

**INFLUENCE OF STRATEGY IMPLEMENTATION ON ORGANIZATIONAL
PERFORMANCE OF THE COUNTY GOVERNMENT OF THARAKA NITHI,
KENYA**

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UNIVERSITY**

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DECLARATION AND RECOMMENDATION

I the undersigned, declare that this thesis is my original work, and has not been submitted to any other university or institution of higher learning for academic credit other than Kenya Methodist University

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DEDICATION

I dedicate this thesis to my parents, Ashford and Liz Njagi, my husband Duncan Mwiti, and our sons, Dylan Munene and Nate Rehan, with heartfelt gratitude.

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My heartfelt gratitude to the Divine for granting me the ability to finalize this research. The success of this research owes its existence to the dedicated efforts of several individuals, and I feel compelled to acknowledge them. Special thanks to my supervisors, Jane Munga and James Mbebe, whose guidance was sought on numerous occasions and guided me in tracking my progress. To the entire faculty at KeMU business school thank you for being remarkable teachers and mentors. To all my colleagues, thank you for challenging me to be better. To the library staff at KeMU thank you for the support during my studies. Finally, I wish to thank my family for their unwavering support throughout my studies, as well as their understanding and patience throughout the entire research process. May you all be blessed abundantly by our gracious God.

ABSTRACT

Strategy implementation involves translating strategic plans into actionable steps to achieve organizational objectives. The enactment of the Kenyan Constitution in 2010 introduced a decentralized governance system, requiring counties to engage in structured pre-budget planning. The County Government Act of 2012 mandates the formulation of key plans, including the County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, and County Performance Management Plans. This study investigates the influence of leadership styles, organizational structure, organizational culture, and financial resource availability on strategy implementation and organizational performance in Tharaka Nithi County Government, Kenya. The study was anchored on the McKinsey 7S framework, Higgins 8S framework, and the Resource-Based View theory. A descriptive research design was adopted, targeting a population of 160 employees, from which 114 respondents were selected using stratified random sampling. Data collection was conducted through questionnaires, and a mixed-methods approach was used in data analysis. Qualitative data underwent content analysis, while quantitative data was analyzed using descriptive statistics (frequencies, percentages, mean, and standard deviation) and inferential statistics, including regression analysis via SPSS. Findings were presented in tables and narratives. Regression analysis revealed that β of 0.593 and p of 0.001 between resource availability and performance, a β of 0.686 and p of 0.001 between leadership styles and performance, a β of 0.454 and p of 0.001 between organizational structure and performance, and β of 0.807 and p of 0.001 between organizational culture and performance. The study concludes that leadership, resource allocation, organizational structure and culture significantly and positively influenced performance of the county government of Tharaka Nithi. The study recommends sustained investment in personnel, financial support, procurement optimization, and machinery maintenance to enhance project execution. Leaders should emphasize ethical practices, invest in conflict-resolution training, delegate responsibilities effectively, and implement fair reward systems. Additionally, streamlining the organizational structure can improve communication, collaboration, authority clarity, and participative decision-making. Strengthening shared values, fostering innovation, enhancing employee engagement, and promoting open communication will further improve organizational culture, ultimately driving better performance within the county government.

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ABBREVIATIONS AND ACRONYMS

CIDP	County Integrated Development Plans
GDP	Gross Domestic Product
HRM	Human Resource Manager
MTP	Mid-Term Plan
TNC	Tharaka Nithi County
VRIN	Valuable, Rare, Inimitable, Non-substitutable

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy, derived from the ancient Greek word *Stratego*, means planning the destruction of one's enemies by effectively using available resources (Samuel & Siebeneck, 2019). Mühlbacher and Böbel (2019) noted that strategy originated from the military and gained its usage in the business sector. In the military, strategy helped bridge the gap between the tactics and the actions taken to achieve victory. According to Adejumo (2019) the core concept of a strategy is centered on the selection of a distinctive and valuable position that is deeply embedded within a system of activities that prove significantly challenging for competitors to replicate. Strategy addresses how an organization will respond to changing conditions especially those that have to do with shifting customer demands, emerging industry trends, and how to maintain a competitive edge in the industry. Strategy in organizations seeks to allow the organization to build and strengthen its areas that satisfy the customer's needs in the market thus creating unique value propositions (Nayak et al., 2020).

Kusi et al. (2021) pointed out three different levels of strategy: the corporate level, the functional level, and the operational level. Each of these levels helps the organization to create a unique value proposition to its customers thus creating a competitive advantage. The corporate-level strategic implementation enables a firm to achieve its mission and vision. The business-level strategy helps firms to compete effectively in specific markets and provide the best value to their customers. The operating level strategies enable an organization to carry out the day-to-day activities that are aimed at creating customers' value (Katou et al., 2022).

Phase of the strategic management process; implementation of strategy, is commonly perceived as the utmost arduous, demanding, and time-consuming stage by many management, scholars and practitioners (George, 2021).

Correani et al. (2020) postulate that implementation of strategy encompasses a comprehensive spectrum of endeavors directed at translating strategic intentions into concrete actions. Strategic implementation involves the process by which an organization turns the plans into action and ensures that the actions aid organizations to achieve their goals. Strategic implementation is a highly multifaceted and interactive process that necessitates the organization to allocate resources and plan effectively before the implementation (Cohn et al., 2021). Strategy implementation helps firms take advantage of new opportunities in the market ensuring a sustainable competitive edge in the market (Samuel & Siebeneck, 2019). Implementation is a process that takes longer than formulation (Nayak et al., 2020).

Strategic implementation entails the process through which firms allocate resources to help in fulfilling the organization's goals. The implementation process also entails activities required to set the actions into motion (Mykhailichenko et al., 2021). Hadijah (2023) emphasized the significance of strategy implementation and concluded that any business entity's organization hinges not only solely on the quality of strategy formulation but rather on the effective execution of a sound strategy to attain the intended goals and objectives. Smith et al. (2020) explains that an organization's strategic implementation entails such issues as compensation. Employee motivation, employee appraisals, and controls. Although it is hard to identify strategies, it is even harder to ensure effective implementation of the strategy (Cook et al., 2019).

In the absence of effective strategy implementation, an entire organization is prone to subpar performance and falls short of realizing its complete potential for generating advantages (Adejumo, 2019). Tsou and Chen (2023) have highlighted a range of issues associated with strategy implementation. These issues encompass challenges such as deficient management involvement, inadequate communication or its absence, unfamiliarity or misconceptions

regarding the strategy, insufficient dedication to the strategy, misalignment of organizational resources and systems, deficient coordination of tasks and shared accountabilities, conflicting activities, inadequate capabilities, and uncontrollable external influences. Over time, these factors collectively impinge upon long-term performance outcomes.

Strategic management entails actions that helps an organization achieve its objectives. Strategic management comprises critical tasks that help an organization formulate, implement, and control its mission and vision (Al Aina & Atan, 2020). Despite its importance, strategic implementation has attracted less attention from researchers. According to Tolici (2021) the main reason for the few studies on the topic is that many people focus on strategic implementation. Strategic management is overlooked because there is a belief that anyone can do it. Also, there lack of guidance on what strategic management entails, and where it begins and ends (Hilton, et al. 2023). Strategic implementation helps firms enhance their performance, achieving a competitive edge in the market (Lee et al., 2022).

Strategy implementation helps firms to apportion their resources to support the most important activities in an organization. These activities are aimed at helping the organization achieve its corporate goals of making profits and creating value for stakeholders (Atan & Mahmood, 2019). Strategic implementation is viewed as a craft rather than a science with previous studies describing it as fragmented and eclectic (Alrowwad et al., 2020). Strategic management entails various management activities that are useful in ensuring that the organization's activities create value for the stakeholders (Kim, 2020).

Kabeyi (2019) explains that strategic implementation affects an organization's survival in the market. It has been postulated that the implementation process defines the position of the organisation as it ranges from an apex performer, a survivor, or a candidate for elimination based on how the stakeholders handle it. In the view of Pambreni et al. (2019) there is an indication that many organizations always have difficulties in the execution of the formulated

strategies. Organizational performance, on the other hand, concerns with the ability of the organisation to accomplish its mission by utilizing resources available to it in a planned and proper manner. One must note however, that in most cases performance has been closely associated with productivity. As for Rasool et al. (2019) organizational performance means the ability of an organization to manage its resources, which includes its manpower, materials, skills, competence and others in order to achieve the set objectives efficiently and effectively. Organizations are categorized as profit-making or nonprofit-making. They are either public or private. Alrowwad et al. (2020) described Organizational performance as the ability of the organization to achieve its goals with limited resources. Organizational performance can be described as the organization's output measured against the intended outputs. Studies in strategy implementation and organizational performance have been done by scholars globally.

1.1.1 Global Perspective on Strategic Implementation and Performance

Strategic implementation is pivotal for ensuring effective public service delivery, particularly at the county level, as it bridges the gap between strategic plans and tangible outcomes. Counties can achieve their objectives by efficiently executing strategies that align resources, priorities, and actions with long-term goals. This approach enhances their capacity to address complex challenges and meet the growing demands of citizens (Collings et al., 2019). Effective strategic implementation requires a focus on translating plans into actionable steps, establishing clear performance benchmarks, and ensuring continuous adaptation to evolving circumstances, thereby fostering accountability and continuous improvement in public service delivery (Fuertes et al., 2020).

