

**INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF
SUPPLY CHAIN FUNCTIONS IN TURKANA COUNTY GOVERNMENT**

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DECLARATION AND RECOMMENDATION

I declare that this thesis is my original work and has not been presented in any other university

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DEDICATION

This research work is dedicated to my loving family for the support and patience during the entire period of my study. May the Almighty God bless you.

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ABSTRACT

Strategy implementation is the process of transforming a business strategy into operational objectives and initiatives that enable an organization to meet its strategic objectives. The effects of strategy implementation on the supply chain function are far-reaching and can significantly impact an organization's ability to achieve its goals. Effective strategy implementation ensures that supply chain operations are in alignment with an organization's strategic goals, leading to enhanced efficiency and productivity. This study was designed to explore how strategic implementation impacts the performance of supply chain functions in Turkana County. The specific objectives of the study were: to examine how organizational culture influences the performance of supply chain functions in Turkana County; to assess the impact of top management commitment on the performance of supply chain functions in Turkana County; to evaluate how organizational structure affects the performance of supply chain functions in Turkana County; and to analyze the role of individual responsibility in the performance of supply chain functions in Turkana County. The study is underpinned by three key theories: the Competing Values Framework (CVF) Theory, Transformational Leadership Theory, and the Resource-Based View (RBV) Theory. A descriptive research strategy was employed, using measurement-type data to investigate the research questions. The sample consisted of 10 Chief Officers, 18 County Public Service Board members, 41 County Executive Committee members, and 52 Directors from Turkana County Government offices, totaling 137 respondents. The focus was on 102 departmental heads integral to supply chain operations within the Turkana County Government. These participants completed a standardized questionnaire. The data were analyzed using descriptive statistical methods such as frequency, percentage, mean, and standard deviation. To test hypotheses, inferential statistics including regression and correlation analyses were applied. The results were presented through tables, graphs, and charts to enhance understanding, and Pearson's Coefficient of Correlation was used to evaluate the significance of the relationships between the dependent and independent variables. The results revealed a significant positive correlation between the strategic implementation factors and the performance of supply chain operations in Turkana County. Additionally, regression analysis showed that the independent variables explained 73.7% of the variability in supply chain performance. The study concluded with recommendations for Turkana County to focus on fostering an organizational culture that emphasizes customer satisfaction, collaboration, continuous improvement, ethical conduct, and innovation. The study also suggested that the county government should emphasize the commitment of top management to supply chain functions. Additionally, it recommended the establishment of a well-defined organizational structure to facilitate clear communication and coordination among various departments and stakeholders involved in the supply chain. Another recommendation suggested emphasizing the allocation of resources to enhance supply chain performance. Additionally, the study recommended that the county government concentrate on staff training and development to ensure employees have the necessary skills and knowledge for effective resource management.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The performance of supply chain functions is essential for the overall success of any organization. High-performing supply chains ensure that products and services are delivered efficiently, cost-effectively, and punctually, which directly influences customer satisfaction, competitive edge, and organizational success (Qi et al., 2017).

Supply chain performance encompasses a range of activities, including procurement, production, distribution, and logistics, all aimed at meeting customer needs (Alzoubi et al., 2020). Streamlined supply chain operations can help lower costs, improve service quality, and boost operational efficiency. These operations are crucial for achieving an organization's strategic goals, making the performance of supply chain functions a key dependent variable in this study (Munir et al., 2020).

The effectiveness of supply chain functions can be measured by several indicators, including delivery times, cost efficiency, inventory management, and customer satisfaction. Improved supply chain performance results in better resource utilization, reduced operational costs, and increased profitability (Khalil et al., 2019). Therefore, the performance of supply chain functions is central to this research as it directly reflects the outcomes of strategic implementation efforts (Ghadge et al., 2020).

Successful strategy implementation ensures that an organization's resources are effectively aligned with its supply chain goals. This alignment leads to more coordinated and efficient supply chain operations, which in turn enhances overall performance (Chan et al., 2017). For instance, aligning supply chain strategies with business objectives can result in improved

procurement processes, streamlined logistics, and better inventory management, all contributing to enhanced supply chain performance (Al-Doori, 2019).

Effective strategy implementation also involves improving coordination and communication among supply chain partners, which is essential for achieving high performance (Ayoub et al., 2017). Enhanced communication facilitates better planning and execution, reduces bottlenecks, and ensures timely delivery of goods and services. These improvements are crucial for maintaining a competitive edge and ensuring customer satisfaction (Lee et al., 2022).

Several factors influence the performance of supply chain functions through strategy implementation. Organizational culture, structure, processes, leadership commitment, and the availability of resources play significant roles in determining how well strategies are executed and how effectively supply chain functions perform (Kabeyi, 2019). When these factors are aligned with the strategic goals, the supply chain operations become more effective and efficient, leading to improved performance (Kwan, 2020).

Leadership commitment is particularly crucial for the performance of supply chain functions. Leaders need to provide direction, allocate resources, and foster a culture that supports strategic goals. Without strong leadership, even the best strategies may fail to improve supply chain performance (Memia, 2018).

Government strategies, as noted by Geissdoerfer and Evans (2018), aim to increase the effectiveness of various government agencies by ensuring continuity and alignment with the constantly changing operational environment. This alignment is achieved by creating a value chain that enables consumers to acquire services efficiently and effectively, while also making accountability information accessible to the public (Turnidge & Côté, 2018).

Information and communication technology (ICT) utilization is the primary means by which strategy execution results in the performance of supply chain functions in the Netherlands globally. ICT is widely utilized in the Netherlands to link various supply chain nodes and to control and observe the flow of information and commodities (Shaari, 2019). This has made the supply chain more efficient and effective and helped the businesses make sure that the appropriate products and resources are delivered at the right time to the correct location.

In the United States of America (USA), businesses have benefited from strategies like streamlining operations, improving inventory management, strengthening supplier relationships, and leveraging technology because they have been able to improve supply chain operations and cut costs. Companies have been able to boost productivity, save expenses, and enhance customer service by using technology, simplifying processes, and enhancing supplier relationships, inventory management, and other areas. Lean manufacturing is one strategy that businesses in the US have used to cut waste, boost quality, and boost supply chain efficiency. This aids businesses in lowering expenses, boosting productivity, and raising customer satisfaction (Kim, & Chai, 2017).

According to George et al. (2004), the United Kingdom has implemented a number of strategic initiatives to enhance the supply chain functions of public firms in the UK. The UK Government has also implemented a number of initiatives to support the development of Lean Supply Chains. This includes the Lean Supply Chain Forum, which provides a platform for firms to share best practices and develop a shared understanding of Lean Supply Chain principles. These initiatives have been beneficial for UK companies, as they have allowed them to reduce costs and improve efficiency. Kamble and Gunasekaran (2020) implementing SCM systems, firms can better monitor their supply chain performance, allowing them to

identify areas that need improvement and focus their efforts on those areas. The Lean Supply Chain Forum provides a platform for firms to share best practices and help each other become more efficient. Additionally, the UK Government has also implemented several tax incentives that encourage firms to invest in supply chain activities, further reducing costs and improving efficiency (Buntin, 2020).

In china, according to Jiang et al. (2023) strategic implementation in China has been utilized to enhance the supply chain functions of firms in the Chinese market. One of the main strategies that Chinese companies have adopted is the use of big data and analytics. This has enabled them to identify trends, track production and shipping data, and analyze customer feedback. Additionally, it has allowed them to better manage their inventory and optimize their supply chain (Nagy et al., 2018). Furthermore, Chinese firms have also implemented global supply chain strategies. This involves the use of global sourcing, logistics, and distribution networks. This has enabled Chinese companies to expand their market reach and reduce their overall costs (Qi et al., 2017).

Regionally, a company's supply chain strategy has been successfully implemented, improving performance in terms of cost, quality, delivery, and customer satisfaction. Poor infrastructure, corruption, and a lack of resources are common obstacles to supply chain management in Nigeria (Sarley et al., 2017). Companies in Nigeria profit from this tactic since it boosts their productivity and lowers the cost of supply chain management. Most Nigerian businesses have been able to decrease the time and expense involved in the supply chain process as well as increase the accuracy and dependability of their operations by utilizing technologies like cloud computing, IoT (Internet of Things), Big Data, and advanced analytics (Orji et al., 2019). Better demand planning and forecasting techniques

are also used in the strategic deployment of a digital supply chain. This helps Nigerian businesses because it enables them to anticipate client demand more accurately and react to market developments more quickly. This assists in lowering the possibility of overstocking and understocking, which may result in expensive losses for Nigerian businesses. Chatterjee et al. (2018) ensuring that the appropriate goods are supplied to the appropriate clients at the appropriate times, strategy implementation in Tanzania contributes to the performance of supply chain operations. This has been made possible through cooperation and communication among the various supply chain function players (Orji et al., 2019).

Some of the key initiatives that South Africa has embarked on to support the improvement of the firms' supply chains are as follows: These projects are meant to reduce the costs of moving, storing, and obtaining resources in the supply chain through enhancing the functioning of the chain (Hall & Posel, 2019). From the case of Uganda, it is evident that managers have been able to communicate the strategy to the stakeholders, assign roles and even allocate resources with the aim of implementing the strategy. Moreover, the plan must be modified by the managers if needed, and these people must understand the local context (Frazelle, 2020). Hence, if managers focus on these steps, and confirm that all the necessary resources are procured, Uganda supply chain can be in line with the strategy of the organization (Fick, 2017).

Strategy implementation is more complex and time-consuming than strategy formulation, as stated by (Kihara, 2016). This is because it requires the participation of all relevant parties inside an organization. The implementation of a strategic plan is a formidable obstacle for county governments, as it is for any other business. Organizational performance is affected by numerous factors, including but not limited to the culture, structure, leadership, and

availability of resources that are involved in the process of putting a strategy into action (Panahifar et al., 2018). Top-level management must step in to address these issues by laying out a plan for how the company will implement its strategy, allocate its resources, and ensure that its structure is in line with its goals. Organizational performance can be enhanced and the plan implementation process successfully completed using these measures.

Kihara (2017) guaranteeing that the Kenyan county government's supply chain can meet its strategic goals, strategic implementation helps the county government fulfill its supply chain tasks. As a result, the supplier chain and the county government as a whole operate better. Through a variety of procedures, the county government of Kenya's strategic implementation results in the execution of supply chain functions (Waking'a & Ouma, 2017).

According to Waithaka and Kimani (2021) strategic implementation ensures that the county government's supply chain functions are aligned with its overall goals and objectives. This alignment allows the county government to focus its resources on those activities that will most directly contribute to achieving its goals (Cheruiyot, 2018). Second, strategic implementation provides a framework for coordinating the activities of the various supply chain functions. Effective coordination ensures that each function's activities complement and support those of the other functions (Ahmad et al., 2024). Additionally, strategic implementation involves regularly monitoring and evaluating the county government's supply chain functions. This ongoing assessment helps the county government pinpoint areas for improvement and make necessary adjustments to enhance its supply chain operations (Lagat & Frankwick, 2017).

The Kenyan administration of Turkana County has a well-defined plan in place for implementing supply chain operations. Information and communication technologies (ICTs)

are used in this approach to enhance the effective and efficient management of supply chain activities (Miriti, 2018). The Turkana County administration can evaluate the effectiveness of its supply chain operations and make the required modifications to increase performance thanks to the usage of ICTs. To coordinate and control the execution of supply chain activities, the county government also formed a supply chain management unit (Waithaka, et al., 2021).

1.1.1 Strategy Implementation

Strategic implementation in the county government is the process of taking the strategies and plans created by the county government and turning them into action (Adebanjo et al, 2018). This involves identifying and allocating resources, developing processes and systems, and creating structures and teams to carry out and monitor the implementation of the plans. Strategic implementation is carried out by county government staff, in collaboration with local stakeholders, such as citizens, businesses, and other local governments (Liaros, 2019). This process entails establishing objectives and deadlines, defining roles and responsibilities, and creating metrics and reporting systems to monitor progress. It also involves assessing the effectiveness of the plans and making adjustments as needed to ensure successful outcomes (Assensoh-Kodua, 2019).

The county government carried out their strategic implementation by setting clear objectives, developing a comprehensive plan, and allocating resources to implement the plan (Memia, 2018). They first identified the areas that needed improvement and then developed specific goals and objectives to address them. Next, they developed a plan to achieve those goals, which included timelines, benchmarks, and budget allocations. They allocated the necessary resources and personnel to carry out the plan, including personnel, technology, and

infrastructure. Throughout the process, they monitored progress and made adjustments as needed to keep the plan on track (Luthra & Mangla, 2018).

Strategic implementation activities in the county government involve taking the vision, mission, goals, and objectives developed in the strategic planning process and putting them into action (Nehemiah, 2017). These activities include developing operational plans, allocating resources, creating new policies and procedures, and implementing new systems and technologies. Strategic implementation activities also involve setting performance standards, monitoring progress, and making mid-course corrections as needed. Additionally, strategic implementation activities should include measuring and evaluating results to ensure that the desired outcomes are achieved. Nagano (2019) effective strategic implementation requires strong leadership, collaboration, and communication—all of which can be fostered through effective project management (Nagano, 2019).

Effective execution of strategic plans is essential for county governments to achieve their long-term goals and objectives. Barasa (2017) suggests that the adoption of a strategic plan enables county governments to build a methodical and effective approach towards attaining their objectives. This procedure enhances the clarity and comprehensibility of the plan's progress, facilitating the monitoring and assessment of advancements.

Elsafty and Tahon (2020) observe that strategic implementation enables county administrations to assume a proactive position in decision-making. In the absence of a strategic plan, county governments may respond to issues in a reactive manner. By establishing a well-defined strategy, individuals can proactively identify and address potential obstacles, resulting in enhanced decision-making and optimized allocation of resources (Chen et al., 2018).

Moreover, the strategic implementation has the potential to improve communication across different departments and optimize operations (Kwan, 2020). Fick (2017) asserts that the presence of a well-defined plan and clear expectations facilitates effective collaboration among departments in working towards shared objectives. This promotes enhanced cooperation and guarantees optimal utilization of resources.

The county government benefits from strategic implementation because it helps to build a simplified and integrated process that takes into consideration the demands of all stakeholders, which improves supply chain operations (Osoro, 2018). The efficient management of supply chain operations, wise resource allocation, and risk mitigation are all ensured through strategic implementation. Finding ways to save expenses and increase operational efficiency is also helpful (Memia, 2018). In addition, strategic implementation enables the supply chain to adapt to changing consumer demands and market circumstances. Strategic implementation may assist the county government in achieving its objectives in a more effective and efficient way by offering an organized approach to the development of supply chain services (Lambert & Enz, 2017).

Feng and Xiao (2018) argue that in order to adapt to the ever-shifting conditions of the business world, companies might take advantage of a variety of interventions. In some cases, it may be necessary to implement measures such as reorganizing the company's structure or providing more training for current employees. According to research by Dubey et al. (2017), there is a positive mediation between external forces and supplier relationship management that originates with top-level management commitment.

1.1.2 Supply Chain Function

The activities involved in acquiring, storing, and managing the movement of commodities from suppliers to clients are together known as the supply chain function (Buntin, 2020). Logistics is the systematic administration of the flow of items from their origin to the end consumer. It encompasses several activities such as sourcing, manufacturing, inventory management, shipping, warehousing, and customer support. Every firm necessitates a supply chain function in order to promptly respond to consumer needs, save expenses, and enhance profitability (Choi & Luo, 2019).

The Supply Chain Function in county government is responsible for the procurement, management, and distribution of goods and services to support the county's operations. This function includes the identification of goods and services needed, the development of specifications and contracts, the establishment of purchasing policies and procedures, the solicitation and negotiation of bids and contracts, and the receipt, authorization, and payment of invoices (Tarafdar & Qrunfleh, 2017).

