance for your cooperation.

Yours faithfully,

Dr. Evangeline Gichunge  
Associate Dean, Research Development & Board of Postgraduate Studies



Nairobi Campus: Kolnange Street, P.O. Box 45240-00100 Nairobi - Tel: +254-20-2118443/2248172/2247987/0725-751878 - Email: nairobicampus@kemu.ac.ke  
Nakuru Campus: Mache Plaza, 4th Floor, P.O. Box 3654-20100, Nakuru, Tel +254-51-2214456 - Email: nakurucampus@kemu.ac.ke  
Mombasa Campus: Former Oshwal Academy, P.O. Box 89983, Mombasa. Tel: +254 - 041-2495945 / 8 - Email: mombasacampus@kemu.ac.ke

**The Future is Here!**

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**APPENDIX IV: NACOSTI RESEARCH PERMIT**

THIS IS TO CERTIFY THAT:  
**MISS. SHAMHAD MOHAMUD MOHAMED**  
of KENYA METHODIST UNIVERSITY,  
351-70300 MANDERA, has been  
permitted to conduct research in  
*Mandera County*

Permit No : NACOSTI/P/19/80567/28372  
Date Of Issue : 27th February, 2019  
Fee Received : Ksh 1000

on the topic: **INFLUENCE OF STRATEGY  
IMPLEMENTATION PRACTICES ON  
PERFORMANCE OF MANDERA COUNTY**

for the period ending:  
*27th February, 2020*



.....  
**Applicant's  
Signature**

.....  
**Director General  
National Commission for Science,  
Technology & Innovation**

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**THE SCIENCE, TECHNOLOGY AND  
INNOVATION ACT, 2013**

The Grant of Research Licenses is guided by the Science,  
Technology and Innovation (Research Licensing) Regulations, 2014.

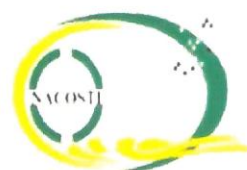
**CONDITIONS**

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
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Website: www.nacosti.go.ke



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Serial No.A **23362**

CONDITIONS: see back page