Norway offers an exemplary model of strategic implementation through municipalities like Ålesund, which have successfully executed strategies to enhance service delivery and promote sustainable development. Ålesund's success lies in engaging stakeholders, executing well-defined plans, and employing robust performance measurement systems. These measures have

led to improved efficiency, transparency, and citizen satisfaction in critical areas such as healthcare, education, and infrastructure (Johnsen, 2018). The municipality's ability to implement strategies effectively has ensured judicious resource allocation and the realization of superior outcomes for its residents, showcasing the significance of a well-executed strategic approach (Johnsen, 2016).

Similarly, Canadian cities like Vancouver and Toronto have demonstrated the critical role of strategic implementation in addressing urban challenges and meeting citizen demands. Vancouver's focus on executing sustainability and innovation strategies has resulted in green infrastructure and efficient transit systems. In Toronto, the strategic implementation of initiatives in affordable housing and public health has brought about measurable improvements in quality of life and citizen well-being. These municipalities highlight the importance of not just planning but successfully carrying out strategies to deliver impactful services tailored to residents' needs (Lu & Wang, 2021).

1.1.2 African Perspective on Strategic Implementation and Performance

Strategic implementation plays a critical role in enhancing service delivery across African municipalities by enabling governments to transform plans into actionable outcomes. In Nigeria, municipalities like Lagos and Abuja have achieved improved service delivery through effective execution of strategic initiatives. Targeted actions addressing infrastructure development, healthcare accessibility, and education have been made possible through careful implementation processes, resource alignment, and partnerships with the private sector. These efforts have resulted in notable gains in efficiency, service quality, and socio-economic development (Agwu, 2018).

South Africa provides another compelling example, with the City of Cape Town showcasing the transformative potential of effective strategic implementation. The city has excelled in implementing strategies to improve water supply, sanitation, and housing by leveraging data-

driven approaches and innovative technologies. Rigorous monitoring and proactive stakeholder engagement have enabled the city to navigate implementation challenges and achieve significant gains in operational efficiency and quality of life for residents (Bushe, 2019). These achievements demonstrate how successful strategic execution enhances public service delivery outcomes in complex municipal contexts (Fatoki, 2018).

In Ghana, strategic implementation has driven performance improvements in cities like Accra and Kumasi. These municipalities have tackled urbanization challenges by implementing strategies to improve waste management, public transportation, and healthcare. For instance, Accra's use of mobile health clinics and community-based sanitation programs demonstrates how effective execution of plans can directly address pressing issues, leading to better health outcomes and environmental sustainability. Strategic implementation has allowed these cities to align resources with goals and foster inclusive development, highlighting its critical role in achieving municipal objectives (Donkor et al., 2018).

1.1.3 Local Perspective on Strategic Implementation and Performance

In Kenya, strategic implementation has emerged as a vital component of organizational performance. Ontita and Kinyua (2020) found that strategy implementation policies significantly influence the performance of government executive organizations, as evidenced in a study of 42 banks in Kenya. Similarly, Mwaura (2023) highlighted the role of strategic leadership in successfully executing strategies in family-owned businesses, leading to notable performance improvements. Murumba et al. (2020) demonstrated how the implementation of knowledge-sharing strategies, supported by technology and organizational culture, enhances university performance. These findings underscore the importance of converting strategic plans into actionable steps to maximize returns and achieve desired outcomes (Ongongo & Mang'ana, 2022).

In the context of Kenyan county governments, strategic implementation is critical for overcoming challenges such as disparities in organizational structures, cultures, and leadership models. While counties receive equal resources, their performance varies significantly, often influenced by their ability to execute strategies effectively (Tirastittam et al., 2020). The adoption of the 2010 Constitution introduced devolution, requiring counties to implement functions such as agriculture, health, and trade development (Ndiege & Wamuyu, 2019). County Integrated Development Plans (CIDPs), designed to guide resource utilization, play a pivotal role in translating the broader Vision 2030 objectives into actionable strategies for community development (M'Mugambi et al., 2020).

However, many counties face challenges in implementing these plans, including inadequate resources and capacity gaps. Effective execution of CIDPs is essential for achieving Vision 2030 goals, which aim to transform Kenya into a newly industrialized middle-income economy by 2030 (Kipkirui, 2020). The county governance framework, with its distinct legislative and executive branches, provides opportunities for streamlined and focused strategic execution (Sande, 2023). Devolving functions and services further enhances governance and ensures targeted implementation of plans, enabling counties to deliver meaningful results to their constituents (Ndiege & Wamuyu, 2019).

1.1.4 Tharaka Nithi County Government

Tharaka Nithi County is located in the eastern part of Kenya. It is one of the 47 counties in the country and is situated within the larger Eastern Region of Kenya. The county was established in 2013 as part of the devolution process outlined in Kenya's 2010 Constitution, which aimed to decentralize governance and promote local development. The county's administrative headquarters is Kathwana. The County shares its borders with Meru County, Kitui County, and Embu County. Its eastern border is defined by the Tharaka hills, which form part of the

County's landscape. The county boasts 360 km² of Mount Kenya forest. The forest spreads in the Maara and the Chuka constituencies. The county also boasts several hills such as Munuguni, Kiera, and Kiera in Kijeg and Ntugi in the Tharaka constituencies.

Administratively, the county has 4 sub-counties: Tharaka North, Tharaka South, Igamba Ngombe and Maara. The county has three political units which consist of the constituencies namely; Tharaka, Chuka/Igambang'ombe, and Maara. Regarding demographic factors, the county records a total population of 393,177, as reported by the 2019 population and housing census.

1.1.5 Organizational Performance

According to Fuertes et al. (2020) Organizational performance means how the organization is well-equipped to effectively use available resources in order to accomplish its objectives. Organizational performance is one of the most significant factors of measuring actual accomplishment against the projected accomplishment. The performance takes into account the process view where emphasis is on the internal process to assess the efficiency of the organisation strategy. Business performance will refer to the ability of the organizational systems to realize the formulated goals through the efficient and effective Deployment of the available resources (Correani et al., 2020). There are two broad categories of performance that are established by organizations these are; financial performances and non financial performances. Financial measures relate to the overall monetary position of a firm for a stated period while non-financial refer to the other incidental benefits a firm accrues over time for instance customer base, motivation of employees and satisfaction of the customers among others (Barney & Hesterly, 2019). Business oriented organizations evaluate themselves based on profits and returns on assets and or investments. Public organization's performance on the other hand is attributed to economic growth, service delivery, and infrastructural growth (Mio et al., 2020).

1.2 Statement of the Problem

Effective implementation of public service delivery strategies is crucial for translating organizational goals into actionable plans, ensuring alignment and coordination across departments. This process enables efficient resource allocation, fosters accountability, and drives continuous improvement, which enhances organizational performance and competitiveness (George et al., 2019). Successful strategy implementation involves clear communication of objectives, active stakeholder engagement, and robust monitoring mechanisms to ensure accountability and transparency. It emphasizes citizen involvement, collaboration between government agencies and local communities, and focusing on outcomes that improve residents' well-being while promoting efficiency and equity in resource allocation (Al Aina & Atan, 2020).

However, despite the growing attention given to strategic management in the public sector, there is a significant gap in the application of these principles, as many organizations continue to recycle outdated methods that fail to deliver desired results (Lee et al., 2022). In Tharaka Nithi County, several challenges hinder effective strategy implementation, such as limited financial, human, and physical resources. These limitations are further compounded by bureaucratic obstacles and inadequate infrastructure, all of which undermine the successful execution of strategies and the achievement of desired outcomes, despite efforts to engage the community in the planning process. Empirical evidence from Katsikeas et al (2020) reveals that only 10% to 30% of intended strategies are fully implemented. Moreover, Liu et al. (2020) found that 60% to 80% of organizations worldwide excel in strategic formulation but struggle significantly during the implementation phase. These challenges underline the complexity and resource-intensive nature of strategy implementation, as highlighted in the literature (Ocran et al., 2020). In Tharaka Nithi County, this issue is particularly pressing, as limited resources directly affect the county's ability to effectively deliver public services.

While the issue of resource limitations is a central concern in Tharaka Nithi, other factors also play a critical role in the county's struggles with strategy implementation. Organizational culture, leadership, and structure are essential components that influence the ability to implement strategies effectively. Research suggests that organizational culture can either support or hinder strategy execution by shaping how employees perceive and react to change (Tirastittam et al., 2020). Similarly, leadership plays a pivotal role in guiding the implementation process and motivating stakeholders to align their efforts with strategic goals (Mwaura et al., 2023). The county's organizational structure can also pose challenges, as rigid structures often limit communication and decision-making, which are vital for strategy implementation (Tirastittam et al., 2020). Despite the recognition of these factors in broader research, they have not been sufficiently explored in the context of strategy implementation in Tharaka Nithi County. This study, therefore, seeks to fill this gap by examining how organizational culture, leadership, structure, and resource limitations influence the implementation of strategies in the County Government of Tharaka Nithi, Kenya.