To assess the entire effectiveness of the Supply Chain Function, key performance indicators (KPIs) such as cost savings, efficiency, customer service, and supplier performance should be employed (Karaman Kabadurmus, 2020). The county government should evaluate the Supply Chain Function's success by monitoring key performance indicators (KPIs) such as the number of orders completed, the cost of products, delivery time, and supplier performance. Furthermore, the county government should try to enhance overall Supply Chain Function performance by applying best practices and investing in technology, training, and resources (Leung., 2024).

The performance of Turkana County Government's supply chain role has been uneven. On the one hand, there have been some procurement and supply chain management accomplishments, with the county government developing a system to guarantee that products and services are bought in a transparent and cost-effective way (Ipek, 2018). This has reduced total expenditures while also lowering the possibility of corruption. On the other side, there are still places where the supply chain function's performance might be enhanced (Mukhamedjanova, 2020). There are challenges with data availability to aid decision-making, for example, as well as delays in the delivery of products and services. There is also a need to strengthen the logistics system so that products and services get at their destination on time (Hsie & Hill, 2021).

Strategic implementation has a significant impact on the performance of supply chain operations in Turkana County Government. Strategic implementation ensures that the government's supply chain activities are consistent with its overall goals and policies. This helps to guarantee that the supply chain is running in the most efficient and effective manner to satisfy the demands of the county (Mukhamedjanova, 2020). Strategic implementation also helps to guarantee that the supply chain is appropriately handled in terms of procurement, logistics, and inventory management. This helps to minimize expenses, enhance quality, and increase overall system efficiency (Lambert & Enz, 2017). When supply chain operations are adequately handled, the government's total productivity rises, leading to greater performance. Furthermore, good strategy implementation fosters confidence and cooperation between the government and its suppliers, which may lead to improved performance (Fernandes, 2018).

1.1.3 Turkana County Government

Turkana County is situated in northwestern Kenya, bordered to the north by Lake Turkana and to the north-east by Ethiopia. It is a semi-arid county with hard climate conditions, low population density, and inadequate infrastructure. Turkana is Kenya's fourth most populous county, with an estimated population of 1.4 million people in 2019 (Akall, 2021).

The Turkana County Government was established in 2013 following the adoption of the new constitution in 2010. The county is headed by a Governor elected by the people of Turkana, who is the chief executive and is responsible for the county's administration. The Governor is assisted by the County Executive Committee (CEC), which is made up of elected representatives from the various wards in the county. The County Assembly is responsible for the legislative functions of the county, and is composed of elected members from each of the wards (Akuja, & Kandagor, 2019).

The performance of Turkana County's government in managing and improving these areas has been mixed. While there have been notable efforts and some successes, such as the discovery of oil reserves and various infrastructural projects, overall development has been slow (Griffith et al., 2020). The supply chain functions within the county government, which are critical for delivering goods and services to the population, have often been hampered by inefficiencies, corruption, and a lack of strategic direction. These issues have led to delays in project implementation, wastage of resources, and inadequate service delivery (Busienei, et al., 2019).

1.2 Statement of the Problem

Kenya's constitution of 2010 instituted a decentralized system of governance, with counties serving as the fundamental administrative units (Apopa, 2018). However, the management of devolved finances has encountered numerous obstacles, impeding the execution of critical

development plans. As devolution represents a novel concept in Kenyan governance, county governments, akin to other organizations, grapple with challenges in translating strategies into actionable initiatives (Apopa, 2018).

The Turkana County Government has persistently grappled with inefficiencies within its supply chain functions, culminating in delays, escalated costs, and suboptimal service delivery. Despite formulating strategic plans aimed at enhancing supply chain operations, the county continues to confront persistent issues such as poor coordination, inadequate resource allocation, and misalignment between strategic objectives and operational activities (Turkana County Government, 2021). These challenges are compounded by factors like a weak organizational culture, lack of leadership commitment, and insufficient structural support. Consequently, the implementation of strategies often fails to translate into tangible performance improvements.

Studies by various authors for instance, Njiru (2019) investigates how the structure of commercial state firms in Kenya affects their bottom line. The economic success of commercial state corporations was influenced by their organizational makeup. Corporations with a commercial focus were the primary research object. Fidyah, and Setiawati, (2020). investigates the link between the culture of a company and its efficiency and effectiveness. Organizational effectiveness can be increased by the implementation of goal-oriented, task-oriented, employee-focused, culturally transparent, and professional metrics and practices. The research centered on a single school. Commercial banks in Kenya are the focus of research into the effects of company culture on output. The principles of commercial banking were based on the importance of reliability, flexibility, and an efficient network of communication. Commercial banks in Kenya were the primary research object.

1.3 Research Objective

1.3.1 General Objectives

The study sought to investigate the influence of strategic implementation on performance of supply chain functions of Turkana County.

1.3.2 Specific Objectives

- i. To investigate the influence of organizational culture on the performance of Turkana County's supply chain operations.
- ii. To evaluate the impact of senior management commitment on the performance of Turkana County's supply chain operations.
- iii. To assess the influence of organizational structure on the performance of Turkana County's supply chain functions.
- iv. To investigate the influence of the accessibility of resources on the performance of Turkana County's supply chain functions.

1.4 Research Hypotheses

The study sought to test the following hypotheses:

- i. **H₀₁**: The performance of Turkana County's supply chain services is unaffected by organizational culture.
- ii. **H₀₂**: Top management support has no discernible impact on Turkana County's supply chain performance.
- iii. **H₀₃**: The organizational structure of Turkana County has no substantial impact on the execution of its supply chain services.
- iv. **H₀₄**: Availability of resources has no significant effects on performance of supply chain functions of Turkana County.

1.5 Significance of the Study

1.5.1 Management of County Governments

The research will be valuable to county government management as it will provide them with insights into the significance of implementing strategies to enhance the performance of their supply chain operations. The research will provide valuable insights into the current supply chain procedures of the country and propose solutions to improve them. Additionally, it will provide data and evidence-based recommendations to assist the county in making informed decisions regarding its supply chain operations. This will aid firms in reducing expenses, enhancing productivity, and assuring better adherence to national rules and regulations.

1.5.2 National Government

The study will be useful to the national government since it will provide them with a comprehensive understanding of the country's supply chain operations. This will enable the national government to create rules and regulations that are particular to the country's supply chain operations. It will also provide the national government with insights on the effectiveness of current supply chain operations as well as ideas for how to improve them. This will help the national government ensure that the country's supply chain operations are efficient and adhere to national norms and regulations.

1.5.3 Scholars and Academicians

This study will be of great importance to scholars and academicians as it will enhance their comprehension of the supply chain operations in the county. The research project aims to offer valuable insights into the existing supply chain processes in the county and propose strategies for enhancing their efficiency. Moreover, it will furnish facts and recommendations based on evidence to enable the county to make well-informed judgments regarding their supply chain operations. This will facilitate the development of innovative theories and models pertaining to supply chain operations inside the county, thereby contributing to the advancement of knowledge in this field.

1.6 Scope of the Study

The objective of this study was to evaluate the influence of strategy implementation on the efficiency and effectiveness of supply chain operations in Turkana County's county administration. The analysis focused on the influence of independent elements, such as organizational culture, top-level management's support, structural design, and personal accountability, on the supply chain performance of Turkana County. The poll involved the participation of procurement officers from Turkana County Governments. This investigation employed a descriptive research methodology. The process of data collecting entailed the utilization of questionnaires, and the obtained findings were analyzed using the regression technique. The Turkana County Government was chosen as the focal point of the study due to its superior performance relative to the other 46 county governments in Kenya. This study examined the feasibility of conducting research in this county, as it was one of the counties held responsible for below-average outcomes. The research was conducted from July to August in 2022.

1.7 Limitations of the Study

The lack of access to relevant data and information was the key restriction of conducting research on the impact of plan execution on the performance of supply chain functions in Turkana County government. The county government's activities were not transparent, and access to internal papers and information was limited. As a result, gathering trustworthy and accurate data to assess the efficacy of plan execution in the county was challenging. Another drawback was the limited research resources available in Turkana County. Many government departments lacked the resources and infrastructure needed to undertake research. This made accurate and effective data and information collection challenging. Furthermore, the absence of trustworthy data and information made comparing the performance of Turkana County's supply chain functions with those of other counties, or even other nations, problematic. This restricted the scope of the study and made drawing significant findings difficult. Finally, the availability of research assistants to carry out the study was restricted, which caused the research to be delayed.

1.8 Assumptions of the Study

The researcher expected that the study participants would be eager and dedicated enough to complete the surveys. In addition, the researcher expected that there would be ample resources to successfully finish the study and promptly reach out to the relevant individuals. The analysis made the assumption that the implementation of the Turkana County Government's strategy would be successful in enhancing the efficiency of its supply chain operations. Furthermore, it was forecasted that the execution of the strategy was lead to enhanced efficiency in the supply chain activities of the Turkana County Government.

1.9 Definition of Terms

County Government: County government is a kind of local government in the United States that is structured on a county level. The county government is responsible for a wide range of services for its citizens, including law enforcement, public transit, parks and recreation, environmental protection, health care, and education (Hanaysha, 2016).

Organizational Capabilities: Relate to an organization's capacity to successfully acquire and deploy resources, procedures, and expertise in order to fulfill its objectives. It assesses a company's capacity to integrate, develop, and use its resources in a competitive setting (Dosi, et al., 2017).

Organizational Culture: Is a set of common assumptions, values, and ideas that determine how employees in a company interact with one another and with the outside world. It is a collection of norms, values, beliefs, and behavioral patterns that a group of people creates through time (Deresky, 2018).

Organizational Structure: Organizational structure is the framework of an organization, including its hierarchy, departments, roles, and responsibilities. It is the way an organization is structured and managed, and it defines how information flows between different levels within the company. It also defines the relationships between different divisions and departments, as well as how decisions are made and how authority is delegated (Wolf, 2017).

Strategy: It is a set of decisions and actions that organizations use to pursue their objectives and gain a competitive advantage in their industry. It involves defining the goals that an organization wants to achieve and the methods by which it will achieve them. It involves analyzing the company's internal and external environments, setting priorities, and allocating resources (Johnson et al., 2019).

Strategy Implementation: It entails the creation of particular strategies and processes in order to fulfill the organization's overarching goals and objectives. It entails identifying resources and tasks, creating deadlines, and tracking progress. It ensures that everyone participating in the plan understands what is expected of them and how to achieve it (Herbiniak, 2013).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter usually summarizes the literature review. It provides an overview of previous research on the issue under consideration and how it relates to the planned study. It is important to analyze previous research since it may serve as a basis for understanding the current level of knowledge in the subject and can aid in identifying gaps in existing research that can be addressed in the proposed study.

2.2 Theoretical Review

Focused on the theories used by the research. Sequential thinking theory, transformational leadership theory, holistic strategy implementation theory, and Theory of Strategic Planning are the theories. As shown below, the research evaluated theories related to the study variables and study conceptualization.

2.2.1 The Competing Values Framework (CVF) Theory

The Competing Values Framework (CVF) Theory, developed by Robert E. Quinn and John Rohrbaugh in their 1983 research article "A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis," suggests that organizations display unique cultural traits. These can be classified into four primary categories: clan, adhocracy, market, and hierarchy. Each category possesses distinct advantages, disadvantages, and impacts on the overall efficiency of the organization (Zeb et al., 2021).

The CVF Theory offers a valuable framework for comprehending the influence of organizational culture on the effectiveness of supply chain operations, specifically in Turkana County. The theory suggests that organizations may be classified into four different

cultural types: clan, adhocracy, market, and hierarchy. Each type has its own strengths and limitations that might impact the efficiency of the company (Alharbi & Abdelrahim, 2018). Implementing a clan culture within Turkana County's supply chain operations can improve collaboration and coordination among supply chain partners, such as suppliers, logistics providers, and end-users. This culture emphasizes teamwork, employee empowerment, and human resource development. This cultural approach promotes transparent communication, the exchange of information, and the development of trust-based relationships, all of which are essential for attaining supply chain integration and responsiveness (Botti et al., 2018).

Alternatively, a market culture, driven by competitiveness, achievement orientation, and a results-oriented mindset, could incentivize suppliers and other supply chain partners to continuously improve their performance in terms of cost, quality, and delivery. This cultural emphasis on external positioning and market superiority may encourage supply chain participants to adopt best practices, innovate, and strive for operational excellence, ultimately enhancing the overall performance of Turkana County's supply chain.

However, it is essential to note that the appropriate cultural orientation may vary depending on the specific goals and strategies of the county's supply chain operations. For instance, if the primary objective is to foster innovation and responsiveness in the supply chain, an adhocracy culture that promotes creativity, risk-taking, and adaptability may be more suitable. Conversely, if the focus is on establishing standardized processes, compliance, and operational efficiency, a hierarchical culture with an emphasis on rules, procedures, and control mechanisms could be more advantageous (Botti et al., 2018).

Empirical investigations have proven that the CVF theory is useful in comprehending how corporate culture and supply chain performance are connected. Ochieng and Muganda

(2021) assessed the impact of organizational culture on supply chain performance in the Kenyan tea industry. They employed the CVF theory to categorize the organizational cultures of tea makers into clan, adhocracy, market, and hierarchical cultures. According to Donar and Turaç (2018), their research showed that companies with a clan culture had better supply chain performance compared to companies with different cultural orientations. The authors ascribed this phenomenon to the collaborative and team-oriented characteristics of the clan culture, which can be especially beneficial in the Kenyan tea industry, where small-scale farmers have a crucial role in the supply chain.

2.2.2 Transformational Leadership Theory

James MacGregor Burns introduced the Transformational Leadership Theory in his influential book, "Leadership," which was released in 1978. Bernard M. Bass further developed and improved Burns's theory by introducing the concept of transformative leadership within the setting of organizations. The Transformational Leadership Theory suggests that leaders who inspire and motivate their followers to go beyond their own self-interests and strive for a greater purpose can enhance organizational performance by promoting commitment, empowerment, and a shared vision within their teams (Siangchokyoo et al., 2020).

The Transformational Leadership Theory offers a comprehensive theoretical framework for comprehending the possible influence of senior management dedication on the success of Turkana County's supply chain operations. As to this notion, transformational leaders have the capacity to inspire and motivate their followers to go beyond their own interests and achieve more than expected, resulting in improved organizational performance (Bush, 2018).

Senior management's commitment and transformative leadership can have a significant impact on Turkana County's supply chain operations in various ways. Transformational leaders possess the ability to clearly communicate a captivating vision for achieving supply chain excellence. They ensure that the county's supply chain strategy is in harmony with the overall aims and objectives of the business. Kwan's study (2020) By effectively conveying a distinct and motivating vision, top-level executives may cultivate a mutual comprehension and dedication among all participants involved in the supply chain, such as suppliers, logistics providers, and end-users.

Second, transformational leaders can set high performance standards and expectations for the county's supply chain operations. Turnridge and Côté (2018) establishing challenging yet achievable targets, senior management can motivate supply chain personnel to continuously improve processes, adopt best practices, and strive for operational excellence. This can lead to enhanced efficiency, cost savings, and improved service delivery to citizens. Third, transformational leaders can provide individualized support and coaching to supply chain managers and personnel. Reza (2019) recognizing individual needs and capabilities, senior leaders can empower and develop their teams, fostering a sense of ownership and commitment to the county's supply chain objectives. This personalized approach can facilitate knowledge sharing, problem-solving, and continuous learning, ultimately enhancing the overall performance of the supply chain.

Furthermore, transformational leaders can serve as role models, demonstrating the desired behaviors and values that align with the county's supply chain strategy. Asbari (2020) leading by example, senior management can inspire and motivate supply chain personnel to embrace

change, innovative thinking, and a customer-centric mindset, which are essential for achieving superior supply chain performance.