The need for this investigation arises from the existing lack of research on the implementation of the County Integrated Development Plan (CIDP) of 2013 in Tharaka Nithi, which limits understanding of the local barriers to strategy execution. A few studies have explored the relationship between strategy implementation and performance in different sectors, such as Ontita and Kinyua (2020) who examined 42 banks in Kenya, Murumba et al. (2020) who explored knowledge sharing in Kenyan universities. However, there is limited research on how strategy implementation impacts the performance of county governments, especially in Tharaka Nithi County. This study aims to address these gaps by investigating the influence of strategy implementation on organizational performance within Tharaka Nithi County.

1.3 Purpose of the Study

To determine the influence of the implementation of public service delivery strategy on the organizational performance of the County Government of Tharaka Nithi in Kenya.

1.4 Objectives of the Study

- i. To determine the influence of resource availability on the performance of the county government of Tharaka Nithi.
- ii. To establish the influence of leadership styles on the performance of the county government of Tharaka Nithi.
- iii. To explore the influence of organizational structure on the performance of the county government of Tharaka Nithi.
- iv. To examine the influence of organizational culture on the performance of the county government of Tharaka Nithi.

1.4.1 Research Hypotheses

H₀₁: Resource availability does not have a significant influence on performance of Tharaka Nithi's county government

H₀₂: Leadership Style does not have a significant influence on performance of Tharaka Nithi's county government

H₀₃: Organizational structure does not have a significant influence on performance of Tharaka Nithi's county government

H₀₄: Organizational culture does not have a significant influence on performance of Tharaka Nithi's county government

1.5 Justification of the Study

The performance of county governments in Kenya, including Tharaka Nithi County, is critical for delivering public services effectively. However, challenges such as inadequate resource allocation, poor strategic alignment, weak leadership, and inefficiencies in strategy

implementation hinder optimal performance. It is essential to investigate the influence of strategy implementation on organizational performance within the County Government of Tharaka Nithi, as ineffective implementation can result in unmet developmental goals, reduced service delivery, and wasted resources. While research has broadly examined organizational performance in public sector institutions, there is a gap in understanding how strategy implementation specifically affects the performance of county governments in Kenya. Identifying the factors influencing strategy implementation and addressing these gaps is crucial for enhancing the county's ability to meet its objectives, improve service delivery, and foster sustainable development.

1.6 Limitations of the Study

Respondents were hesitant to share candid details about challenges or gaps in strategy implementation due to concerns about confidentiality and potential repercussions. To address this, the study emphasized strict adherence to ethical standards, ensuring that participants' information remained confidential and was used solely for academic purposes. Clear communication about the importance of the study was provided to build trust and encourage open participation.

Furthermore, challenges such as incomplete responses, misinterpreted questions, and the unavailability of key personnel during the data collection period affected the depth and comprehensiveness of the findings. Regular follow-ups and reminders were employed to encourage participants to submit timely and complete responses. A letter of introduction from the researcher's institution was presented to county officials to foster trust and gain the support of the county government, which facilitated access to relevant information. Despite these challenges, measures were implemented to ensure the collection of high-quality data for the study.

1.7 Delimitations of the Study

The study focused on examining the influence of strategy implementation on the organizational performance of the County Government of Tharaka Nithi, Kenya. It explored the impact of key aspects of strategy implementation, including resource availability, leadership styles, organizational structure, and organizational culture. The study specifically targeted departments within the county government that played critical roles in service delivery and policy execution. To ensure the confidentiality of participants, all responses were treated with strict confidentiality, and no identifying information was disclosed. Structured questionnaires were employed to collect data, which were administered both physically and electronically to accommodate participants' preferences and enhance response rates.

To address potential challenges, such as non-completion of questionnaires, respondents were reminded periodically to complete and return their responses. Written authorization was sought from the university, and the approval letter was presented to the county government to establish credibility and foster cooperation. This approach minimized suspicion and encouraged the disclosure of accurate information. The study also avoided potential bias by ensuring that participation was voluntary and that respondents clearly understood the purpose of the research. By adopting these measures, the study overcame barriers to data collection and ensured the reliability of its findings.

1.8 Significance of the Study

Organizations, regardless of their size, actively engage in strategic management, whether through conscious efforts or unintentionally, and utilizing formal or informal approaches (Todd et al., 2019). Notably, sizeable organizations possess intricate systems and established frameworks to manage and synchronize the implementation of strategies. The insights gleaned will provide substantial advantages to a diverse array of stakeholders.

1.8.1 County Governments in Kenya

The significance of this study lies in its potential to offer valuable insights to county executives on effectively implementing developmental strategies to improve public service delivery and enhance performance in line with the goals of the Kenya Vision 2030. By addressing the challenges counties face in executing their CIDPs, this study will guide county leaders in optimizing their resources and strategies to better serve their residents, ensuring that the desired outcomes are achieved. The study will also contribute to the broader understanding of strategic implementation in local governance, helping bridge the gap between planning and execution.

1.8.2 County government of Tharaka Nithi

This research endeavor provides valuable direction to the management approaches within Tharaka Nithi County Government, enhancing the overall process of strategy implementation. It serves as a compass for county leadership, enabling them to assess the effectiveness of their current practices and identify areas warranting enhancement. Furthermore, this study offers value to county leadership as a dependable reference for making informed managerial choices and steering actions concerning strategy implementation and performance within the county.

1.8.3 Researchers

This study is poised to furnish both aspiring and existing scholars in the realm of strategic management with valuable insights. This study has the potential to enrich the comprehension and broaden their knowledge of strategic implementation and organizational performance.

1.9 Assumptions of the Study

The study assumed that respondents provided accurate and honest information, ensuring the validity and reliability of the study's findings. It was also anticipated that senior staff and key stakeholders within the County Government of Tharaka Nithi did not encounter restrictions from their contractual obligations that would hinder their ability to openly discuss issues related to strategy implementation. Additionally, the study assumed that the targeted respondents

possessed sufficient knowledge and understanding of strategy implementation processes and their influence on organizational performance, enabling them to provide relevant insights to address the research objectives effectively.

1.10 Operational Definition of Terms

Strategy Implementation: refers to the process of putting plans and strategies into action within an organization to achieve its objectives and improve performance (Weiser et al., 2020).

In the context of this study, strategy implementation refers to the actions taken by the County Government of Tharaka Nithi to translate their strategic plans into practical steps that drive organizational performance.

Organizational Performance: refers to the ability of an organization to achieve its goals and objectives effectively, often measured through key indicators such as profitability, efficiency, and overall productivity (Munyua & Ngugi, 2021). In the context of this study, organizational performance refers to the success of the County Government of Tharaka Nithi in meeting its strategic goals, as reflected in factors like Service timelines, efficiency in infrastructure projects, citizens satisfaction and jobs created.

Resource Availability: refers to the extent to which an organization has access to and can effectively utilize various resources, including financial, human, and material assets, to implement its strategies (Ji et al., 2020). In the context of this study, resource availability refers to the County Government of Tharaka Nithi's access to and utilization of resources, such as financial capital, skilled personnel, and infrastructure, to successfully implement its strategic plans and enhance organizational performance.

Leadership Styles: refer to the approaches and behaviors employed by leaders to guide, influence, and manage teams or organizations in achieving their objectives (Fries et al., 2021). In the context of this study, leadership styles refer to the various approaches used by leaders

within the County Government of Tharaka Nithi to direct and motivate employees towards successful strategy implementation and improved organizational performance.

Organizational Structure: refers to the formal arrangement of roles, responsibilities, and authority within an organization, which determines how tasks are divided and coordinated to achieve objectives (Verhoef et al., 2021). In this study, organizational structure refers to the framework within the County Government of Tharaka Nithi that defines the hierarchy, communication channels, and distribution of responsibilities, impacting the effectiveness of strategy implementation and organizational performance.

Organizational Culture: refers to the shared values, beliefs, norms, and practices that shape how employees within an organization interact and work together to achieve its goals (Akpa et al., 2022). In the context of this study, organizational culture refers to the prevailing values, beliefs, and behaviors within the County Government of Tharaka Nithi that influence how employees approach strategy implementation and contribute to overall organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section highlighted the theories related to the research. The literature review used articles conducted elsewhere by other scholars thus offering insights into the subject matter.

2.2 Theoretical Review

This study reviewed theories that tend to address issues on strategy implementation and their relevance to organizational performance. The study focused on the following theory and framework; Resource-based view theory, McKinsey7s framework, Higgins 8s framework.

2.2.1 Resource Base View Theory

A strategic resource is characterized by its rarity, value, challenging imitability, and non-substitutability. Grounded in the resource-based theory (RBV), this perspective underscores an organization's assets as pivotal factors shaping competitive advantage and performance (Elya, 2021). This theory operates based on two foundational assumptions when exploring the connections between performance advantages (Beamish & Chakravarty, 2021). This theory explains that different firms may exhibit heterogenic in the resources they possess. The theory also explains that the resource heterogeneity, employed for implementing firms' strategies, is not seamlessly transferable across entities. In simpler terms, some resources cannot be easily traded in markets, and accumulating and imitating them is intricate (Furr & Eisenhardt, 2021). Resources of a firm act as a source of enduring competitive advantage, they must possess specific characteristics, summarized as being rare, valuable, imperfectly imitable, and non-substitutable, often referred to as VRIN (Greve, 2020). According to Kosiol et al. (2023) four fundamental conditions underpin the sustainability of competitive advantage: having superior resources characterized by industry-specific differences, the existence of barriers to

competition once established, imperfect mobility of resources, and barriers to competition before the establishment of the advantage.

Resource-based view theory applies a set of principles to identify which resources signify strengths or weaknesses, and which assets yield core competencies that serve as sources of competitive advantage (Sabourin, 2020). These principles stem from the idea that resources are more crucial when they are fundamental to outperforming competitors in satisfying customer needs, rare and therefore hard to locate, lacking substitutes, or difficult to imitate, as well as when they can be exclusively controlled by the organization, and when they are robust or sustainable over time. So long as these capabilities remain unique to the firm, they can be harnessed to determine a competitive edge (Salsabila & Rahmatullah, 2022). The theory states that resources of an organization are important in shaping the strategic models applied (Shaw, 2021). In this study, this theory is of utmost significance in discerning whether unique resources and capabilities exist within the county, furnishing it with an advantage when executing strategies that positively impact performance. This theory serves as the underpinning for examining variables like financial resources and leadership styles within Tharaka Nithi County.

2.2.2 McKinsey 7 S's model

The McKinsey 7 model was pioneered by Peters and Roberts of the McKinsey consulting firm in the 1980s. This model delineates seven key factors that are essential for effective strategy execution (Gannile, 2022). According to Lee and Cugin (2020) the seven elements are of utmost importance for managers when implementing organizational strategies. These elements are system, structure, systems, skills, staff, style, and shared values all intricately interconnected. McKinsey's model, introduced in 1982, underscores the significance of these seven elements in ensuring the successful execution of strategies.

Strategy denotes an organization's premeditated plan in response to anticipated or actual shifts in its external surroundings (Nizovkina, 2021). Unlike tactics or operational moves, strategy is well-considered, thought-out, and often rehearsed. It addresses three core questions: (1) the present organizational position, (2) the desired future position, and (3) the path to get there. Thus, strategy orchestrates the transformation of the firm from its current state to the envisioned objectives, constrained by its potential or capabilities (Lee & Cugin, 2020). Structure pertains involves the arrangement of activities, reporting relationships, and coordination mechanisms within the organization (Subiyanto & Hatammimi, 2023). Organizational structures must be optimized to enhance performance, and they vary based on objectives and culture. A company's structure often influences its functioning and outcomes (Suwanda & Nugroho, 2022).

Systems encompass both formal and informal procedures employed for organizational management, encompassing aspects such as control mechanisms and the organizations. The model also seeks to examine the reward systems, the budgeting, and the planning process in the organization (Widiaputra, 2023). Within any organization, these internal processes or systems are used to help the application of strategies and the seamless conduct of daily operations. The effectiveness of these systems significantly influences organizational performance (Zavodny & Zavodna, 2022).

Style characterizes how the top-level managers govern the company; how they interact, take actions, and their symbolic significance. Fundamentally, it reflects the top official company's style of leadership. While traditional organizations follow bureaucratic decision-making processes, modern companies are innovating through technology to expedite decision-making and enhance customer-centric processes. Staff refers to people, their backgrounds, and competencies. It encompasses recruitment, selection, training, socialization, career management, and promotion of employees (Subiyanto & Hatammimi, 2023). Leading

organizations prioritize nurturing high-caliber staff, providing rigorous training and mentoring, and encouraging excellence to gain competitive advantage (Widiaputra, 2023).

Skills encompass the abilities employees excel in, including capabilities and competencies. During organizational change, the company must identify and reinforce the skills required to support the new strategy or structure. Instilling employees' confidence with regards to their future and career growth is essential to motivate hard work (Gannile, 2022). The 7s McKinsey model identifies a set of core values for guiding organizational vision and mission. These shared values bind employees around common ideas, promoting teamwork and maintaining a unified direction. According to the 7-S model, organizations achieve the effectiveness of three strategic S's that include strategy, structure, and systems, as well as four functional S's which comprise of skills, staff, style, and super-ordinate goals also known as shared values (Suwanda & Nugroho, 2022). Cultivation theory formed the basis of the study as this theory addresses most of the variables comprehensively. The McKinsey 7 S's model is a useful framework in identifying and linking different elements of organisational performance given that our key focus is to investigate the impact of strategy implementation on the performance of Tharaka Nithi County. While applying the framework, one observations how the elements of strategy, structure, systems, skills, style, staff, and shared values work within the county's operations to influence the effectiveness of strategic plans and overall performance results (Chmielewska et al., 2022).

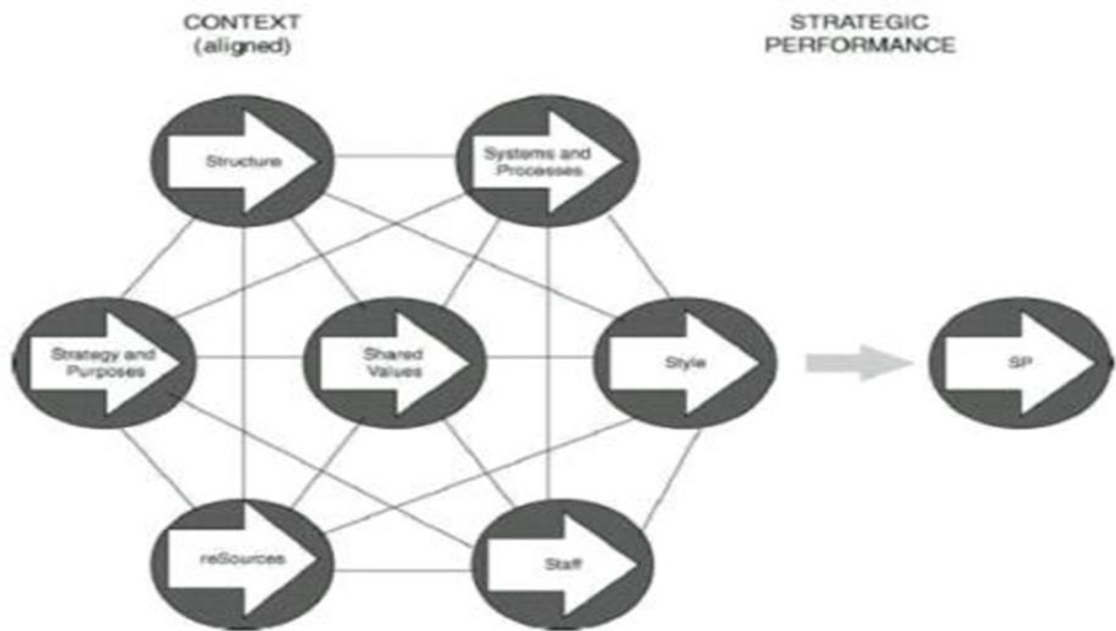
2.2.3 Higgins 8s Framework

The eighth component emerges as the result of the interactions among the original seven S's within the McKinsey framework (Adilova, 2023). In addition, Higgins added more contextual "S's" that included 'Re-Sources' given the need for more resources including finance, technology and infrastructures, hence enhance the execution of the strategy (Artemenko et al., 2022).

The Eight S's model is therefore applied to enhance operational and cross stakeholder application of organizational strategies. Common knowledge that it is possible to spend a lot of time practicing only that strategic management is worthless if executives do not devote enough time to strategy implementation (Henry, 2021). A strategy execution is critical for formulating strategy. However, in today's rapidly changing business environment, strategies are subject to more frequent revisions than in the past, which amplifies the challenge of alignment (Bryson & George, 2020). Executives must synchronize cross-functional organizational aspects. The Eight S's framework emphasizes that successful strategy implementation is centered on harmonizing the vital organizational components with the selected strategy. Given the dynamic and evolving nature of the business environment, managers must continuously adapt their strategies to remain in tune with these changes (Chiwawa et al., 2020). Higgins 8s Framework serves as a comprehensive guide for analyzing the key components necessary for effective application of strategy and assessing performance of organization. In this study, the framework can provide a structured approach to identify, evaluate, and improve the critical factors influencing success. By providing a structured approach encompassing strategy, structure, systems, staff, style, shared values, skills, and synergy, the framework offers a comprehensive lens to assess how strategic initiatives are executed and their impact on performance outcomes. Employing this framework facilitates a holistic understanding of the interplay between strategy execution factors, ultimately informing effective decision-making for enhancing organizational performance in the County .