Similarly, Zhang and Low (2019) conducted research on the importance of transformative leadership in supply chain management in a Chinese environment. According to the findings, transformational leadership has a beneficial impact on supply chain integration, supplier cooperation, and supply chain performance. Top management may express a clear vision for supply chain management, set high performance goals, and offer supply chain managers with customized assistance and direction. This may lead to greater supplier and customer integration, higher supply chain efficiency and effectiveness, and overall supply chain performance.

2.2.3 The Contingency Theory Supports

James MacGregor Burns first presented the Transformational Leadership Theory in his seminal 1978 book, "Leadership." Bernard M. Bass subsequently built upon and refined this theory by introducing transformative leadership concepts specific to organizational contexts. The Transformational Leadership Theory asserts that leaders who inspire and motivate their followers to move beyond personal interests and strive for a higher purpose can improve organizational performance by nurturing commitment, empowerment, and a unified vision among their teams (Siangchokyoo et al., 2020). This theory offers a comprehensive framework for understanding how senior management's commitment can impact the effectiveness of supply chain operations in Turkana County. Transformational leaders have the ability to inspire their followers to exceed their personal goals and achieve results beyond expectations, which leads to improved organizational performance (Bush, 2018).

The commitment and visionary leadership of senior management can significantly affect Turkana County's supply chain operations. Transformational leaders can articulate a compelling vision for achieving supply chain excellence, ensuring that the county's strategy aligns with its broader goals. As noted in Kwan's 2020 study, top executives who effectively communicate a clear and motivating vision can cultivate a shared understanding and dedication among all stakeholders in the supply chain, including suppliers, logistics providers, and end-users.

According to Mole et al. (2017) on the other hand, if the supply chain functions involve routine, standardized processes with minimal changes, a more mechanistic or hierarchical organizational structure may be more appropriate. This structure, with clearly defined roles, centralized decision-making, and strict rules and procedures, can promote efficiency, control, and consistency in supply chain operations.

Furthermore, the Contingency Theory suggests that the county's organizational structure should be aligned with its supply chain strategy. If the county's strategy focuses on cost efficiency and operational excellence, a more centralized and hierarchical structure may be beneficial for achieving economies of scale, standardization, and tight control over processes. However, if the strategy emphasizes responsiveness, innovation, and flexibility, a more decentralized and organic structure may be more suitable, enabling rapid decision-making and adaptation to changing market conditions (Maletič et al., 2018).

Empirical studies have supported the application of the Contingency Theory in the context of supply chain management. For instance, Oliva and Watson (2009) found that firms with a more organic organizational structure exhibited better supply chain responsiveness, while firms with a more mechanistic structure performed better in terms of supply chain efficiency.

Su and Tsai (2018) reinforce the Contingency Theory by emphasizing the need of matching organizational structure with supply chain complexity. According to the report, a more complex supply chain necessitates a more dispersed and flexible organizational structure in order to achieve greater performance.

2.2.4 The Resource-Based View (RBV) Theory

Birger Wernerfelt presented the Resource-Based View (RBV) Theory in his influential 1984 work titled "A Resource-Based View of the Firm." Scholars like Jay Barney had a significant role in advancing and promoting the theory during the 1990s. The Resource-Based View Theory provides a beneficial framework for comprehending the influence of resource availability on the implementation of supply chain activities in Turkana County. Lubis (2022) states that an organization's competitive edge and success rely heavily on its capacity to obtain, cultivate, and efficiently exploit resources that possess value, rarity, are challenging to copy, and cannot be substituted.

In Turkana County, the efficiency and effectiveness of supply chain operations are closely tied to the availability and management of resources. These resources include both tangible assets—such as warehouses, transportation vehicles, and IT infrastructure—and intangible assets—such as human capital, expertise, and organizational processes (Assensoh-Kodua, 2019).

Turkana County can enhance its supply chain efficiency by optimizing its unique and valuable resources, such as cutting-edge logistics infrastructure, advanced supply chain management systems, and highly skilled professionals. Modern warehouse facilities can improve inventory management, shorten lead times, and ensure timely deliveries. Additionally, sophisticated supply chain management systems can enhance real-time

monitoring, data-driven decision-making, and effective collaboration with supply chain partners (Miller, 2019).

Conversely, if Turkana County encounters resource constraints—such as limited financial resources, insufficient infrastructure, or a shortage of skilled personnel—it may face challenges in effectively managing its supply chain operations. Such limitations can result in inefficiencies, delays, and suboptimal performance in procurement, transportation, and inventory management (Freeman et al., 2021).

The RBV Theory also emphasizes the importance of developing inimitable and non-substitutable resources, such as unique supply chain processes, proprietary technologies, or a strong organizational culture centered around supply chain excellence (Beamish & Chakravarty 2021). These resources can provide Turkana County with a sustainable competitive advantage in its supply chain operations, enabling it to differentiate itself from other counties and deliver superior service to its constituents.

Empirical studies have demonstrated the applicability of the RBV Theory in the context of supply chain management. For instance, Beamish and Chakravarty (2021) found that firms with superior supply chain resources and capabilities exhibited better supply chain performance, including improved operational and financial performance.

According to the RBV theory, the availability of resources such as skilled labor, transportation infrastructure, and technology can have a significant impact on the performance of supply chain activities such as procurement, transportation, and warehousing in Turkana County. For example, the availability of trained labor and technology may help the county to establish more effective procurement procedures, while improved transportation infrastructure may enable the county to deliver products and services to clients

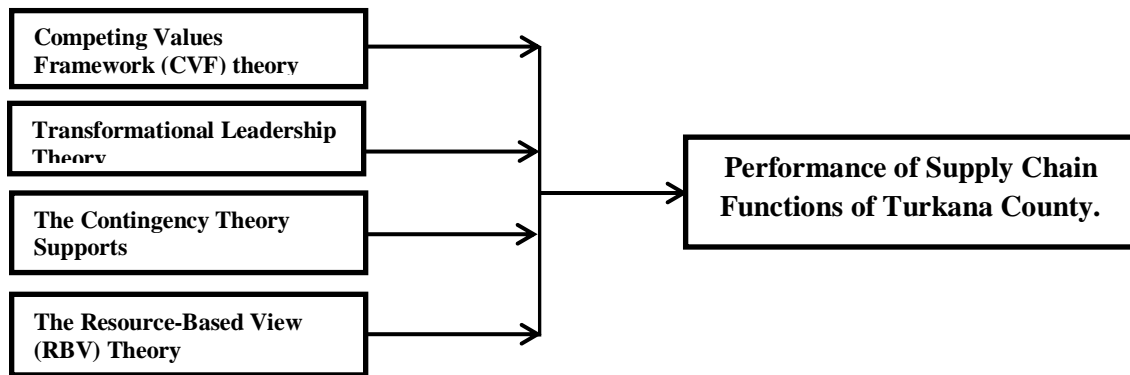
more quickly and reliably (Donnellan & Rutledge, 2019). As a result, the RBV theory may help explain why some organizations (or countries) are more successful than others in their supply chain activities, as well as providing a framework for identifying and harnessing the critical resources and competencies that enable better performance.

2.3 Theoretical Framework

It provides researchers with a fundamental structure to help them better understand the topic they are studying and to help them develop hypotheses, guide data collection, and analyze results. The theoretical framework is not always explicitly stated in an academic paper, but rather it is implied through the research that is being conducted. The theoretical framework serves as a roadmap that guides the research process and helps researchers to understand the relationships between the various components of their research. This framework helps researchers to assess the validity and reliability of the results, as well as to generalize the findings to other contexts

Figure 2. 1:

Theoretical Framework



Source: Author (2023)

Dependent Variable

2.3 Empirical Review

An Empirical Literature Review is a research methodology employed to analyze existing research pertaining to a certain topic. Literature review involves the collection and assessment of existing published material, such as scholarly papers, books, and reports, to identify recurring themes and developments in the literature. The objective of an empirical literature review is to enhance understanding of the present knowledge on a particular issue and to pinpoint areas that necessitate further investigation.

2.3.1 Organization Culture on Supply Chain Functions

Organizational culture encompasses the shared values, beliefs, norms, and practices that influence the operations of a firm and shape the attitudes and behaviors of its employees. The corporate environment is a crucial component that shapes the dynamics of employee interactions, as well as their relationships with stakeholders within the company and the external world. (Zhang & Cao, 2018). The effectiveness of the supply chain function is significantly influenced by the organizational culture of the enterprise. The influence of

organizational culture on employee behavior is significant, and this, in turn, affects the overall performance of the supply chain (Altay et al., 2018). An influential corporate culture that prioritizes cooperation, communication, and collaboration cultivates an environment where individuals are more willing to work together to address challenges and achieve common goals. In contrast, a culture that is weak or unfavorable can result in dysfunctional behaviors such as the formation of isolated groups, lack of trust, and resistance to change. These behaviors, in turn, hinder the effectiveness of the supply chain.

Dubey et al. (2017) conducted a quantitative survey to investigate the influence of strategic integration on the performance of the supply chain. Their study utilized Structural Equation Modeling (SEM) to analyze the data and found that strategic integration has a considerable positive impact on supply chain performance by improving coordination and communication. This discovery emphasizes the significance of synchronizing supply chain procedures with overall organizational strategy in order to attain optimal performance.

Kurniawan et al. (2017) conducted a cross-sectional survey to investigate the influence of supply chain management methods on competitive advantage and organizational performance. The study utilized regression analysis to demonstrate that the implementation of efficient supply chain management strategies had a favorable impact on both competitive advantage and overall organizational performance. This study emphasizes the clear relationship between strong supply chain strategy and the competitive posture of companies.

Alicke et al. (2017) employed a mixed methods approach, integrating surveys and case studies to examine supply chain management from a strategic standpoint. By employing factor analysis and case study analysis, they discovered that aligning supply chain activities strategically results in enhanced performance and increased customer satisfaction. This study

highlights the importance of adopting a comprehensive approach in managing supply chain operations in order to improve customer-focused results.

Hugos (2024) conducted a quantitative survey to investigate the correlation between employee involvement, partnership management, and supply performance. The study employed route analysis to demonstrate that increased levels of employee involvement and partnership management lead to improved supply performance. This discovery implies that the implementation of inclusive management principles and the establishment of strategic alliances are crucial for attaining exceptional results in supply chain operations.

In their study, Dubey et al. (2017) utilized a cross-sectional survey to evaluate the influence of supply chain integration on performance. They employed multivariate analysis to interpret the collected data. Their research unveiled that the integration of supply chain has a good effect on performance, although the extent of this impact may vary depending on the specific organizational context and environment. This study demonstrates the conditional nature of supply chain tactics, where the efficacy of integration is influenced by unique situational conditions.

Jadhav et al. (2019) employed case study research to find performance indicators in agri-food production chains. The study demonstrated that performance measures such as efficiency, adaptability, and responsiveness play a vital role in enhancing supply chain operations, as determined by descriptive and comparative analysis. This emphasizes the significance of customized performance indicators in efficiently managing supply chain operations.

Singh et al. (2021) conducted a quantitative survey to examine the impact of supply chain management methods, integration, and competition competence on performance. The study

utilized SEM (Structural Equation Modeling) for data analysis and found that implementing integrated supply chain strategies leads to improved performance by enhancing competitive capacities. This discovery provides evidence that the combination of integration and strategic management plays a crucial role in determining the competitive performance of supply chains.

Njagi and Muli (2020) conducted a cross-sectional survey in Kenya to investigate the impact of strategy execution on the performance of manufacturing enterprises. Their study found that the successful implementation of strategies had a favorable impact on the performance of manufacturing companies in Kenya, using regression analysis. This research emphasizes the crucial importance of effectively carrying out strategic plans in order to enhance the performance of industrial sectors in the Kenyan setting.

Omondi and Wachiuri (2022) performed a descriptive survey to examine the impact of supply chain management methods on the performance of steel manufacturing enterprises in Kenya. The study demonstrated that implementing strong supply chain management methods results in substantial enhancements in the performance of steel manufacturing enterprises, as indicated by correlation and regression analysis. This discovery emphasizes the significance of strategic supply chain techniques in improving the operational efficiency and competitiveness of manufacturing companies in Kenya.

Li et al. (2020) conducted a study to investigate the impact of corporate culture on supply chain resilience in a separate research project. The researchers found that a robust organizational culture characterized by trust, cooperation, and communication had a positive impact on supply chain resilience, while a weak culture had a negative effect on resilience. The authors found that organizational culture played a crucial role in promoting supply chain

integration, leading to improved supply chain performance. The study uncovered four cultural attributes that have a beneficial impact on supply chain integration: Collaboration, cooperation, trust, and communication are essential elements for effective teamwork.

An essential element of a healthy company culture is the dedication to ongoing enhancement. Organizations can optimize the effectiveness of their supply chain services by fostering a culture of continuous improvement and innovation among personnel. An optimistic company culture can also contribute to cost reduction. When employees experience a sense of appreciation and value, they tend to exhibit higher levels of productivity and engagement, leading to a potential decrease in operating expenses. In addition, firms that promote collaboration and communication can decrease the necessity for redundancies and duplicate procedures, leading to cost savings.

Fernandes (2018) argues that an organization's culture determines acceptable behavior. Leaders in this group construct a set of norms and ideals that everyone adheres to. Members' perceptions of themselves, the dynamics inside the group, their relationships with others, and their hopes for the future all reflect the organization's culture. Standardized beliefs about what constitutes good and wrong conduct and what constitutes acceptable behavior in various settings form the basis of a society's cultural norms. In a recent study (Fernandes, 2018).

A company's culture is its cherished beliefs, norms, and policies. The existing culture is reflected in the employees' perspectives, attitudes, interests, and mentalities. This has repercussions on any job process, some of which may be beneficial, while others may be detrimental. Employees that have a positive outlook on their work will have an easier time

putting strategic plans into action, as they will view any obstacles they encounter along the way as opportunities to learn and grow rather than reasons to give up (Shaari, 2019).

We may find signs of an organization's culture practically anywhere if we know what to look for. The language and vocabulary used in daily interactions reflect this. In addition, it can be seen in the physical objects used and displayed by the company. The way we are treated as customers and the physical items we encounter that demonstrate a dedication to our satisfaction are two examples of how a company's culture may be readily discerned. In certain cases, the company's culture is subtler and requires some 'reading' (Shaari, 2019).

Indiya, et al (2018) argued that the group's shared identity determines not only the daily interactions, but also the permitted acts, and the power allocations in the organizational structures. Equally important when trying to put a strategic strategy into action is responding to the external environment. The culture of an organization and its relationship to its implementation will be influenced by the organization's surroundings, as Shaari (2019) points out. Adaptability and mission-oriented cultures, he thinks, are appropriate for an outwardly focused organization, whereas a clan-based or bureaucratic culture is more in keeping with an inwardly focused one. Daily interactions, appropriate and inappropriate behavior, and the distribution of authority and status are all shaped by the culture of an organization, which, according to Pardede and Kovač (2023) necessitates a sense of shared identity and belonging.

Hsieh and Hill (2021) call this collection of assumptions that they only gave cursory attention to the model of an organization. As Geissdoerfer and Evans (2018) noted, shared values, beliefs, and customs are the backbone of any community's culture. The structure, management methods, and the individuals who create norms all interact with the shared

values and beliefs of an organization's members. Business culture develops when employees receive social training that sticks. What worked well in the past can be an indicator of what will be successful for the next generation of workers. That way of thinking and behaving is just how I always have done it.

According to Hrebiniak (2013), a company's corporate culture consists of its major beliefs, business principles, customs, ingrained behaviors, job practices, and style of operation, all of which shape the company's internal work atmosphere and give it a sense of identity. The corporate culture is described as the "genes" of the company (Hantang, 2005). But corporate culture does more than just improve an organization's ability to try new things; it also propels it to greater heights of success.