Figure 2.1

Higgin's 8 S Frameworks



2.2.4 Schein's Model

Schein's model of organizational culture, developed by Edgar Schein, is a seminal framework that explores the dynamics of culture within organizations. Schein, a renowned organizational psychologist, introduced this theory in the 1980s, building upon his extensive research on organizational behavior (Coghlan, 2021). The key argument of Schein's model lies in the idea that organizational culture is formed through shared assumptions, values, and artifacts within a group, influencing behavior and shaping the organization's identity. According to Schein, culture is deeply rooted in the structure of the organization and processes, guiding the actions of its members and ultimately impacting its performance outcomes (Mamatha & Geetanjali, 2020).

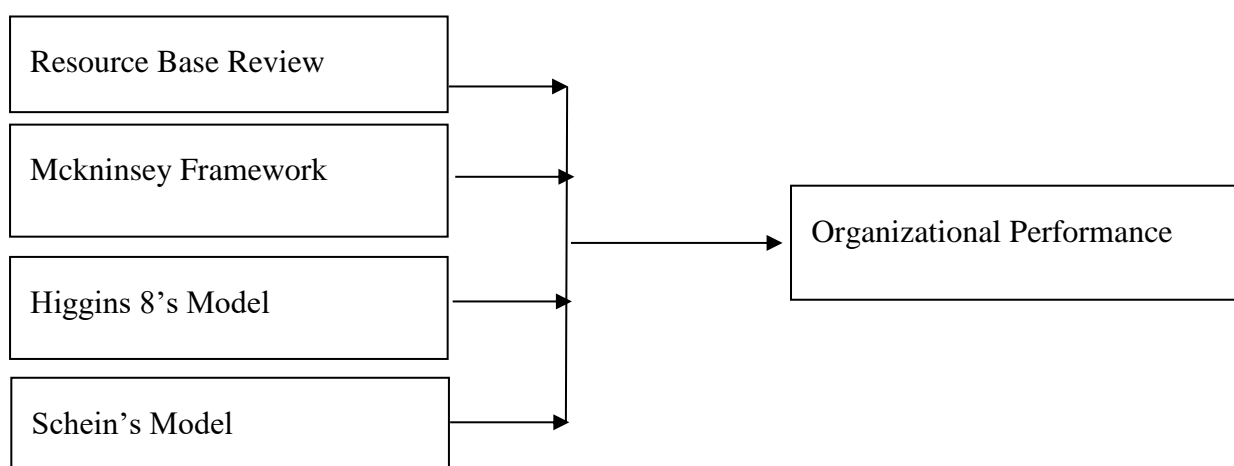
The relationship between Schein's model and strategy implementation is crucial, as organizational culture plays an important role in shaping how strategies are executed. Culture influences how individuals within an organization interpret and respond to strategic initiatives, affecting their commitment, cooperation, and adaptability (Makumbe & Washaya, 2022). A

strong alignment between organizational culture and strategy can facilitate effective implementation, while a misalignment can lead to resistance, conflicts, and ultimately failure in achieving desired outcomes. Understanding and managing organizational culture is therefore essential for successful strategy implementation, as it enables leaders to leverage cultural strengths and address potential barriers (Williams, 2022).

Understanding Schein’s model in this study is important because it offers valued intuitions into the role of organizational culture. By examining the county's cultural norms, values, and behaviors, researchers can identify how these aspects influence the implementation of strategic initiatives and, consequently, the county's performance outcomes. Moreover, understanding the cultural dynamics within Tharaka Nithi County can help policymakers and leaders devise strategies that are not only aligned with the organizational culture but also tailored to leverage its strengths, thereby enhancing the likelihood of successful implementation and improved organizational performance (Odor, 2018).

Figure 2.2

Theoretical Framework



2.3 Empirical Review

2.3.1 Resource Availability and Organizational Performance

Resources are the fundamental building blocks in the production process and are critical for the successful implementation of strategies that drive organizational performance. These resources can be broadly categorized into physical and intangible assets, such as capital equipment, employee skills, patents, brands, and financial resources. Within the context of the County Government of Tharaka Nithi, these resources are essential for executing strategies aimed at improving public service delivery and development outcomes. According to Barney (2021) a resource must meet four key criteria; valuable, rare, inimitable, and non-substitutable (VRIN) to provide a competitive advantage. Valuable resources enable an organization to capitalize on market opportunities, rare resources are unique to the organization, inimitable resources are difficult to replicate by competitors, and non-substitutable resources cannot be replaced by alternative assets. These criteria are highly relevant for the County Government in maximizing the impact of its strategies, ensuring that its resource base supports the desired outcomes in a competitive public sector environment.

The operational framework for resource availability in the County Government of Tharaka Nithi can be broken down into specific resource categories. Financial resources are fundamental for funding strategic initiatives that enhance public services. A key challenge for the County Government is the management of limited financial resources, especially when faced with substantial demands for development projects and service delivery. For example, significant investment in infrastructure development requires precise financial management to ensure that funds are allocated efficiently and used effectively. As noted by Mahat (2019) a lack of sufficient financial resources hampers the execution of key strategies, leading to suboptimal performance. Similarly, physical resources such as buildings, roads, production facilities, and equipment are necessary for the implementation of policies and programs. These

physical assets are crucial for the execution of the County's development agenda, encompassing the infrastructure that supports local governance, healthcare, education, and other key services.

In addition to financial and physical resources, human resources are a vital aspect of strategy implementation in the County Government of Tharaka Nithi. Human resources represent the knowledge, skills, and expertise within an organization that drive its performance. The RBV underscores the importance of human resources as a critical asset that can provide a competitive advantage when properly managed. For the County Government, skilled and motivated employees are essential in ensuring the effective delivery of services. According to Barney (2021) human resources can provide a competitive advantage if they possess unique skills that are not easily available in the labor market, contribute individual effort to the organization's overall goals, and are not easily substituted by technology. The successful implementation of strategies hinges on the ability of the County Government to tap into this pool of human resources, ensuring that employees possess the necessary expertise and motivation to drive performance improvements. Mahat (2019) study on strategy execution in Wajir County further highlighted the significant role that human resources play in strategy implementation. Wajir County faced challenges due to resource constraints, particularly in terms of human and financial resources, which limited its ability to execute strategies effectively.

In the case of the County Government of Tharaka Nithi, leveraging human resources is critical for optimizing organizational performance. The RBV perspective aligns with this view by emphasizing that human resources, when effectively utilized, contribute significantly to superior performance. The County Government needs to ensure that its workforce possesses the right skills and capabilities to implement its strategies successfully. Furthermore, human resources should be viewed as a source of competitive advantage, especially when their efforts are focused on executing the strategic objectives of the County. The implementation of

strategies that enhance public service delivery, such as improving healthcare, education, and infrastructure, can only be achieved if the County Government has access to highly skilled individuals who are committed to the achievement of these goals. Therefore, focusing on the development and retention of skilled employees should be a priority for the County Government in order to achieve long-term success in its strategic initiatives.

2.3.2 Leadership Styles and Organizational Performance

Leadership plays a critical role in the success of organizational strategies, wielding significant influence over teams and processes. As Wehrich (2018) note, leadership is a cornerstone of management that profoundly impacts organizational achievements. Robbins and Coulter (2020) in their study on General Electric and Chrysler, highlighted the transformative effects of strong leadership, showcasing how figures like Jack Welch and Lee Iacocca rescued these organizations from financial turmoil to achieve unparalleled success. Leadership styles such as transformational, transactional, and participative approaches significantly influence how strategies are implemented. Transformational leaders, for instance, inspire collective efforts, while democratic leaders enhance decision-making through inclusivity, emphasizing ethical behaviors, effective delegation, and conflict resolution as tools to drive organizational efficiency.

Leadership is deeply intertwined with ethical behaviors, shaping organizational culture and instilling shared values. According to Vaduva et al. (2016) ethical leadership ensures the alignment of strategic goals with moral principles, fostering trust and commitment within teams. Ethical leaders not only guide employees through complex decisions but also model behavior that reinforces integrity and accountability. Teece (2018) argued that ethical considerations are essential dynamic capabilities for leaders operating in uncertain and competitive environments, as they enable organizations to maintain credibility and adaptability. A focus on ethical practices ensures leaders inspire confidence, resolve conflicts

equitably, and maintain transparency, all of which are pivotal for successful strategy implementation.

Conflict resolution is another key element of effective leadership. Leaders play an active role in identifying, addressing, and mediating workplace disagreements to maintain a harmonious environment that supports strategic objectives. Rajasekar (2019) emphasized that resolving conflicts effectively strengthens employee commitment and alignment with organizational goals. Leadership styles that prioritize participative approaches such as involving employees in decision-making are particularly effective in preempting and resolving conflicts. Kouzes and Posner (2020) observed that leaders who address disputes promptly can sustain momentum in strategy implementation and foster a collaborative workplace culture.

Delegation practices further underscore the importance of leadership in strategy execution. Strategic leaders excel at assigning tasks, empowering employees to take ownership, and balancing oversight with autonomy (Jooste & Fourie, 2019). Effective delegation enhances efficiency by leveraging the strengths of team members, ensuring timely and coordinated action. However, Anyango (2018) noted that excessive delegation might limit a leader's direct involvement in strategy implementation, underscoring the need for a balanced approach that retains accountability while promoting employee empowerment. Leaders who master delegation create an environment where knowledge-driven initiatives flourish and strategic goals are achieved.

Motivation techniques employed by leaders are equally critical to organizational performance. Transformational leaders, as described by Bass and Avolio (2020) motivate their teams by fostering a sense of shared purpose, recognizing individual contributions, and encouraging professional growth. Robbins and Coulter (2021) noted that motivation techniques like recognition, rewards, and consistent feedback enhance employee engagement and drive superior performance. In contrast, transactional leaders rely on contingent rewards and

penalties, which can maintain discipline but may lack the inspirational elements necessary for sustained innovation and adaptability (Hargis et al., 2021). Motivational leadership fosters resilience, commitment, and alignment with organizational objectives, ensuring strategies are effectively implemented.

Leadership styles, ethical behaviors, conflict resolution, delegation practices, and motivation techniques, hence, are interconnected facets that shape organizational performance. Leaders who balance these sub-variables effectively can drive strategy implementation, ensuring alignment with goals while fostering a cohesive and motivated workforce. Studies such as those by Igbaekemen (2020) confirm that leadership is not just about vision but about facilitating processes, resolving challenges, and inspiring commitment to achieve lasting success.

2.3.3 Organizational Structure and Organizational Performance

Chandler (2018) famously asserted that "structure follows strategy," emphasizing the importance of aligning organizational structure with strategic objectives. Organizational structure refers to the established arrangement of relationships among various elements within a company, shaping the hierarchical distribution of responsibilities, lines of authority, communication pathways, and coordination mechanisms. It encompasses the division of labor, job roles and responsibilities, and the processes that govern organizational decision-making. According to Okumus (2023) a well-designed structure enables firms to identify and capitalize on market opportunities by utilizing resources effectively, reinforcing the interplay between strategy and structure.

Kaplan (2019) similarly highlights the significance of organizational structure, defining it as the division and specialization of tasks and personnel, with a focus on authority and relationships among different units. This includes the segmentation of tasks into natural units and the interrelation between various organizational elements. Robbins and Coulter (2020) recalls Alfred Chandler's seminal work in the 1960s, where he used survey research to investigate leading American firms and establish a deterministic relationship between strategy and structure. Chandler's findings demonstrated that changes in strategy necessitate

corresponding structural adjustments, underscoring the dynamic nature of organizations and the need for structural adaptability to maintain alignment with strategic goals.

Drazin and Howard (2019) stress the importance of strategic coherence between organizational plans and design as a prerequisite for effective strategy implementation. They argue that competition and market dynamics compel firms to alter their organizational structure to maintain competitiveness. Organizations that fail to adapt their structure to strategic needs risk poor performance and competitive disadvantage. Kihara (2020) research on small and medium-sized manufacturing firms in Thika, Kenya, provides empirical evidence supporting the relationship between structural changes and firm performance. The study identified three critical structural dimensions; specialization, formalization, and centralization that influence strategy implementation. Specialization entails the division of labor into distinct tasks, formalization involves establishing written rules and guidelines to govern operations, and centralization refers to the concentration of decision-making authority within specific levels of the organization. These dimensions, when aligned with strategy, contribute positively to organizational performance.

Reporting lines, a key aspect of organizational structure, define the flow of authority and accountability, ensuring clarity in task delegation and decision-making. Harrison (2021) emphasized the impact of reporting lines on organizational culture, highlighting that power-oriented cultures often feature rigid, top-down communication and decision-making dynamics. In contrast, cultures driven by role orientation focus on defined procedures and specialization, fostering efficiency and consistency. Achievement-oriented and support-oriented cultures prioritize teamwork and trust, relying on competence and expertise rather than hierarchical authority. Reporting lines that balance flexibility and clarity promote effective communication and enhance the alignment between structure and strategy.

Additional structural elements, such as span of control, departmentalization, and decision-making processes, further shape organizational effectiveness. Span of control refers to the

number of subordinates a manager directly supervises, which influences managerial effectiveness and resource allocation. A broader span may increase efficiency in flatter organizational structures, while a narrower span suits hierarchical organizations with complex processes. Departmentalization involves the grouping of tasks and activities into specific units or departments, allowing for specialization and operational focus. Decision-making processes determine whether authority is centralized or decentralized, influencing organizational agility and responsiveness. Centralization may enhance consistency, while decentralization fosters innovation and adaptability by empowering employees at various levels.

Organizational structure profoundly impacts strategy implementation and performance. Reporting lines, span of control, departmentalization, and decision-making processes are critical dimensions that shape how tasks, authority, and responsibilities are distributed. The interplay between these elements and structural dimensions such as specialization, formalization, and centralization underscores the importance of designing a structure that aligns with strategic objectives. The findings highlight that organizations must continuously adapt their structures to remain competitive and achieve sustainable performance. Integrating these insights allows firms to maintain strategic coherence, effectively leverage resources, and respond to evolving market dynamics.

2.3.4 Organizational Culture and Organizational Performance

Organizational culture forms the foundation of how a company operates, influencing its identity and shaping the behavior of its workforce. Organizational culture helps companies establish and sustain unique systems of beliefs and practices that distinguish them from competitors. These beliefs and practices manifest in how employees engage with stakeholders, affecting both internal cohesion and external perception. Ravasi and Schultz (2018) describe culture as a set of shared values that guide employees in handling day-to-day situations, prescribing acceptable behaviors and creating a sense of uniformity in decision-making

processes. This cultural framework becomes a powerful tool for ensuring employees align with organizational goals and priorities.

Schein (2019) provides a complementary perspective, portraying culture as a system of assumptions developed by a group over time as they solve challenges related to external adaptation and internal coordination. These assumptions evolve into standards that employees adopt, fostering consistency and stability within the organization. Schein further emphasizes how these cultural norms guide new employees, enabling them to assimilate into the organizational environment effectively. A study by Isaboke (2018) which focused on Kenyan universities, underscores the critical role of organizational culture in shaping strategy implementation. The study revealed that cultural characteristics, such as shared values and employee behavior, significantly contribute to achieving strategic objectives in educational institutions, illustrating the broader importance of culture in diverse organizational settings.

Despite its advantages, organizational culture can also present challenges during strategy implementation. Ansoff (2019) highlights that cultural and behavioral factors, such as conflicting practices or a lack of ownership among employees, can derail strategic initiatives. He explains that culture influences leadership styles, which subsequently impact employee engagement, workplace focus, and decision-making processes. An environment lacking cultural alignment can diminish employee commitment and hinder competitiveness, as workers struggle to allocate their time and energy effectively. This underscores the importance of fostering a culture that aligns with strategic goals, enabling leadership to inspire and sustain employee dedication.

Pearce and Robinson (2020) examine the interplay between culture and external influences, such as political and regulatory factors. They argue that an organization's culture must be adaptable enough to comply with external policies and regulations while maintaining internal coherence. For instance, government policies often promote transparency and equitable

resource distribution, which require organizations to integrate these principles into their cultural framework. Failure to align culture with external requirements can lead to inefficiencies, corruption, and a loss of public trust, particularly in public sector projects. Amend et al. (2021) emphasize this point, noting that adherence to policy frameworks is essential for effective strategy implementation, particularly in contexts where public accountability is critical.

Empirical research has further highlighted the significance of cultural alignment in strategic endeavors. Ashley et al. (2019) found that political support is a key determinant of success in public sector projects, while Chua et al. (2022) argued that political considerations are inseparable from the execution of strategies. These findings demonstrate that cultural alignment with political realities is critical for achieving project objectives. Similarly, Hanson et al (2016) identified political interference, financial challenges, and legal constraints as significant barriers to project success in county governments. Abdumlingo and Mugambi (2022) expanded on these findings, identifying corruption, poor policies, and a lack of transparency as major obstacles in managing devolved funds in Mombasa County. These studies collectively emphasize the role of culture in navigating political and operational complexities.

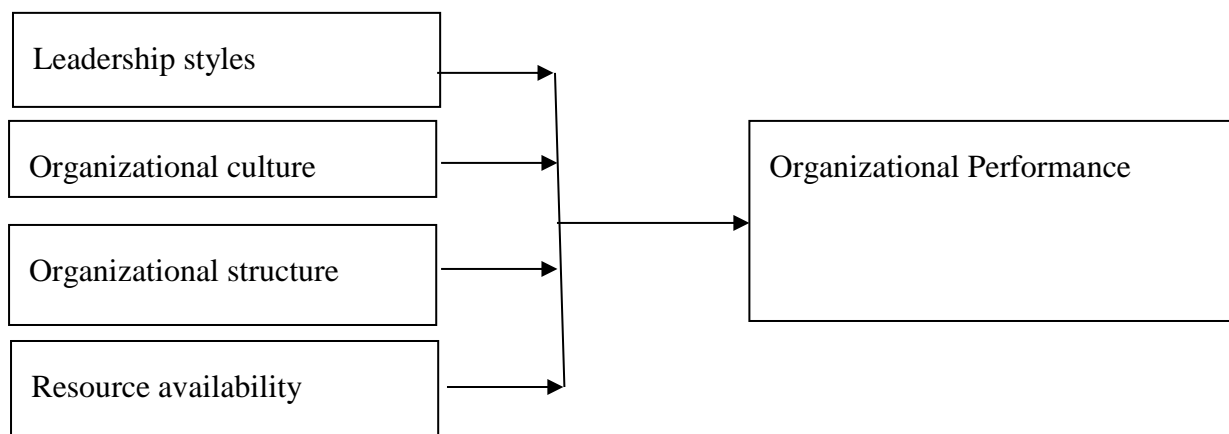
Central to a robust organizational culture are shared values, adaptability, employee engagement, and transparent communication. Shared values create a unified sense of purpose and direction, ensuring that employees work toward common objectives. Innovativeness and adaptability enable organizations to respond effectively to market changes and unforeseen challenges, fostering resilience. Employee engagement ensures that the workforce remains motivated and committed, while transparent communication builds trust and enhances collaboration. These cultural attributes are essential for fostering a supportive environment that enables effective strategy execution and sustainable performance.