Organizational cultures that put an emphasis on employee participation, open communication, and job security have been shown to account for a portion of the superior performance of Japanese firms compared to those of the United States (Harrington, 2006). Therefore, it is important for businesses to lay out their strategies and declare their goals in order to foster an ingrained company culture that will sustain the company's strategy over time. The field of organizational culture studies emerged in the 1980s, and in the decades afterwards, it has been absorbed by evolving human lifestyles and philosophies to usher in a brand-new era of businesses.

Most people agree that companies that actively encourage open lines of communication among their ranks and inspire workers to question long-held assumptions are more likely to create a positive culture in the workplace (Tampoe & Macmillan, 2000). When it comes to employee-related characteristics like commitment, contentment, cohesion, performance, and

strategy implementation, an organization's culture is only as strong as the management's recognition of the cultural foundations it rests on (Slater & Olson, 2001).

Many researchers have tried and failed to formulate adequate conceptual models to examine the impact of structure on (Sterling, 2003). Only businesses who fully implement their plans will be able to provide services as efficiently as possible to their customers. Yet, the impact of culture on the execution of strategies has been the subject of surprisingly little research (Schiffman & Kanuk, 2014). The implementation process takes into account the role of culture as a motivating and unifying force. Cultures that aid in the successful implementation of a company's strategic goals must be evaluated.

In the 1980s, there was an explosion of research into the impact of company culture on various operational factors. Managers in the 1980s, according to Sterling (2003), grew more interested in the concept of organizational culture as they became aware of the effects it can have on their teams and the company as a whole. Since then, this significant problem has been defined in scholarly journals. The rules of behavior, leadership styles, administrative procedures, rituals, and customs that are universally accepted and practiced by a group are all examples of what are referred to as "organizational culture" (Fidyah & Setiawati, 2020). It has also been defined as the set of common ideas, ideals, values, assumptions, beliefs, expectations, conventions, and practices among a group of people (Hanaysha, 2016). The human innovation that fosters community and purpose, which in turn increases motivation to work hard (Kurniullah, et al., 2020). An organization's culture is its set of values and beliefs how they interact with its employees, management, and other institutional factors to shape acceptable patterns of conduct throughout the enterprise.

According to Thompson, et al. (2007) hypothesis, there exists widespread agreement on a comprehensive definition. According to Tawse and Tabesh, (2021), successful businesses exhibit robust cultures. Lidija and Marjan, (2016) implies that globalization has an impact on an organization's culture as well as, it contributes to the creation of some significant forms of organizational culture. Establishing a metric for classifying company culture is difficult. Nevertheless, the Cameron and Quinn model and the Competing Values Framework are mentioned in the research (CVF). Despite the proliferation of competing cultural frameworks, CVF has proven to be both comprehensive and useful in numerous international empirical research. Both the CVF model developed by Quinn and the Cameron use two variables in order to categorize cultural practices.

Using Webber's bureaucracy theory as a starting point, Cameron and Quinn's model demonstrates how a culture of hierarchy places a premium on maintaining dominant traits, internal efficiency, and the efficacy of collaboration. In the clan culture, in which adaptability is prized above rigidity, the focus is on personal, rather than external, problems. Teamwork, collaboration, and corporate dedication are venerated in this setting. The market culture is very controlling and concentrates on the outward appearance of the company. This culture is used by businesses that want to improve their competitiveness and output by encouraging employees to avoid change and instead focus on what's happening around them (Hantang, 2005). Cultures that are geared toward adhocracy are fast-moving and innovative, with an emphasis on taking risks and trying new things.

When an organization's various cultures come together to prioritize effectiveness and the completion of its primary mission, the goals of the various parts of the company can begin to converge (Mudany et al.,2020). Things like meeting or exceeding customers' expectations

for product delivery times and product sales volumes are examples. By ensuring that everyone's efforts within the organization are focused on the organization's goals and strategic importance, this improves productivity and performance. This ensures that the underlying culture is consistent with the plan being implemented. For such an amalgamation to be successful, the organization's processes, rules, practices, and procedures must be in sync with, and supportive of, the goals that are defined. This aids in strategy implementation and ensures the organization's culture remains upright (Ndegwa., 2022).

When a business can compete successfully in the global market, it is a sign that its culture is in sync with its strategic goals. An organization's culture facilitates the individual and collaborative efforts of its leaders in the creation of long-term objectives and objectives. Some of these strategies include forming new partnerships and reviving dormant ones so that the best possible products and services can be offered to consumers all around the world (Gutterman, 2023).

2.3.2 Top Management support on Supply Chain Functions

Is critical for any organization's performance, including supply chain activities. The senior management of a company is crucial in determining the direction, developing the vision, and providing the resources required to achieve the business's objectives (Lambert & Enz, 2017). Top management support is critical for supply chain function performance because it ensures that the appropriate resources are available, goals are aligned, and initiatives are executed quickly. According to research, senior management assistance has a considerable favorable influence on supply chain function performance (Copacino, 2019).

Tarafdar and Qrunfleh (2017) conducted a quantitative survey to investigate the influence of strategic integration on the performance of the supply chain. Through the utilization of

Structural Equation Modeling (SEM), the researchers discovered that strategic integration has a substantial impact on supply chain performance by effectively improving coordination and communication. This discovery emphasizes the significance of synchronizing supply chain procedures with wider organizational policies in order to attain optimal performance. Tarafdar and Qrunfleh (2017) conducted a study to investigate the impact of supply chain management methods on competitive advantage and organizational performance. Their regression study showed that effective supply chain management has a beneficial impact on competitive advantage and overall performance. This study emphasizes the significant correlation between a well-established supply chain strategy and a company's competitive advantage.

Meredith and Shafer (2023) employed a mixed-methods methodology, including surveys and case studies, to examine supply chain management from a strategic vantage point. Through their factor and case study investigations, it was discovered that strategically coordinating supply chain activities results in improved performance and heightened customer satisfaction. This study emphasizes the importance of adopting a comprehensive approach to managing supply chain operations in order to obtain outcomes that prioritize the needs and satisfaction of customers.

Soares et al. (2017) conducted a quantitative survey to investigate the correlation between employee engagement, partnership management, and supplier performance. Through their examination of the route, they found that increased employee involvement and efficient partnership management have a direct positive impact on supply performance. This discovery emphasizes the significance of implementing inclusive management techniques and forming strategic alliances in order to attain exceptional outcomes in the supply chain.

Blanchard (2021) conducted a cross-sectional survey to evaluate the impact of supply chain integration on performance, utilizing multivariate analysis to analyze the data. The study found that the integration of supply chains has a good impact on performance. However, the degree of this impact may vary depending on the organizational structure and circumstances. This research demonstrates that the effectiveness of integration tactics depends on particular situational conditions.

Kshetri (2018) utilized case study research to find performance indicators in agri-food production chains. The study determined that criteria such as efficiency, adaptability, and reactivity are essential for enhancing supply chain operations. This highlights the significance of customized performance metrics in efficiently overseeing supply chains.

Bag et al. (2020) conducted a quantitative survey to evaluate the influence of supply chain management strategies, integration, and competitive capabilities on performance. By employing SEM (Structural Equation Modeling) for data analysis, researchers discovered that implementing integrated supply chain strategies improves performance by enhancing competitive capacities. This emphasizes the concept that the strategic incorporation and control of many elements are crucial for enhancing competitive performance.

Ochieng and Muganda (2021) conducted a cross-sectional survey in Kenya to examine the impact of strategy implementation on the performance of manufacturing firms. Their regression analysis revealed a strong correlation between successful strategy execution and industrial performance in Kenya. This emphasizes the crucial requirement for effective execution of strategies to enhance the performance of the industrial sector in the country.

In their study, Omondi, and Wachiuri, (2022) performed a descriptive survey to examine how supply chain management strategies affect the performance of steel manufacturing

enterprises in Kenya. Their correlation and regression study demonstrated that implementing strong supply chain management methods resulted in substantial enhancements in performance. This discovery highlights the need of employing strategic supply chain techniques to improve operational efficiency and competitiveness in Kenya's manufacturing industry.

Busse et al. (2017) discovered that top management support had a considerable favorable influence on supply chain performance. The research evaluated 192 Malaysian manufacturing enterprises and found that top management support improves supply chain performance by boosting communication.

Management's commitment to the supply chain has a substantial influence on supply chain performance in addition to its impact on strategy execution. According to Pagany (2020), supply chain management entails coordinating numerous tasks like as procurement, manufacturing, and distribution to guarantee timely and effective delivery of goods and services to clients. The assistance of management for these roles may enhance supply chain performance in a variety of ways.

For starters, management's dedication guarantees that the supply chain is appropriately monitored and controlled, reducing order processing delays, lowering inventory costs, and improving customer satisfaction. According to Gong et al. (2018), successful supply chain management requires real-time insight into order status and inventory levels, which may be done by using sophisticated technology such as RFID and GPS monitoring. When management supports the use of these technologies, it allows for improved supply chain decision-making and performance.

Second, management's support for supply chain functions fosters creativity and experimentation, enabling new ideas and technologies to be evaluated and adopted, resulting in additional supply chain improvements. According to Frazelle (2020), in a continually changing corporate environment, innovation is critical for increasing supply chain performance. When management encourages experimentation and risk-taking, it develops an innovative culture that may lead to considerable supply chain improvements.

Employee morale and engagement might benefit from management's dedication to the supply chain. Wong et al. (2020) state that efficient supply chain management requires cooperation and coordination across many departments and roles. When management shows its commitment to the supply chain, it communicates to workers that their job is appreciated and significant, which may lead to higher engagement and productivity. Furthermore, it is essential to highlight that budgeting methods play a vital part in the execution of strategic objectives. Preexisting management controls, such as budgeting processes, may have a significant impact on the effectiveness of a company's plan implementation, as stated by Chen et al. (2021). Upper-level managers' and executives' commitment and support are critical to the effective execution of strategic goals. This implies that CEOs should be engaged at all levels of planning, including departmental planning, and should be accountable for driving the implementation process and providing continuous support.

According to Bag et al. (2021), the absence of top-level management support can lead to mistrust and low morale among employees, ultimately leading to reduced productivity. It is therefore important for top managers to actively pursue the company's vision and mission statement and goals, rather than simply storing them away. Kim and Chai (2017) emphasizes the importance of top-level managers demonstrating their dedication to the effort in order to

successfully implement the plan. They should not assume that middle and lower-level managers already share their understanding of the strategic plan's implementation, reasoning, and urgency.

Foster and Gardner (2022) argue that while management may focus on creating a mission statement, they often overlook the task of creating performance indicators. This is because developing performance metrics can be a tedious and frustrating task, and executives may prefer to engage in big picture thinking by creating vision statements. However, they may fail to produce immediate outcomes in the field if they neglect to create measurable performance indicators.

2.3.3 Organizational Structure on Supply Chain Functions

Organizational structure refers to how a company arranges its resources and activities to achieve its objectives. It encompasses reporting relationships, decision-making processes, and communication channels (Tarafdar & Qrunfleh, 2017). The degree of integration between different functional areas of an organization is a critical factor that affects supply chain performance. A company that is well integrated, with strong communication between departments such as marketing, production, and logistics, is more capable of promptly and effectively responding to fluctuations in demand and disruptions in the supply chain (Lambert & Enz, 2017).

In their key book, "The Management of Innovation," Khalil et al. (2019) investigated the correlation between organizational structure and creativity. By employing comparative case studies and qualitative comparison analysis, the researchers discovered that organic organizational structures, which are known for their flexibility and decentralization, improve supply chain performance by fostering adaptability and creativity. Their research highlights

the significance of an adaptable organizational framework in effectively addressing shifts in the supply chain landscape.

Joseph and Gaba (2020) did a study on the Structuring of Organizations, using theoretical analysis and case studies to examine the effects of various organizational structures on efficiency. Mintzberg's qualitative investigation demonstrated that architectures that strike a balance between complexity and decentralization enhance supply chain efficiency by facilitating improved communication and collaboration. This study emphasizes the importance of adopting a well-rounded strategy in organizational design in order to maximize the efficiency of supply chain operations.

Gong et al. (2018) investigated the impacts of differentiation and integration within intricate organizations. Through the use of empirical research and statistical analysis, it was discovered that increased levels of differentiation and integration result in improved supply chain performance. This is mostly due to the benefits of expanded specialization and efficient communication across different departments. This study highlights the need of specialized units and cohesive integration in attaining exceptional supply chain results.

Blanchard (2021) utilized case study technique and qualitative analysis to investigate the influence of organizational design on the efficiency of information processing, as discussed in his publication "Organization Design: An Information Processing View." The study demonstrated that the use of information processing systems that are optimized for efficiency can enhance supply chain performance by facilitating prompt decision-making and responsiveness. Galbraith's research emphasizes the crucial significance of information dissemination in the management of supply chains.

Ivanov (2018) investigated the relationship between organic organizational structures and innovation through survey research and correlation analysis. Their study revealed that low formalization and high decentralization in organic structures enhance supply chain innovation and performance. This research supports the notion that less rigid structures foster a more innovative and responsive supply chain environment.

Singh et al. (2021), in *Organizations in Action*, conducted theoretical analysis and case studies to explore how organizations manage uncertainty. Using qualitative analysis, Thompson revealed that structures incorporating buffer mechanisms to reduce uncertainty improve supply chain performance by ensuring stability and predictability. This study highlights the importance of managing external uncertainties through organizational design.

Gölgeci and Kuivalainen (2020) examined the role of strategic choice in organizational structure, environment, and performance using cross-sectional surveys and multivariate analysis. The study revealed that organizations aligning their structures with environmental demands achieve better supply chain performance through enhanced alignment and coherence. Child's research underscores the strategic aspect of organizational design in optimizing supply chain functions.

In Kenya, Wanjiru (2021) explored the influence of organizational structure on supply chain efficiency in state corporations. Utilizing a descriptive survey and regression analysis, their study revealed that decentralized structures significantly enhance supply chain efficiency by improving decision-making speed and flexibility. This research illustrates the benefits of decentralized decision-making in public sector supply chains.

A company that is well integrated, with strong communication between departments such as marketing, production, and logistics, is more capable of promptly and effectively responding to fluctuations in demand and disruptions in the supply chain (Lambert & Enz, 2017).

In their key book, "The Management of Innovation," Khalil et al. (2019) investigated the correlation between organizational structure and creativity. By employing comparative case studies and qualitative comparison analysis, the researchers discovered that organic organizational structures, which are known for their flexibility and decentralization, improve supply chain performance by fostering adaptability and creativity. Their research highlights the significance of an adaptable organizational framework in effectively addressing shifts in the supply chain landscape.

Joseph and Gaba (2020) did a study on the Structuring of Organizations, using theoretical analysis and case studies to examine the effects of various organizational structures on efficiency. Mintzberg's qualitative investigation demonstrated that architectures that strike a balance between complexity and decentralization enhance supply chain efficiency by facilitating improved communication and collaboration. This study emphasizes the importance of adopting a well-rounded strategy in organizational design in order to maximize the efficiency of supply chain operations.

Gong et al. (2018) investigated the impacts of differentiation and integration within intricate organizations. Through the use of empirical research and statistical analysis, it was discovered that increased levels of differentiation and integration result in improved supply chain performance. This is mostly due to the benefits of expanded specialization and efficient communication across different departments. This study highlights the need of specialized units and cohesive integration in attaining exceptional supply chain results.

Blanchard (2021) utilized case study technique and qualitative analysis to investigate the influence of organizational design on the efficiency of information processing, as discussed in his publication "Organization Design: An Information Processing View." The study demonstrated that the use of information processing systems that are optimized for efficiency can enhance supply chain performance by facilitating prompt decision-making and responsiveness. Galbraith's research emphasizes the crucial significance of information dissemination in the management of supply chains.