Organizational culture is both a driver and a potential barrier to achieving strategic objectives. Studies highlight that a well-aligned culture characterized by shared values, adaptability, engagement, and transparency can significantly enhance an organization’s ability to implement strategies successfully. Conversely, cultural misalignment can create obstacles that hinder performance and diminish competitiveness. Organizations must therefore prioritize building and nurturing cultures that align with their strategic goals and external realities to ensure long-term success.

2.4 Conceptual Framework

Figure 2.3

Conceptual Framework



Independent Variable

Dependent Variable

2.5 Operationalization of Variables

2.5.1 Resource Allocation

Resource allocation in public sector organizations refers to the distribution and management of various resources; human, financial, material, and equipment to achieve organizational goals. Effective resource allocation is essential for the successful implementation of strategies and

achieving high organizational performance. Human resources, including skilled personnel, are vital for the execution of government projects and service delivery. Studies show that optimal deployment of human resources results in higher efficiency and better performance outcomes (Kariuki & Ngugi, 2020). Financial resources, including adequate budgeting and funding, are necessary to ensure the continuity of projects and support various initiatives. Research indicates that insufficient financial allocation negatively impacts project execution, leading to delays and substandard outcomes (Kihoro & Ombui, 2021). The availability and proper management of materials, such as construction materials for infrastructure projects, are crucial for project completion and quality delivery (Selaru, 2012). Lastly, the role of machines and equipment in resource allocation is fundamental for improving operational efficiency, particularly in infrastructure development, where heavy machinery is required for tasks like road construction and building projects (Koech et al., 2020). Collectively, the efficient allocation of these resources ensures the smooth execution of governmental strategies, leading to improved organizational performance.

2.5.2 Leadership Styles

Leadership styles refer to the approaches leaders take to influence and guide employees towards achieving organizational goals. Different leadership styles, such as transformational, transactional, and servant leadership, can have significant impacts on organizational performance. Transformational leadership, characterized by motivating and inspiring employees, has been found to enhance employee engagement and performance (Gumusluoglu & Ilsev, 2020). In the context of public organizations like county governments, leadership style plays a crucial role in fostering a positive work environment, promoting innovation, and driving strategy implementation (Obiwuru et al., 2020). Effective leadership can facilitate clearer communication, better decision-making, and improved employee morale, all of which contribute to enhanced performance outcomes.

2.5.3 Organizational Structure

Organizational structure refers to the formal system of authority, communication, and roles within an organization. A well-designed structure ensures that resources are effectively allocated, tasks are clearly defined, and communication flows smoothly. Research has shown that organizational structure, whether hierarchical or flat, impacts decision-making efficiency and employee performance (Hossen et al., 2020). For county governments, a clear and efficient structure allows for better coordination of strategic initiatives and ensures that key objectives are met through effective delegation of responsibilities (Hassan & Ahmed, 2021). A decentralized structure can provide greater autonomy to departments, enabling them to implement strategies more effectively and improve service delivery.

2.5.4 Organizational Culture

Organizational culture encompasses the shared values, beliefs, and practices that influence how employees behave and interact within an organization. A strong organizational culture aligns employees' behaviors with the overall mission and objectives, which is crucial for strategy implementation (Jiang et al., 2020). Research suggests that a culture that encourages openness, collaboration, and innovation can lead to improved organizational performance (Yusuf et al., 2021). In the context of county governments, fostering a culture that prioritizes public service values, accountability, and inclusiveness is essential for successful strategy implementation. Such a culture can enhance employee commitment, reduce turnover, and improve the delivery of public services (Santos et al., 2021).

2.5.5 Organizational Performance

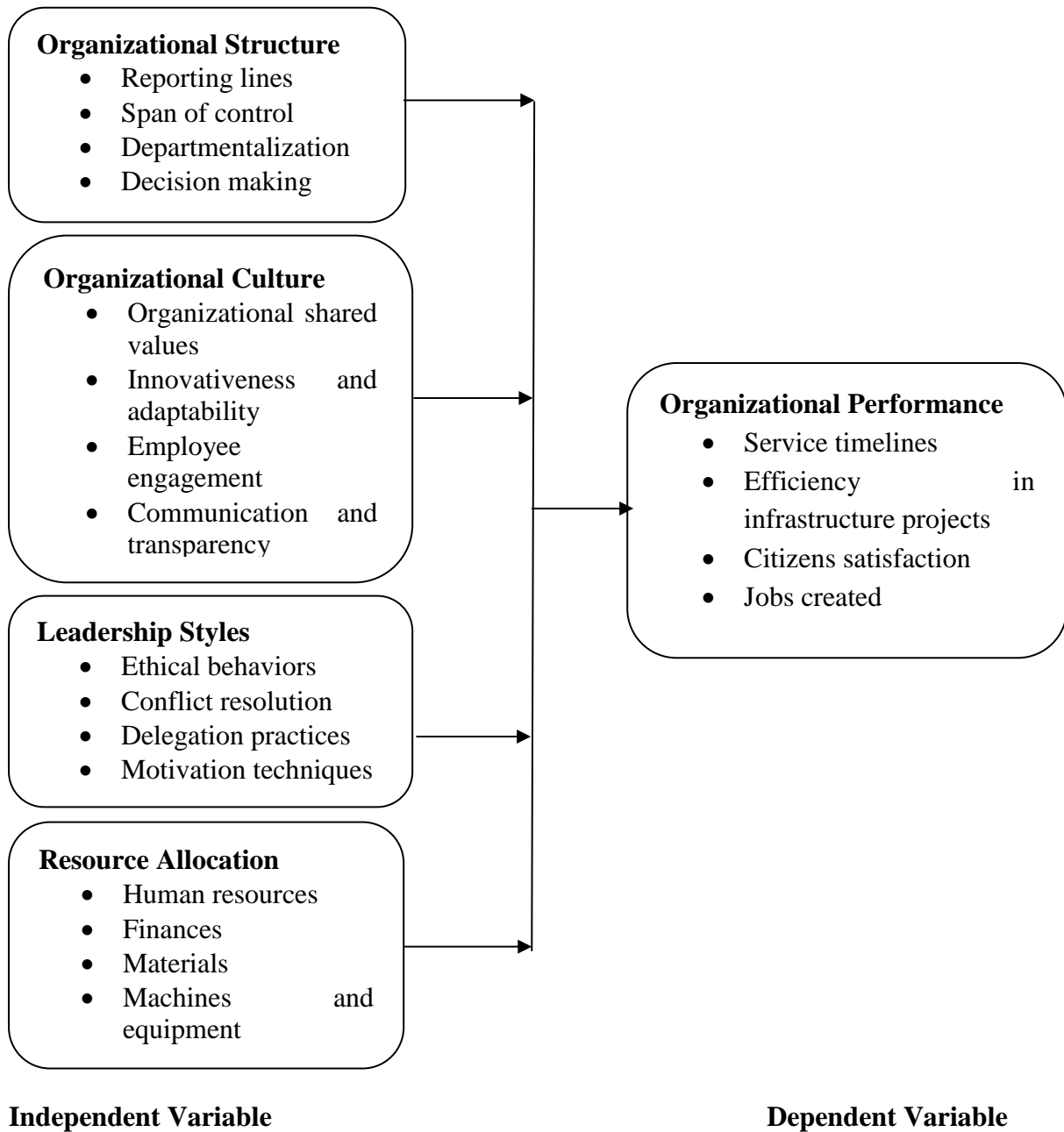
Organizational performance in the public sector refers to the ability of an organization to meet its goals and objectives efficiently and effectively. Key indicators of organizational performance include service timelines, efficiency in infrastructure projects, citizen satisfaction,

and job creation. Service timelines reflect the ability of the government to meet deadlines, which is crucial for public trust and operational success (Mokaya & Mutua, 2020). Efficiency in infrastructure projects relates to how well projects are executed within budget and on time, contributing to the overall development goals (Amin et al., 2021). Citizen satisfaction is an essential measure of public sector success, as it indicates how well the county government meets the needs and expectations of its constituents (Kiarie & Mwai, 2020). Job creation, as a performance indicator, reflects the effectiveness of governmental strategies in fostering economic growth and reducing unemployment (Liu et al., 2021). Collectively, these indicators provide a comprehensive view of the effectiveness and success of an organization in achieving its goals and delivering value to the public.