Furthermore, an effective organizational structure can ensure that supply chain operations align with the company's overall goals and objectives. It can also provide clarity on who is responsible for decision-making and accountable for the outcomes of those decisions, thus ensuring that the supply chain runs smoothly without unnecessary delays or disruptions (Luthra, & Mangla, 2018).

A well-designed organizational structure can support a flexible supply chain that can respond quickly to shifting demand. Through having the appropriate people working in the appropriate roles and sufficient resources available, the supply chain can adapt swiftly to changes in demand and supply. This can benefit both the overall effectiveness of the supply chain and the tasks it performs (Miller, 2019).

Karaman Kabadurmus (2020) once said, Structure follows strategy, which means that an organization's organogram, which includes job assignments, resource distribution, reporting relationships, and overall structure, must be cohesive and coordinated to perform at its best in accordance with its strategic choice. Successful strategy execution can be ensured by adapting the organizational structure to the strategy. However, with devolution came a plethora of new positions within county governments, such as governor, assembly members,

executive branch, town administrator, ward administrators, village administrators, and so on. Because a large breadth of control breeds bureaucracy, this poses a difficulty for putting strategies into action in some cases (Tawse & Tabesh 2021).

The transnational organization leverages the benefits of local responsiveness from an international subsidiary and the coordination advantages of a global product firm. By employing cross-departmental teams, team-based architectures can effectively incorporate both horizontal and vertical coordination. Another organizational style is the project-based model, where teams are created to accomplish a specific project and then dissolved afterwards (Liaros, 2019).

According to research by Kwan (2020), there is a difference between mechanistic and organic organizational structures that corresponds to a company's information-processing capabilities. Mechanistic organizational structures are highly codified, non-participatory, hierarchical, regulated, and inflexible. In contrast, an organic structure is characterized by its low formality, widespread distribution of power, free flow of information, and adaptability. Bush (2018) pointed out that high centralization and relational complexity are characteristic features of mechanistic organizational structures. This is because managers in such structures must coordinate the activities of the organization to achieve their vision for planning, control, decision making, and management. On the other hand, organic structures are better suited to industries with low rates of technical and market change, as they enable management to keep an eye on efficiency and quality. Mechanistic structures, with their knowledge-based task specialization, are best suited to perform one-off jobs that are constantly evolving. However, a corporation with a simple structure, where the owner makes all important decisions, may hinder growth. The centralized nature of strategic decision-making and the weight given to

different functions can result in inter-functional disputes in a functional organization (Bush, 2018).

Although duplication of effort may increase costs, a divisional organization still maintains functional specialization within each division (Pearce & Robinson, 2011). In a highly dynamic, complicated, adversarial, and uncertain world where organizations must be led towards constant change, learning, and innovation, formalization and decentralization improve performance (Mole et al., 2017).

The relationship between organizational structure and organizational processes is crucial in strategy execution (Lubis, 2022). The way an organization conducts its business can either facilitate or impede the successful execution of its strategy. Organizational processes can be classified as either input/output or direct/indirect. The inputs process is based on the resources used in the plan, particularly monetary and human investments. All processes involved in producing the final product work to ensure success. In contrast to the hands-off nature of indirect controls, their direct counterparts require constant monitoring. Depending on the strategic challenges it faces, some of these factors may be more significant for a given organization than others (Beamish & Chakravarty, 2021).

2.3.4 Availability of Resources on Supply Chain Function

The presence of resources is a crucial element that significantly affects the execution of supply chain functions. Resources like as raw materials, transportation, buildings, equipment, and human capital are necessary for conducting supply chain activities. Efficient resource utilization is crucial for maintaining a seamless and prosperous supply chain (Bäckstrand & Fredriksson, 2022). Lack of proper or sufficient resources might adversely affect the operation of the supply chain. A lack of raw materials can lead to manufacturing delays, stockouts, missed revenues, and dissatisfied consumers. Likewise, a lack of transportation resources can lead to delays in delivery and increased transportation expenses. Lack of sufficient resources can lead to delays, inefficiencies, and disruptions in the supply chain, which can undermine the overall performance of the supply chain (Brusset & Teller, 2017).

Tarafdar and Qrunfleh (2017) in his seminal work, firm resources and sustained competitive Advantage, presented a theoretical framework that emphasizes the significance of firm resources. Utilizing qualitative analysis, Barney revealed that firms with valuable, rare, and inimitable resources achieve sustained competitive advantage, leading to superior supply chain performance. This study underscores the importance of strategic resource management in maintaining competitive positioning.

Dubey et al. (2017) explored the impact of logistics and supply chain management in his case study research. Through qualitative content analysis, the study revealed that resource availability, particularly in terms of technology and infrastructure, significantly enhances supply chain agility and responsiveness. Christopher's findings highlight how advanced logistics capabilities can drive superior supply chain outcomes.

Copacino (2019) examined supply chain redesign through an empirical study employing regression analysis. Their research revealed that adequate financial and human resources are critical for successful supply chain redesign and improved performance. This study underscores the importance of investing in both financial and human capital to facilitate effective supply chain transformations.

Meredith and Shafer (2023) conducted a case study on managing supply chain inventory. Through quantitative analysis, they revealed that the availability of inventory resources reduces variability and enhances supply chain stability and performance. Their findings demonstrate the importance of maintaining sufficient inventory levels to ensure smooth supply chain operations.

Lambert and Enz (2017) bridged organization theory and supply chain management through a comprehensive literature review. Using qualitative synthesis, their study revealed that strategic resource allocation is essential for aligning supply chain practices with organizational goals, thereby enhancing performance. This study emphasizes the need for strategic alignment in resource allocation to optimize supply chain functions.

Kwan (2020), in their case study on supply chain management strategy, planning, and operation, used both qualitative and quantitative analysis to reveal that the availability of technological resources, such as advanced software and automation, significantly improves supply chain efficiency and responsiveness. This research highlights the critical role of technology in modern supply chain management.

Kivunja (2018), in his theoretical analysis of competitive advantage, revealed that firms with superior resource endowments, such as skilled labor and advanced technology, achieve

competitive advantage and superior supply chain performance. Porter's study underscores the importance of resource-based advantages in driving competitive supply chain outcomes. In Kenya, Wambua and Mwangi (2016) explored the influence of resource availability on the performance of public sector supply chains. Utilizing a descriptive survey and regression analysis, their study revealed that the availability of financial and technological resources significantly enhances the performance of public sector supply chains. This research illustrates the critical role of resource investment in public sector efficiency.

Njeri and Karanja (2017) examined the impact of resource allocation on the performance of manufacturing firms in Kenya through case studies and content analysis. Their study revealed that strategic allocation of human and financial resources improves supply chain efficiency and overall performance of manufacturing firms. This finding emphasizes the importance of careful resource management in the manufacturing sector to achieve optimal supply chain performance.

Excess resources, on the other hand, might have a detrimental influence on supply chain performance. Overcapacity in manufacturing facilities, for example, may result in high fixed costs, whilst excess inventory can tie up capital and raise storage costs. As a result, supply chain managers must find a balance between resource availability and demand. To guarantee that resources are accessible when and where they are needed, rigorous planning and coordination are required.

Moreover, Sabri and Shaikh (2018) found that resource availability positively affects supply chain sustainability. Resource availability enables supply chain managers to invest in sustainable practices and technologies that can improve the environmental and social impact of the supply chain. Thus, resource availability is a critical determinant of supply chain

sustainability and its ability to operate in an environmentally and socially responsible manner.

Despite their distinctions, İpek (2018) found that most companies face the same problem: Due to financial constraints, they are unable to do as much or as well. Both developed and developing economies face the universal challenge of trying to meet ever-increasing demand with ever-shrinking supplies. Organizations of various sizes are impacted, from the United Nations on down to the neighborhood association. Managers in a wide variety of fields, including but not limited to rural aid organizations, museums, healthcare facilities, educational and training institutions, and others, must devote as much time and energy (if not more) to raising money as they do to spending it. Grants and donations to public organizations in the energy sector in African states are increasingly insufficient to cover current program needs, much alone increase program operations. There are a lot of good causes out there trying to get people's attention and money, but not enough rich people or organizations to sponsor every single one of them. And when populations rise, the sheer volume of people who fall into the categories of "vulnerable" and hence require government or nonprofit support also rises (Harder, 2020).

Elsafty and Tahon (2020) has observed that rising program input expenses such as salary and perks are straining already constrained budgets. Public organizations that rely on grants and contributions to make decisions may lose some of their autonomy if they have to take into account the donors' agendas when deciding which problems to prioritize and how to effectively intervene to address them. Managers may have to comply with directives from higher-ups if they want to keep receiving financing.

The quality of those working to put a strategy into action is a significant factor in how successful that effort is. In this context, "quality" refers to the assortment of human traits necessary for doing a certain activity or filling a given role. Manufacturing success elements are broken down into three groups by Buntin (2020) research: people, organization, and systems. Their surprising findings suggest that the human or people side of project management is more critical to the effectiveness of strategy execution than organizational and system-related aspects. Similarly, Astaneh and Masoumi (2018) discovers that the success of strategy implementation, as well as the profitability and overall performance of a business, are all positively impacted by a high level of complete organizational involvement during strategy implementation.

According to Kamble and Gunasekaran (2020), a lack of coordination and collaboration from higher-ups, opposition from lower-ups, and insufficient planning activities are the main problems in implementing a strategy. Frazelle (2020) identified various implementation difficulties, including isolation, insufficient stakeholder buy-in, strategy drift, strategic dilution, strategic isolation, a lack of understanding of progress, initiative burnout, impatience, and failure to celebrate accomplishment. Waithaka and Kimani (2021) highlighted some of the most common causes of strategy failure, such as unexpected shifts in the market, insufficient senior management support, effective responses from competitors, a lack of resources, a lack of buy-in and understanding, a lack of focus, a lack of timeliness and distinctiveness, and a poorly conceived business model.

In addition, many grants and gifts have limitations on the specific costs they can support, with the most typical limitation being that funding must be used solely for "direct program expenditures." This means that administrative overhead or the cost of support services cannot

be covered by the funding (Waithaka & Kimani, 2021). The organizations must cover a portion of these expenses on their own, and that percentage should increase over time. Today's managers face a growing demand for their organizations' services, rising costs associated with meeting that need, and a more competitive and restrictive environment in which to secure financial support in the form of grants and contributions (Lagat & Frankwick, 2017).

2.3.5 Performance of Supply Chain Function

Supply chain functions comprise a variety of tasks that include planning, procurement, manufacturing, transportation, storage, and distribution of products and services. The efficacy of these operations can be evaluated based on cost, quality, and service (Tarafdar & Qrunfleh, 2017). Cost performance aims to maximize resource use in order to minimize the overall cost of the supply chain. Quality performance refers to the consistent delivery of products or services that meet or surpass customer expectations. Service performance assesses the ability to consistently and punctually provide products or services (Cheruiyot, 2018).

Studies have examined the effectiveness of supply chain operations using different approaches. Srivastava et al. (2019) found that supply chain responsiveness has a beneficial impact on both customer satisfaction and financial results. Zhou et al. (2020) discovered that enhancing supply chain agility has a positive impact on both operational and financial performance.

Resilience is a crucial element of supply chain success. Resilience in the context of a supply chain pertains to its capacity to withstand and bounce back from various interruptions, such as natural calamities, political unrest, or economic volatility. An enduring supply chain can

alleviate the impacts of such disruptions on businesses and the wider economy. According to a study conducted by Klynveld Peat Marwick Goerdeler (KPMG) in 2016, visibility, adaptability, and collaboration are seen as crucial elements for establishing a strong and efficient supply chain.

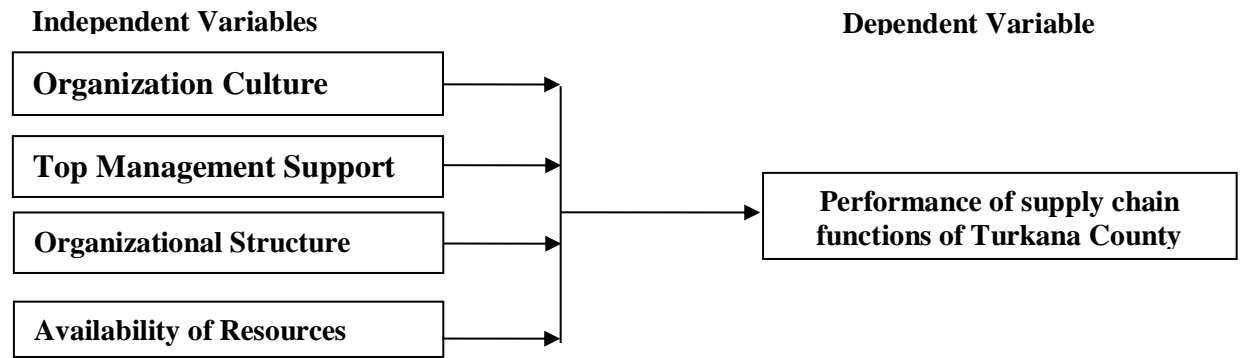
Technology is crucial in enhancing the efficiency of supply chain operations. Technological advancements like the Internet of Things (IoT), blockchain, and artificial intelligence (AI) have the potential to improve supply chain visibility, save expenses, and enhance operational efficiency. IoT sensors have the capability to monitor the movement of items and offer immediate updates regarding their current status and position. Furthermore, the implementation of blockchain technology has the potential to enhance transparency and bolster security in supply chain transactions (Ajzen, 2020).

2.4 Conceptual Framework

A conceptual framework serves as a visual tool that depicts the relationship between different data categories under investigation (Kivunja, 2018). This study emphasizes the importance of supply chain operations in Turkana County while examining independent factors such as organizational culture, support from top management, organizational structure, and resource availability. Figure 2.2 presents a conceptual framework that outlines how the dependent variable interacts with these independent factors.

Figure 2. 2:

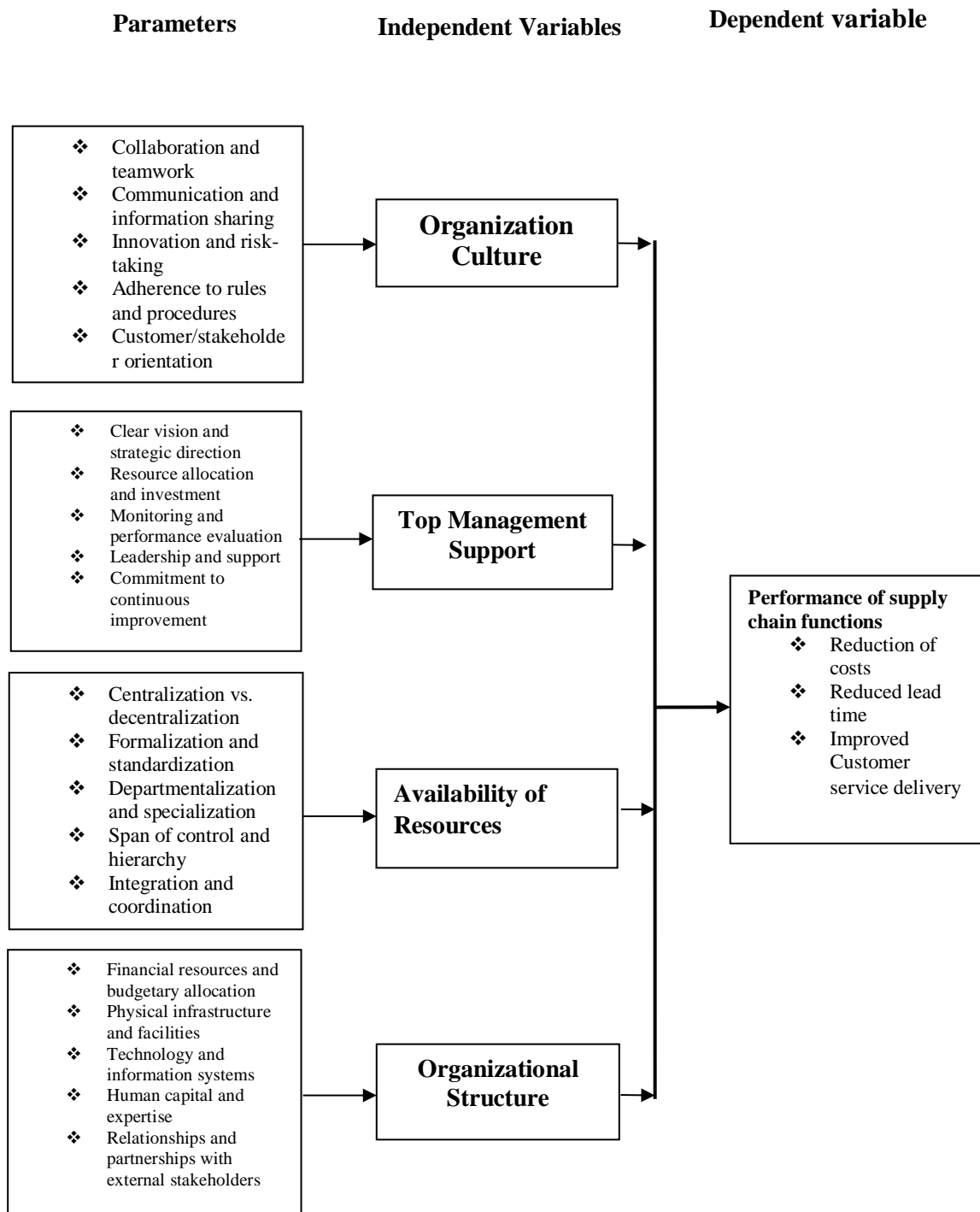
Conceptual Framework



Source: Author (2023)

2.5 Operational Framework

Figure 2. 3:
Operational Framework



Source: Author, 2023

2.6 Research Gaps

Njiru and Nyamute (2018) investigates how the structure of commercial state firms in Kenya affects their bottom line. The commercial state corporations' financial outcomes were impacted by their organizational structure. State-owned commercial enterprises were the primary research object. For Nairobi county commercial banks, Mugaa et al. (2018) studied moderating effect of organizational culture. The introduction of goal-oriented, work-oriented, employee-oriented, open-culture, and professional-culture-centered policies and practices may improve organizational performance. Institutions of higher learning were the subject of this investigation. To what extent does company culture affect the success of Kenya's commercial banks? It's the question that Njiru and Nyamute (2018) sets out to answer. The principles of consistency, flexibility, and an efficient communication system served as a compass for commercial banks. Specifically, the research looked at Kenya's commercial banks.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methods used to assess how strategy implementation affects the performance of supply chain functions within the Turkana County Government. It offers a detailed description of the research design, including the target population, sampling methods, data collection techniques, and the procedures for ensuring validity and reliability. Additionally, the chapter covers data processing, presentation, and the ethical standards adhered to during the study. The approach aims to provide a systematic and structured framework for addressing the research questions and objectives effectively.

3.1 Research Design

This study's research design is a descriptive research design. This design is intended to define and assess the features of a specific population, in this example, the Turkana County Government's supply chain operations (Dannels, 2018). When the researcher wants to understand the connection between variables, a descriptive research approach is acceptable. The descriptive research design was selected to systematically capture and analyze the current state of Turkana County Government's supply chain operations. This approach allows for a detailed exploration of how strategy implementation influences supply chain performance without altering the natural environment.

3.2 Target Population

A target population in a research paper refers to the group of people that a researcher aims to study, and it is usually defined in terms of a set of characteristics that determine who is included or excluded from the study (Willie, 2022). For instance, a researcher may be

interested in examining the health outcomes of people living in a particular city, in which case the target population would be the individuals residing in that city. Target populations can also be more broadly defined, such as all individuals residing in the United States (Asiamah et al., 2017). In this study, the target respondents are detailed in Table 3.1. Their roles offer unique insights into the challenges and successes of strategy implementation. This comprehensive approach ensures that the data collected reflects diverse viewpoints, enhancing the study's relevance and applicability to improving supply chain performance.

Table 3. 1:

Target Population

Strata	Population No.	Percentage
Chief officers	10	7.3
County Administrators	18	13.1
Board members	44	32.1
County executive committee members	23	16.8
County Directors	42	30.7
Total	137	100.0

Source: Turkana County Government Human Resource Report (2022)

3.3 Sample and Sampling Technique

Sampling a study population offers several benefits. Stratton (2021), it reduces the time and cost associated with collecting data from the entire population. Additionally, it allows researchers to identify patterns and trends that may not be apparent within the entire population (Rahi, 2017). Moreover, sampling can result in more accurate conclusions and allow for more reliable generalizations. The stratified sampling method was chosen to ensure representation from different levels and departments within Turkana County Government. This method mitigates sampling bias by proportionally selecting participants from each stratum based on their significance in supply chain operations. In this study, a 5% error

margin at a 95% confidence level was set. By using Yamane's method, the researcher was able to generate a sample size that was sufficiently large for the study's objectives, as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e are the margin of error-5%.

$$n = \frac{137}{1 + 137(0.05)^2}$$

$$n = 102$$

The sample size of 102 respondents were selected using a stratified sampling technique

Table 3. 2:

Sample Size

Category	Frequency	Sample Ratio	Sample Size
Chief officers	10	1.3425	7.4
County Administrators	18	1.3425	13.4
Board members	44	1.3425	32.8
County executive committee members	23	1.3425	17.1
County Directors	42	1.3425	31.3
Total	137		102.4

Source: Turkana County Government Human Resource Report (2022)

3.4 Data Collection Methods

The term "data collection methods" encompasses various approaches to gathering information for scientific study, such as polls, interviews, focus groups, historical records, and online databases (Pagany, 2020). Effective data collection is crucial in research as it provides profound insights into the study's subject matter. Prior to conducting surveys, researchers obtain necessary permissions from relevant authorities (Elfil & Negida, 2017). In this study, data was gathered through a structured questionnaire administered to departmental heads overseeing supply chain functions in Turkana County Government.

Utilizing a structured questionnaire as the research tool enables efficient and standardized data collection across a diverse respondent base. The questionnaire's design, incorporating both closed and open-ended questions, allows for quantitative and qualitative insights into strategy implementation and supply chain performance (Elfil, & Negida, 2017). The use of Likert-scale items further facilitates the measurement of respondent attitudes and perceptions, ensuring comprehensive data capture essential for analyzing the impact of strategic initiatives on supply chain functions within Turkana County Government.

3.5 Validity and Reliability

3.5.1 Validity Test

The term "validity test research instrument" refers to the process of testing a research tool or instrument to ensure that it accurately measures what it is intended to measure (Franke & Sarstedt, 2019). This testing process includes assessing the instrument's accuracy, reliability, and consistency. Validity tests are essential in ensuring that research instruments are valid measures of the phenomenon being studied (Mohajan, 2017). They are also used to evaluate the extent to which an instrument is measuring the intended construct and its accuracy in representing the population under study. To ensure the validity of the questionnaire used in this study, it was reviewed by the research supervisor.

3.5.2 Reliability Test

Validity tests for research instruments are designed to measure the accuracy and reliability of responses provided by research subjects (Mohajan, 2017). These tests are essential in ensuring that the data collected is reliable and can be used to draw valid conclusions. To evaluate the validity of the test, researchers often compare the results obtained from the research instrument to an independent source of information, such as surveys, interviews,

focus groups, or other methods of data collection. According to Bain and Engelhardt (2017), a reliability coefficient with an alpha value of 0.70 or higher indicates that the data-gathering device is very dependable. This evaluation method was used to ensure that the questionnaire was reliable and could be used to collect accurate data for the study.

3.6 Data Analysis and Presentation

The survey data were examined using both descriptive and inferential statistical approaches. The data was characterized using descriptive statistics, which included frequencies, percentages, means, and standard deviations. Regression and correlation analyses were utilized to evaluate the hypotheses using inferential statistics. The findings were visually depicted using tables, graphs, and charts to enhance lucidity and understanding. The results were consolidated into an elaborate report. In addition, the analysis incorporated diverse regression measures for the purpose of hypothesis testing and data interpretation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where; Y= the dependent variable (performance of supply chain functions)

α - Is a constant and it's the Y value when all the predictor values (X_1 , X_2 , X_3 and X_4) are zero;

β_1 - β_4 - are constants regression coefficients representing the condition of the independent variables to the dependent variables. X_1 = Organization culture; X_2 = top management support; X_3 = organizational structure, X_4 = Individual responsibility.

ε - (Extraneous) Error term explaining the variability as a result of other factors not accounted for. The strength of the relationship of the measurement will be made using the adjusted r^2 . The model's importance will be evaluated by measuring F test at < 0.05 using the ANOVA table

3.7 Ethical Standards

Ethical considerations in research refer to the standards of conduct that govern the research process and the principles that guide the investigation (Astaneh & Masoumi, 2018). These standards and principles help ensure that the research process is conducted in a fair, impartial, and ethical manner. Ethical considerations are important for all research, regardless of the research field or method used (Artal & Rubinfeld, 2017). They include the respect for human rights, the right to privacy, the right to informed consent, the right to confidentiality, and the right to be treated with respect. Research that fails to consider ethical implications can lead to serious consequences, such as harming participants or their communities, violating privacy rights, or producing inaccurate or biased studies. In this study, the researcher pledges to conduct the study ethically by assuring participants that their personal information will be kept confidential and used solely for research purposes.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This study set out to discover how Turkana County's supply chain functions performed and how strategy implementation affected that performance. The chapter is divided into four sections: the results of the pilot research, the response rate, and basic data on the participants, including their gender, age, education level, and length of time working for the county government. The research variables are described in depth in the last section, including a thorough analysis of each variable on its own. Results of the study' correlation and regression show how the independent and dependent variables are related to one another.

4.2 Response Rate

Table 4. 1:

Response Rate

	Frequency	Percentage (%)
Distributed Questionnaires	102	100
Completed usable questionnaires	92	
Response Rate		90.2

Source: Research data 2023

Table 4.2 illustrates that out of the targeted population, 92 questionnaires were accurately completed, which corresponds to 90.2% of the sample size. According to Saunders, et al. (2009) standards, a response rate of 50% is acceptable, 60% is satisfactory, while a response rate of 70% and above is excellent. Thus, the response rate of 90.2% obtained in this study is both adequate and excellent, which enables sound conclusions to be drawn regarding the research questions.

4.3 Reliability of the Instrument

The purpose of the research was to assess the dependability of the questionnaire, which gauges the consistency of the research tool's outcomes or data through several attempts. The outcomes of the assessment are presented in Table 4.2.

Table 4. 2:

Reliability of the Instrument

Variable	Cronbach's Alpha	Comment
Organization Culture	0.775	Acceptable
Top Management Support	0.726	Acceptable
Organizational Structure	0.831	Acceptable
Availability of Resources	0.829	Acceptable
Performance of Supply Chain Functions	0.811	

Source: Research data 2023

Based on the results presented in Table 4.2, all the variables assessed in this study exhibited a Cronbach alpha of over 0.7, which indicates high reliability. As a result, it can be inferred that the scales utilized in this research are dependable in measuring the variables. During the analysis of the pilot study outcomes, the Cronbach's Alpha method was employed, using a predetermined threshold of 0.7. According to Cronbach (1951) and Bryman and Bell (2015), values exceeding 0.7 suggest the presence of reliability, while values below this threshold indicate a lack of reliability.

4.4 General Information

In this section, the demographic attributes of the participants in the study, who are the officers of the Turkana County government, are examined. The analysis features various characteristics that provide a description of the respondents.

4.4.1 Gender of Respondents

Table 4.3 presents the gender distribution of the respondents.

Table 4. 3:

Gender of Respondents

		Frequency	Percent
Valid	Male	49	53.3
	Female	43	46.7
	Total	92	100.0

Source: Research data 2023

According to Table 4.3, more than half of the participants (53.3%) were male, while 46.7% were female. This suggests that there is gender balance among public officials in Turkana County Government, with a notable level of female participation in decision-making, which addresses the concerns raised by Venkatesan and Kumar (2004). The results indicate that there was no preference shown towards either gender or gender representation was well balanced in the county. Therefore, the study's conclusions can be applied to both genders without any prejudice.

4.4.2 Age Distribution of the Respondents

Table 4.4 shows the age distribution of the respondents who participated in the study.

Table 4. 4:

Age Distribution of the Respondents

		Frequency	Percent
Valid	21-25 years	12	13.0
	26- 30 years	6	6.5
	31-35 years	18	19.6
	36- 40 years	41	44.6
	Over 40 Years	15	16.3
	Total	92	100.0

Source: Research data 2023

According to the above presentation of data, it can be observed that the largest proportion of respondents (44.6%) fell within the age range of 36-40 years. Additionally, 19.6% of the respondents were aged 31-35 years, 16.3% were over 40 years old, 13.0% were aged 21-25 years, and only 6.5% were below 20 years old. Based on these findings, it can be inferred that the majority of individuals who participated in the study were between the ages of 36 and 40, which suggests that county officers were at their most productive age.

Education Level of the Respondents

Table 4.5 displays the educational qualifications of the respondents.

Table 4. 5:

Education Level of the Respondents

		Frequency	Percent
Valid	Collage Certificate	10	10.9
	Diploma Certificate	13	14.1
	Undergraduate degree	44	47.8
	Post graduate	10	10.9
	Others	15	16.3
	Total	92	100.0

Source: Research data 2023

The results revealed that the largest proportion of the participants (47.8%) held a bachelor's degree, while 16.3% had other certifications, 14.1% had a college diploma qualification and only 10.9% had obtained a doctorate and certificate as their highest educational qualification. These findings suggest that the county has a significant number of highly skilled professionals. This is advantageous because it leads to the provision of high-quality feedback by public officials, which is vital for the accurate collection of data on the factors affecting the appropriate implementation of strategies studied.

4.3.4 Length of Work of the Respondents

Table 4.6 indicates the length of service of the respondents in Turkana County Government.

Table 4. 6:

Length of Work of the Respondents

		Frequency	Percent
Valid	Between 1-5years	15	16.3
	Between 6-10 years	52	56.5
	10 years and Above	25	27.2
	Total	92	100.0

Source: Research Data 2023

According to the findings, the majority of the participants (56.5%) had been employed by Turkana County for over a decade, while 27.2% had worked there for 6 to 10 years, and only 16.3% had worked there for 1 to 5 years. These results indicate that a significant number of respondents joined the Turkana County Government after the introduction of devolution in Kenya. As a result, it can be inferred that the participants were adequately qualified to provide competent responses to the questionnaire.

4.5 Descriptive Analysis

4.5.1 Organization Culture on Performance of Supply Chain Functions

The study sought to investigate the influence of organizational culture on the performance of Turkana County's supply chain operations. Table 4.7 below displays the results.

Table 4. 7:

Organization Culture on Performance of Supply Chain Functions

Opinion	SD	D	N	A	SA
The culture of county government plays a significant role in the success of our supply chain functions.	10 (10.9%)		22 (23.9%)	29 (31.5%)	31 (33.7%)
The implementation of strategies in the county is influenced by ethical considerations, which pertain to the moral principles governing an individual's conduct.	5 (5.4%)	13 (14.1%)		50 (54.3%)	24 (26.1%)
Lack of communication and collaboration within our organizational culture can negatively impact the performance of our supply chain functions.			17 (18.5%)	43 (46.7%)	32 (34.8%)
Culture of innovation and continuous improvement enhanced the effectiveness of our supply chain functions.			15 (16.3%)	32 (34.8%)	45 (48.9%)
Culture that values and invests in employee development can lead to better performance in our supply chain functions.			13 (14.1%)	47 (51.1%)	32 (34.8%)
Culture that prioritizes ethical and sustainable practices can positively impact the performance of our supply chain functions.		8 (8.7%)	27 (29.3%)	24 (26.1%)	33 (35.9%)
Strong organizational culture that aligns with the values and goals of our supply chain functions contributed to overall success		6 (6.5%)	22 (23.9)	40 (43.5%)	24 (26.1%)

Source: Research Data 2023

According to the results in Table 4.7, the majority of respondents, 65.2%, agreed that the county government's culture significantly influences the effectiveness of its supply chain operations. Only 10.9% strongly disagreed with this idea, while 23.9% were indifferent.

Additionally, 80.4% of respondents agreed that ethical considerations—i.e., the moral principles guiding conduct—impact strategy implementation in the county. On this issue, 14.1% were neutral, and 5.4% disagreed. Furthermore, 81.5% agreed that a lack of cooperation and communication within the organizational culture could negatively affect supply chain operations, while 18.5% were neutral. Moreover, 83.7% of respondents believed that a culture of innovation and continuous improvement enhances supply chain efficacy, with 16.3% expressing neutrality. Similarly, 85.9% agreed that supporting staff development can enhance supply chain performance, with 4.9% neutral and only 8.7% in disagreement. Finally, a substantial 71.6% agreed that a strong corporate culture aligned with supply chain objectives contributes to overall performance, while 23.9% were indifferent and 6.5% disagreed. These findings are consistent with Wanjiru's 2021 research, which linked improved inventory management, fewer stockouts, and reliable deliveries to cultures valuing employee empowerment, customer focus, and effective communication. Akuei et al. (2015) assertion that organizational culture significantly impacts strategic execution in public enterprises was also supported by these results.

4.5.2 Top Management Commitment on Performance of Supply Chain Functions

The study sought to evaluate the impact of senior management commitment on the performance of Turkana County's supply chain operations. Table 4.8 below displays the results.

Table 4. 8:

Top Management Commitment on Performance of Supply Chain Functions

Opinion	SD	D	N	A	SA
Top management regularly communicates the importance of supply chain management to employees.		6 (6.5%)	23 (25.0%)	43 (46.7%)	20 (21.7%)
Top management consistently allocates resources for improving supply chain performance.	5 (5.4%)	2 (2.2%)	16 (17.4%)	39 (42.4%)	30 (32.6%)
Top management frequently monitors and evaluates the performance of supply chain functions.			10 (10.9%)	43 (46.7%)	39 (42.4%)
Top management ensures that supply chain goals align with the overall organizational strategy.		8 (8.7%)	20 (21.7%)	30 (32.6%)	34 (37.0%)
Top management actively participates in decision-making related to supply chain management.	5 (5.4%)		10 (10.9%)	52 (56.5%)	25 (27.2%)
Top management promotes a culture of accountability for supply chain performance.			15 (16.3%)	55 (59.8%)	22 (23.9%)
Top management provides sufficient training and development opportunities for employees involved in supply chain management			15 (16.3%)	45 (48.9%)	32 (34.8%)

Source: Research Data 2023

Based on the data in Table 4.8, the findings reveal that 68.4% of respondents believe that top management routinely informs employees about the importance of supply chain management. A quarter of respondents (25.0%) were indifferent, and 6.5% disagreed with this idea. Additionally, 75.0% of respondents agreed that senior management regularly allocates resources to enhance supply chain performance, while 17.4% were indifferent, and

7.6% disagreed. The study also found that 89.1% of respondents agreed that senior management regularly oversees and analyzes supply chain operations' performance, with only 10.9% expressing neutrality. Moreover, 69.6% agreed that top management ensures supply chain goals align with the overall organizational strategy, with 8.7% in disagreement and 21.7% indifferent. Furthermore, 83.5% of respondents felt that senior management actively engages in supply chain management decision-making, while 16.3% were indifferent. Finally, 83.7% of respondents believed that top management provides adequate opportunities for training and development for staff in supply chain management, with only 16.3% disagreeing with this assertion.

4.5.3 Organizational Structure on Performance of Supply Chain Functions

The study sought to assess the influence of organizational structure on the performance of Turkana County's supply chain functions. Table 4.9 below displays the results.

Table 4. 9:

Organizational Structure on Performance of Supply Chain Functions

Opinion	SD	D	N	A	SA
The organizational structure of county government has a significant impact on the efficiency of our supply chain functions.			16 (17.4%)	24 (26.1%)	52 (56.5%)
Communication channels within the organizational structure can affect the timeliness of our supply chain operations.		5 (5.4%)	5 (5.4%)	28 (30.4%)	54 (58.7%)
The level of hierarchy within our county government organizational structure facilitated decision-making in our supply chain.	5 (5.4%)			60 (65.2%)	27 (29.3%)
The degree of centralization or decentralization in our county government organizational structure influenced the speed and flexibility of our supply chain.		5 (5.4%)	18 (19.6%)	27 (29.3%)	42 (45.7%)
Our county government's organizational structure affects the allocation and utilization of resources in our supply chain.			10 (10.9%)	45 (48.9%)	37 (40.2%)
The division of responsibilities within our organizational structure impacted the coordination and collaboration between different supply chain functions.				37 (40.2%)	55 (59.8%)
The alignment of our organizational structure with our supply chain strategy contributed to the overall effectiveness of our supply chain functions			10 (10.9%)	43 (46.7%)	39 (42.4%)

Source: Author (2023)

The findings presented in Table 4.9 indicate that 82.6% of research participants agreed that the organizational structure of county governments significantly impacts the effectiveness of supply chain operations, while 17.4% had no specific view. Regarding communication paths

within the organizational structure affecting the speed of supply chain procedures, 89.1% disagreed, representing 19.4% of respondents. A significant majority (94.5%) agreed that the hierarchical level of their county government's structure enhances decision-making in the supply chain, with only 5.4% expressing disagreement. In terms of centralization or decentralization impacting supply chain speed and flexibility, 75.0% of respondents agreed, while 5.4% disagreed and 19.6% were indifferent. Furthermore, 89.1% of respondents believed that their county government's organizational structure influences the distribution and utilization of supply chain resources, with 10.9% uncertain. Regarding the division of duties within the organizational structure affecting supply chain coordination, all respondents (100%) agreed. Finally, 89.1% agreed that alignment between the organizational structure and supply chain strategy enhances overall supply chain efficacy, while 10.9% disagreed.

4.5.4 Availability of Resources on Performance of Supply Chain Functions

The study sought to investigate the influence of the accessibility of resources on the performance of Turkana County's supply chain functions. Results are show in Table 4.10 below.

Table 4. 10:

Availability of Resources on Performance of Supply Chain Functions

Opinion	SD	D	N	A	SA
Our county government has sufficient financial resources to support supply chain operations.			10 (10.9%)	62 (67.4%)	20 (21.7%)
County government have access to the necessary technological resources to optimize our supply chain functions.			10 (10.9%)	43 (46.7%)	39 (42.4%)
Adequate staffing levels are maintained to ensure smooth supply chain operations.		5 (5.4%)		49 (53.3%)	38 (41.3%)
Our organization invests in employee training and development to enhance supply chain performance.	10 (10.9%)		15 (16.3%)	27 (29.3%)	40 (43.5%)
Availability of raw materials and components is not a major challenge to our supply chain operations.			25 (27.2%)	44 (47.8%)	23 (25.0%)
Effective communication channels exist to ensure timely and accurate flow of information within the supply chain.			13 (14.1%)	58 (63.0%)	21 (22.8%)
County government have contingency plans in place to address resource constraints that may impact our supply chain performance.			8(8.7%)	37(40.2%)	47(51.1%)

Source: Research Data 2023

The findings from Table 4.10 indicate that 89.1% of research participants believe their county government has sufficient financial resources to support supply chain operations, with only 10.9% expressing disagreement. Similarly, 89.1% agreed that the county government possesses the necessary technology resources to enhance supply chain

processes, while 10.9% did not express an opinion. Regarding workforce levels, 94.6% of respondents agreed that adequate staff are maintained for efficient supply chain operations, with 5.4% in disagreement. In terms of investment in staff training and development, a majority (72.8%) affirmed their county government's commitment, with 10.9% in disagreement and 16.3% neutral. Concerning the availability of raw materials and components, 72.8% of respondents felt this does not pose a significant obstacle to their supply chain operations, though 27.2% were unsure. Regarding communication channels, 85.8% agreed that efficient communication is crucial for the timely flow of information across the supply chain, while 14.1% disagreed. Furthermore, 91.3% agreed that the county government has contingency measures in place to address resource shortages that may impact supply chain efficiency, with 8.7% undecided. These findings align with Mugaa et al (2018) research, which highlighted that resource constraints hinder public institutions' ability to execute strategic plans, thereby impacting overall performance. Additionally, factors such as organizational design and leadership philosophies were identified as further barriers to effective strategic implementation.

4.5.5 Performance of supply chain functions in Turkana County Government

The study sought to find out the performance of supply chain functions in Turkana County Government. The results are as shown in table 4.11 below.

Table 4. 11:

Performance of Supply Chain Functions

Opinion	SD	D	N	A	A
Executing a strategy enables employees to meet their goals effectively.			5 (5.4%)	60 (65.2%)	27 (29.3%)
Implementing a strategy leads to enhanced operational efficiency at the County level.	1 (1.1%)	1 (1.1%)	23 (25.0%)	27 (29.3%)	40 (43.5%)
The execution of a strategic plan enables the County to adequately address the needs of its residents.	4 (4.3%)	2 (2.2%)	12 (13.0%)	44 (47.8%)	30 (32.6%)
The implementation of a strategic plan ensures the County delivers high-quality services to its community.		5 (5.4%)	11 (12.0%)	48 (52.2%)	28 (30.4%)
The County Government has embraced innovative procurement methods to improve supply chain performance.	1 (1.1%)		7 (7.6%)	53 (57.6%)	31 (33.7%)
The procurement processes in Turkana County Government are transparent and efficient.	1 (1.1%)		24 (26.1%)	33 (35.9%)	34 (37.0%)

Source: Research Data 2023

The findings from Table 4.11 reveal that 94.5% of respondents agreed that strategy execution helps employees achieve their goals, while only 5.4% strongly disagreed. Regarding the efficiency of activities within the County, 72.8% of respondents agreed that implementing a strategy enhances efficiency, with 25.0% neutral and 2.2% in disagreement. Moreover, 80.4% agreed that strategy implementation enables the County to meet citizens' demands, while 13.0% were indifferent and 6.5% strongly disagreed. In terms of service quality, 82.6% agreed that implementing the plan results in high-quality services for citizens, while 12.0% disagreed and 5.4% strongly agreed. Regarding procurement tactics, 91.3% agreed that the

county government has employed creative methods to enhance supply chain performance, with 7.6% indifferent and 1.1% in disagreement. Finally, 72.9% of respondents agreed that Turkana County Government's procurement procedures are transparent and effective, while 26.1% were indifferent and only 1.1% disagreed.

4.6 Hypotheses Testing

The statistical analysis of the hypothesis testing is shown in Table 4.12. The study hypotheses were investigated using multiple regression analysis and Pearson's correlation analysis. The direction and intensity of the correlations between the hypotheses one through four were assessed using Pearson Correlation analysis.

Table 4.12***Analysis of Pearson's Correlation***

		QC	TMS	OS	AR	SCFP
OC	Pearson Correlation	1				
	Sig.(2-tailed)					
	N	92				
TMS	Pearson Correlation	.732**	1			
	Sig.(2-tailed)	.005				
	N	92	92			
OS	Pearson Correlation	.729**	.702**	1		
	Sig.(2-tailed)	.000	.000			
	N	92	92	92		
AR	Pearson Correlation	.721**	.623**	.608**	1	
	Sig.(2-tailed)	.009	.000	.004		
	N	92	92	92	92	
SCFP	Pearson Correlation	0.711*	.705**	.637**	.626**	1
	Sig.(2-tailed)	.004	.000	.000	.000	
	N	92	92	92	92	92

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

*** Correlation is significant at the 0.05 level(2-tailed)**

KEY: OC=Organization culture, TMS=Top management support,

OS= Organization structure, AR= Availability of resources,

SCFP=Supply chain function performance

Source: Research data (2023)

H0₁: Organization culture has no significant effects on performance of supply chain functions of Turkana County.

There is a strong significant positive relationship between organization culture and performance of supply chain functions ($r = 0.711$, $p < 0.004$). The strong positive correlation ($r = 0.711$) indicates that as organizational culture strengthens, there is a notable improvement in the performance of supply chain functions in Turkana County. This outcome aligns with Miller's (2002) research, which also emphasized the positive impact of organizational culture on supply chain performance. Therefore, the null hypothesis, which suggested no significant effect of organizational culture, is rejected. The alternative hypothesis, which posited a substantial impact of organizational culture on supply chain performance, is supported. This suggests that fostering a positive organizational culture can enhance supply chain efficiency and effectiveness.

H0₂: Top management support has no significant effects on performance of supply chain functions of Turkana County.

There is a strong significant positive relationship between top management support and performance of supply chain functions ($r = 0.705$, $p < 0.00$). The significant positive correlation ($r = 0.705$) indicates that top management support plays a crucial role in enhancing the performance of supply chain functions in Turkana County. This finding supports the alternative hypothesis, suggesting that top management support indeed influences supply chain performance positively. It aligns with Lidija and Marjan (2016)

assertion that supportive top management is essential for organizational success. Therefore, the initial hypothesis that top management support has no significant effect on supply chain performance is rejected, reinforcing the importance of strong leadership in driving effective supply chain operations.

H0₃: Organizational structure has no significant effects on performance of supply chain functions of Turkana County.

There is a strong significant positive relationship between organizational structure and performance of supply chain functions ($r = 0.637$, $p < 0.00$). The strong positive correlation ($r = 0.637$) suggests that an effective organizational structure contributes significantly to the performance of supply chain functions in Turkana County. This finding supports the alternative hypothesis, indicating that organizational structure plays a pivotal role in enhancing supply chain operations. It corresponds with David's (2003) findings that inadequate organizational structures can hinder supply chain performance. Thus, the initial hypothesis, which suggested no significant impact of organizational structure, is rejected. Instead, the alternative hypothesis that organizational structure influences supply chain performance positively is accepted, emphasizing the importance of optimizing organizational structures for efficient supply chain management.

H0₄: Availability of resources has no significant effects on performance of supply chain functions of Turkana County.

There is a strong significant positive relationship between availability of resources and performance of supply chain functions ($r = 0.626$, $p < 0.00$). The significant positive correlation ($r = 0.626$) indicates that the availability of resources significantly enhances the performance of supply chain functions in Turkana County. This aligns with Kurniullah et al

(2020) research, which emphasized that organizations with adequate resources perform better in their supply chain operations. Consequently, the initial hypothesis that availability of resources has no significant impact on supply chain performance is rejected. Instead, the alternative hypothesis, which suggests that resource availability influences supply chain performance positively, is supported. This underscores the critical role of resource management and allocation in ensuring efficient supply chain operations.

4.7 Regression Analysis

A multiple regression analysis was performed to evaluate the correlation between the dependent variable and many independent variables. The results are succinctly summarized and shown in the tables provided below.

Table 4. 13:

The model summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.861*	.737	.711		.69397

a. Predictors: (Constant), Organization Culture, Top Management Support, organization Structure, Availability of Resources

Source: Research Data 2023

The results in Table 4.13 indicate an adjusted R-squared value of 0.711 (71.1%), which demonstrates the degree to which the performance of supply chain functions in Turkana County is influenced by the independent variables studied, including organizational culture, top management support, organizational structure, and availability of resources. This finding

suggests that these factors collectively explain 71.1% of the variation in supply chain performance. The remaining 28.9% of variation may be attributed to other strategic implementation factors that were not included in this study.

The analysis of variance

The analysis of variance (ANOVA) yielded results shown in Table 4.14

Table 4. 12:

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	32.536	4	8.134	16.890	.000 ^b
	Residual	41.899	87	.482		
	Total	74.435	91			

a. Dependent Variable: Supply Chain Function Performance

b. Predictors: (Constant), Organization Culture, Top Management Support, Organizational Structure, Availability of Resources

Source: Research Data 2023

The significance level of 0.001 indicates that it is less than 0.05, demonstrating the statistical significance of the model in assessing how Organization Culture, Top Management Support, Organizational Structure, and Availability of Resources impact the performance of supply chain functions in Turkana County. The calculated F value of 16.890 exceeds the tabulated F value of 8.134 at the 5% significance level, confirming the model's significance.

Regression of Coefficients

The model coefficients findings are shown in Table 4.15:

Table 4. 13:

Regression of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	2.330	.441			
1	Organization Culture	.078	.063	.106	1.240	.004
	Top Management Support	.592	.085	.681	6.987	.000
	Organizational Structure	.146	.101	.142	1.446	.002
	Availability of Resources	.057	.063	.079	.904	.003

a. Dependent Variable: Supply Chain Function Performance

Source: Research Data 2023

From Table 4.11, the output equation of the coefficient Table is as follows:

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

Whereby Y = Supply Chain Function Performance

X1 = Organization Culture

X2 = Top Management Support

X3 = Organizational Structure

X4 = Availability of Resources

ε = Error Term

β_0 regression constant (y-intercept); β_1 – β_4 are the regression coefficients

In this case, the equation will therefore be as follows:

$$Y = 2.33 + 0.078X_1 + 0.592X_2 + 0.146X_3 + 0.057X_4,$$

Organization Culture (β_1):

The coefficient for organization culture is 0.078 with a standard error of 0.063 and a standardized coefficient (Beta) of 0.106. This suggests that for every unit increase in the score measuring organization culture (X1), the supply chain function performance (Y) is expected to increase by 0.078 units. The p-value (Sig.) of 0.004 indicates that this relationship is statistically significant at the 0.05 level.

Top Management Support (β_2):

The coefficient for top management support is 0.592 with a standard error of 0.085 and a standardized coefficient (Beta) of 0.681. This indicates a strong positive relationship between top management support (X2) and supply chain function performance (Y). Specifically, for every unit increase in top management support, supply chain performance is expected to increase by 0.592 units. The very low p-value (Sig. < 0.001) confirms the statistical significance of this relationship.

Organizational Structure (β_3):

The coefficient for organizational structure is 0.146 with a standard error of 0.101 and a standardized coefficient (Beta) of 0.142. This suggests a moderate positive relationship between organizational structure (X3) and supply chain function performance (Y). A unit increase in organizational structure is associated with a 0.146-unit increase in supply chain performance. The p-value (Sig. = 0.002) indicates that this relationship is statistically significant.

Availability of Resources (β_4):

The coefficient for availability of resources is 0.057 with a standard error of 0.063 and a standardized coefficient (Beta) of 0.079. This indicates a relatively weaker positive relationship between availability of resources (X4) and supply chain function performance (Y). Each unit increase in resource availability is associated with a 0.057-unit increase in supply chain performance. The p-value (Sig. = 0.003) suggests that this relationship is statistically significant as well.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The main study results are summarized in this chapter. It develops findings and offers suggestions about how strategic implementation affects Turkana County's supply chain functions.

5.2 Summary of Findings

The main goal of the study was to ascertain how strategic implementation—specifically, organizational culture, top management support, organizational structure, and resource availability—affected Turkana County's supply chain functioning. Four goals served as a guide for the study.

5.2.1 Organization Culture on Performance of Supply Chain Functions

The study revealed that organizational culture significantly influences the performance of supply chain functions in Turkana County. The majority of respondents agreed that the county government's culture plays a pivotal role in shaping supply chain operations. This aligns with existing research linking organizational culture to improved inventory management, reduced stockouts, and reliable deliveries. The strong positive correlation ($r = 0.711$) between organizational culture and supply chain performance underscores that a supportive culture enhances operational effectiveness. Therefore, the study rejects the null hypothesis and supports the alternative, emphasizing the critical role of fostering a positive organizational culture in achieving efficient supply chain management.

5.2.2 Top Management Commitment on Performance of Supply Chain Functions

The study highlighted the significant influence of top management commitment on supply chain performance in Turkana County. Findings indicated that strong support from senior management positively impacts various aspects of supply chain operations, such as resource allocation, goal alignment, and decision-making. This aligns with literature emphasizing the pivotal role of leadership in organizational success. The strong positive correlation ($r = 0.705$) confirms that effective top management support enhances supply chain efficiency. Thus, the study rejects the initial hypothesis that top management support has no significant effect and supports the alternative, highlighting the importance of proactive leadership in driving operational excellence.

5.2.3 Organizational Structure on Performance of Supply Chain Functions

The study demonstrated that organizational structure significantly influences supply chain performance within Turkana County. Participants recognized the organizational framework's impact on decision-making, resource distribution, and strategic alignment. The findings suggest that an effective structure enhances operational efficiency and supports supply chain objectives. The strong positive correlation ($r = 0.637$) reinforces the role of organizational structure in shaping supply chain outcomes. By rejecting the null hypothesis, the study supports the alternative, advocating for optimized structural designs to maximize supply chain effectiveness.

5.2.4 Availability of Resources on Performance of Supply Chain Functions

The study underscored the critical role of resource availability in enhancing supply chain performance in Turkana County. Participants acknowledged the importance of financial resources, technology, workforce adequacy, and contingency planning in supporting operational efficiency. This aligns with research emphasizing that adequate resources

facilitate better supply chain management practices. The strong positive correlation ($r = 0.626$) affirms that resource availability significantly impacts supply chain performance. By rejecting the null hypothesis, the study supports the alternative, emphasizing the necessity of robust resource management strategies for sustaining operational resilience and efficiency.

5.3 Conclusions

5.3.1 Organization Culture on Performance of Supply Chain Functions

The study concluded that organizational culture significantly influences the performance of supply chain functions in Turkana County. Strong positive correlations were observed between organizational culture and supply chain effectiveness, indicating that a supportive and innovative culture enhances operational efficiency. By rejecting the null hypothesis, the study emphasizes the importance of fostering ethics, cooperation, innovation, and staff development within the county government. These cultural attributes were found crucial for improving inventory management, reducing disruptions, and achieving better supply chain outcomes. Aligning with existing research, the study underscores that a positive organizational culture is pivotal for enhancing overall supply chain performance.

5.3.2 Top Management Commitment on Performance of Supply Chain Functions

The study concluded that top management commitment plays a critical role in the performance of supply chain functions in Turkana County. Significant positive relationships were found between top management support and supply chain effectiveness, highlighting the impact of leadership in resource allocation, goal alignment, and decision-making. By rejecting the hypothesis of no significant effect, the study underscores the necessity of proactive leadership in driving organizational success through effective communication and oversight of supply chain operations. These findings emphasize that strong senior

management involvement is essential for optimizing performance and achieving strategic objectives within the supply chain.

5.3.3 Organizational Structure on Performance of Supply Chain Functions

The study concluded that organizational structure significantly impacts the performance of supply chain functions in Turkana County. Strong positive correlations were observed between organizational structure and supply chain effectiveness, indicating that a well-designed structure with clear communication channels and strategic alignment enhances decision-making and resource utilization. By rejecting the null hypothesis, the study advocates for optimizing organizational designs to maximize supply chain efficiency. These findings highlight the importance of aligning structural elements with supply chain strategies to foster operational synergy and sustain performance improvements effectively.

5.3.4 Availability of Resources on Performance of Supply Chain Functions

The study concluded that the availability of resources significantly influences the performance of supply chain functions in Turkana County. Strong positive correlations were found between resource availability and supply chain effectiveness, underscoring the critical role of financial, technological, human, and material resources in supporting efficient operations. By rejecting the hypothesis of no significant impact, the study emphasizes the importance of robust resource management strategies. Adequate resource allocation, contingency planning, and investment in workforce development emerged as crucial factors for overcoming operational challenges and sustaining high performance levels within the supply chain.

5.4 Recommendations

The study recommended that Turkana County should prioritize nurturing a strong organizational culture to enhance the performance of its supply chain functions. A supportive culture that values ethics, cooperation, innovation, and staff development was found crucial for improving supply chain efficiency. The study emphasized that county officials should actively promote a culture that aligns with supply chain objectives, fostering an environment where employees feel empowered and motivated to contribute effectively. By promoting ethical conduct and continuous improvement, Turkana County can mitigate operational disruptions, improve inventory management, and enhance service delivery within its supply chain operations. Therefore, the study recommended that fostering and sustaining a positive organizational culture should be a strategic priority for enhancing overall supply chain performance.

The study also recommended that Turkana County should strengthen top management commitment to optimize the performance of its supply chain functions. The significant positive relationship between top management support and supply chain effectiveness underscores the pivotal role of leadership in driving organizational success. The study suggested that senior management should prioritize regular communication, resource allocation, and strategic oversight of supply chain operations. Ensuring alignment between supply chain goals and overall organizational strategy is crucial for enhancing coordination and decision-making processes. By actively engaging in supply chain management and investing in staff development, top management can foster a culture of accountability and operational excellence. Therefore, the study recommended that Turkana County should

empower and support its leadership to play a proactive role in driving continuous improvements within the supply chain.

The study further recommended that Turkana County should optimize its organizational structure to improve the performance of supply chain functions. The strong positive correlation between organizational structure and supply chain effectiveness highlights the importance of clear communication channels, decision-making processes, and resource utilization. The study suggested that county officials should review and adjust the organizational structure to enhance operational agility and responsiveness. Implementing centralized or decentralized approaches where appropriate can streamline operations and improve flexibility within the supply chain. By aligning the organizational structure with supply chain strategies and optimizing division of duties, Turkana County can improve coordination and efficiency across its supply chain network. Therefore, the study recommended that Turkana County should tailor its organizational structure to better support strategic supply chain objectives and operational needs.

The study further recommended that Turkana County should prioritize ensuring adequate availability and effective management of resources to optimize supply chain performance. The significant positive relationship between resource availability and supply chain effectiveness underscores the critical role of financial, technological, human, and material resources. The study suggested that county authorities should develop robust resource management strategies, including regular assessments of resource needs and allocation. Investing in technology, workforce development, and contingency planning can mitigate risks associated with resource shortages and enhance operational resilience. By fostering efficient communication channels and implementing proactive measures to address resource

constraints, Turkana County can sustainably improve its supply chain operations. Therefore, the study recommended that Turkana County should prioritize strategic resource management practices to support long-term supply chain performance and resilience.

5.5 Suggestion for Further Studies

Further studies could explore the impact of external factors like regulatory environments or economic conditions on supply chain performance in Turkana County. Additionally, comparative studies across different counties or regions could provide insights into best practices for enhancing supply chain efficiency in public sector organizations.

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APPENDICES

Appendix I: Research Questionnaire

You are requested to answer all questions in this research study questionnaire. The information provided shall be treated with confidentiality and will be used purposely for this study. This study aims at determining “*Influence of strategic implementation on performance of supply chain functions of Turkana County*”. In this regard, I am kindly requesting for your support in terms of time, and by responding to the attached questionnaire.

NB: Do not write your name on this questionnaire

Section A: Background Information

1. Indicate your Gender

Male Female

2. Indicate your Age Bracket

21-25 years 26- 30 years

31-35 years 36- 40 years Over 40 Years

3. Level of Education

Collage Certificate Diploma Certificate

Undergraduate degree Post graduate Others

4. How long have you been Working in the County?

Less than 1 year Between 1-5years

Between 6-10 years 10 years and Above

SECTIONB: STRATEGIC IMPLEMENTATION FACTORS

Part A: Organization Culture (OC)

5. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

		1	2	3	4	5				
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree				
	Opinion					1	2	3	4	5
1	The culture of county government plays a significant role in the success of our supply chain functions.									
2	The implementation of strategies in the county is influenced by ethical considerations, which pertain to the moral principles governing an individual's conduct.									
3	Lack of communication and collaboration within our organizational culture can negatively impact the performance of our supply chain functions.									
4	Culture of innovation and continuous improvement enhanced the effectiveness of our supply chain functions.									
5	Culture that values and invests in employee development can lead to better performance in our supply chain functions.									

6	Culture that prioritizes ethical and sustainable practices can positively impact the performance of our supply chain functions.					
7	Strong organizational culture that aligns with the values and goals of our supply chain functions contributed to overall success					

Part B: Top Management Support (TMS)

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

		1	2	3	4	5					
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
Opinion							1	2	3	4	5
1	Top management regularly communicates the importance of supply chain management to employees.										
2	Top management consistently allocates resources for improving supply chain performance.										
3	Top management frequently monitors and evaluates the performance of supply chain functions.										
4	Top management ensures that supply chain goals align with the overall organizational strategy.										
5	Top management actively participates in decision-making related to supply chain management.										
6	Top management promotes a culture of accountability for supply chain performance.										
7	Top management provides sufficient training and development opportunities for employees involved in supply chain management										

Part C: Organizational Structure (OS)

7. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

		1	2	3	4	5					
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree					
Opinion							1	2	3	4	5
1	The organizational structure of county government has a significant impact on the efficiency of our supply chain functions.										
2	Communication channels within the organizational structure can affect the timeliness of our supply chain operations.										
3	The level of hierarchy within our county government organizational structure facilitated decision-making in our supply chain.										
4	The degree of centralization or decentralization in our county government organizational structure influenced the speed and flexibility of our supply chain.										
5	Our c county government's organizational structure affects the allocation and utilization of resources in our supply chain.										

6	The division of responsibilities within our organizational structure impacted the coordination and collaboration between different supply chain functions.					
7	The alignment of our organizational structure with our supply chain strategy contributed to the overall effectiveness of our supply chain functions					

Part D: Availability of Resources (AR)

8. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Opinion					
1	Our county government has sufficient financial resources to support supply chain operations.				
2	county government have access to the necessary technological resources to optimize our supply chain functions.				
3	Adequate staffing levels are maintained to ensure smooth supply chain operations.				
4	Our organization invests in employee training and development to enhance supply chain performance.				
5	Availability of raw materials and components is not a major challenge to our supply chain operations.				
6	Effective communication channels exist to ensure timely and accurate flow of information within the supply chain.				
7	county government have contingency plans in place to address resource constraints that may impact our supply chain performance.				

Part E: Supply Chain Performance SCP

8. Please use the point scale below to indicate your level of agreement by ticking each one of the given statements.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Opinion					
1	Strategy implementation enables employees to attain their goals				
2	Strategy implementation leads to efficiency in operations within the County				
3	Strategy implementation enables the County to address the citizens needs				
4	Strategy implementation enables the County to offer quality service to its people				
5	The County Government has implemented innovative procurement strategies to improve supply chain performance				
6	The procurement processes in Turkana County Government are transparent and efficient.				

Thank you for your Assistance

Appendix II: University Introduction Letter



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
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DIRECTORATE OF POSTGRADUATE STUDIES

February 23, 2023

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: LOWALAN AWOI SHIRLEY (REG. NO. BUS-3-1519-3/2019)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on; "Influence of Strategy Implementation on Performance of Supply Chain Functions in Turkana County Government".

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be appreciated.


Thank you




Dr. John M. Muchiri (PhD)
Director, Postgraduate Studies

Cc: Dean SBUE
CoD, Business Administration
Postgraduate Coordinator
Supervisors


Appendix III: Research Permit from NACOSTI


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **122355** Date of Issue: **24/March/2023**

RESEARCH LICENSE



This is to Certify that Miss.. SHIRLEY AWOI LOWALAN of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Turkana on the topic: INFLUENCE OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF SUPPLY CHAIN FUNCTIONS IN TURKANA COUNTY GOVERNMENT for the period ending : 24/March/2024.

License No: **NACOSTI/P/23/24358**