The relationship between the dependent variables, independent variables, and the parameters is shown in the figure below.

Figure 2.4

Operationalization Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section explains the research design, target population, sampling procedures, and the data collection procedures used, data analysis, and presentation of data. The section also explained the ethical considerations in the research.

3.2 Research Design

Research design is, therefore, a plan used when collecting, operationalizing, and manipulating data. The concept of it is that it provides the study with the plan and pattern to ensure that the proposed strategies and structure of the investigation get answers to the research questions developed (Aggarwal & Ranganathan, 2019). Andrade (2019) defined that a research design as a master plan, that is, a framework which state the strategy including the methods and approach for acquiring and analyzing the necessary data.

This study utilized a descriptive research design. Bahariniya (2022) in similar studies employed the design to bolster the validity of their findings and address the limitations inherent in each method. Besides, the research design has been utilized by scholars in related research as it offers insights and enhances the validity of the results (Doyle et al., 2019). This study focused on the Tharaka Nithi County government using a descriptive research design to facilitate the organization of collected data effectively and meaningfully through the use of percentages and frequency distribution tables.

3.3 Target Population

According to George (2021) study population is defined as the total scope of study participants, events or things that the researcher plans to investigate. Hallmann et al. (2021) further explain that the target population means a set of real or imaginary individuals, objects or events to which a study is generalised by a researcher. The target population for this study consisted of

key personnel in the governance structure of Tharaka Nithi County, specifically at the county headquarters in Kathwana. The unit of analysis was the governance units within the county, focusing on the individuals responsible for strategic decision-making and implementation. The unit of observation included 160 respondents, comprising County Executives (9), Chief Officers (9), Directors (20), County Administrators (22), and Senior Officers (100). These individuals were considered as they are directly involved in the strategic planning and implementation processes within the county government. County Administrators are tasked with overseeing policy implementation at the sub-county level, while Senior Officers are responsible for managing day-to-day operations within various departments. The data for this study was collected through questionnaires filled out by these individuals, with each group providing insights based on their specific roles and responsibilities in strategy implementation and organizational performance. Each questionnaire was filled by a designated individual based on their specific role and level of responsibility. Given the hierarchical nature of the county government, each group's responses reflected their direct involvement in strategy implementation and organizational performance.

Table 3.1

Target Population

TNC Target Group	Population
County Executives	9
County Chief Officers	9
County directors	20
County Administrators	22
County senior officers	100
TOTAL	160

Source: Tharaka Nithi County government (2023)

3.4 Sampling Procedure

Sampling is the use of a portion of the entire population to study particular aspects or phenomena of a certain population or target population (Singh & Masuku, 2014). The sampling

were used to develop the questionnaires. The questionnaires also help in eliminating bias since the researcher does not control the responses given by the respondents (Collacott, 2019).

3.6 Methods of Data Collection

The researcher provided training to two research assistants to expedite the process and ensure that consistent and thorough follow-ups were conducted. In cases where respondents had tight schedules, the researcher administered the questionnaires electronically. The questionnaire notified the respondents of the reason for the study and requested the respondents to take a few minutes to complete the survey. Subsequently, the research assistants collected the completed questionnaires. The researcher exercised diligence and oversight to guarantee the collection of all distributed questionnaires by maintaining a comprehensive register to record the questionnaires administered.

3.7 Validity and Reliability

Reliability is the degree to which a research experiment yields consistent and dependable results under different conditions (Collacott, 2019). Reliability is essentially about the consistency of results across multiple attempts. In contrast, validity refers to the extent to which a measurement instrument accurately assesses the specific constructs or qualities it is intended to measure (Krippendorff, 2020). It addresses the instrument's capability to measure what it is designed to measure accurately (Loh et al., 2022). The study tested reliability through the Cronbach alpha test. A score above 0.7 was considered adequate for actual data analysis, the Cronbach alpha score method helps in the determination of the construct reliability, whether the elimination of certain indicators increases the Cronbach score or a reduction (Smith et al., 2019). To improve the construct validity, the study applied construct validity as recommended by Sanjaya (2021). KMO score of 0.7 and Bartlett's p-value below 0.05 were considered appropriate for the study (Taylor, 2019). In this study, the researcher conducted a pre-test with

11 employees at the County headquarters office. The results of pilot tests were not included in the actual study.

3.8 Data Analysis

This research analyzed data using the Statistical Package for Social Sciences (SPSS). A qualitative design was employed for open-ended constructs to delve deeper into specific variables. Quantitative research design (descriptive and inferential) allowed for a comprehensive quantification of viewpoints. The research employed both descriptive and inferential statistics to make conclusions about the research patterns. Descriptive statistics were used to describe the data and quantify the main variables using percentages, and mean using frequency distribution, tables, and charts. Inferential statistics helped explain whether there exists a relationship between the study variables.

The relationship between the dependent and independent variables was expressed in the form as follows:

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

β_1 - β_4 = coefficients of independent variables

Y = Organizational performance

β_0 = Constant

X_1 = Organizational structure

X_2 = Leadership styles

X_3 = Organizational culture

X_4 = Resource availability

e = Error term

3.8.1 Diagnostic Tests

Before the multi-linear regression analysis, the study conducted diagnostic tests to determine whether the assumptions of the regression model had been violated. The major assumption

includes the linearity of variables, non-auto-correlated variables, independence of variables, normality of data, and the presence of homoscedasticity of residuals. The assumptions were tested using the following tests.

Normality Tests

The assumption of multi-linear regression is that sample data is obtained from a population with normally distributed data which is neither negatively nor positively skewed, Kolmogorov-Smirnov tests were applied with a null hypothesis positing that: the sample data is not obtained from normally distributed data. The tests were carried out on a significance level of 0.05.

Auto-Correlation Test

Serial auto-correlation is a challenge especially on panel or time series data because errors from previous measurements are auto-cumulated in current measurements. The current study did not have problems with auto-correlation because it is a one-time occurrence measure. Test for auto-correlation was done using Durbin Watson, the scale runs between 0 and 4 whereby scores below 2 indicate positive auto-correlation whereas scores above 2 indicate negative auto-correlation. However, a score of 2 indicates that there are no problems with auto-correlation.

Homoscedasticity Test

Residuals of the independent variables should not vary with the variations of the independent variable, however, the accuracy of the study would be compromised in a situation referred to as heteroscedasticity. A null hypothesis was set that residuals do not vary as a result of changes in independent variables at a p-value of 0.05. To test for homoscedasticity, the study applied the Breusch-Pagan tests at a significance level of 0.05 whereby if the observed score were above 0.05 it indicated that the residuals do not vary with the variations of independent variables, therefore confirming the presence of homoscedasticity.

Tests for Multi-Collinearity

Multi-collinearity is usually a challenge when it comes to regression analysis because its presence indicates a lack of independence of the independent variables, independent variables are supposed to be independent, and such, high correlation among the independent variables should be addressed by dropping one or more variables that are highly correlated (Schmidt & Finan, 2018). To test for the presence of multi-collinearity the study used the value inflation factor (VIF) and the tolerance. Values of VIF that are between 1 and 10 indicate that there is no multi-collinearity problem. Besides, independence tests were also tested through correlation analysis/ Pearson correlation analysis, Pearson values (r) that were too close to 1 such as above 0.8, and are also significant indicated the presence of multi-collinearity and were therefore dropped.

Linearity Test

According to Schmidt and Finan (2018) a multi-linear regression model assumes that the scatter plots of the independent and dependent variables should provide an observable graph of some form of relationship, therefore matrix scatter plots were used for observation of the linear relationship by including a line of best fit between two variables at any given interaction.

3.9 Ethical Considerations

Ethics has evolved into the foundational framework for conducting research effectively and with significance. Ethics encompass a wide array of principles, whether explicit or implicit, that dictate our expectations and the behavior of others. These ethical principles serve as guidelines or standards for conducting, acting as a compass to differentiate between what is right and wrong. They play a important part in determining the distinction between behaviors deemed acceptable and those considered unacceptable.

While conducting this research, the researcher ensured compliance with the principles of confidentiality and informed consent. The ethical clearance of the study was obtained from Graduate School, Kenya Methodist University Ethical and Review Committee and the Ministry of Education through the National Commission for Science, Technology and Innovation (NACOSTI) to meet the research requirements under the Kenyan legislation on human subject research. In adherence to standard every source used in the study was cited in the paper using APA format as recommended in most research works. The participants were informed that anonymized data will be collected from them and the information will only be used in this study. Informed consent which involves a process where by an individual is capacitated to make a knowledgeable decision on whether or not to participate in a study, the researcher made sure the participants willingly and out of their own free will agreed to participate in the research without being forced by anyone. This was done to make sure that the researcher would explain the purpose and methods of the research and also potential harm of the research to the participants and lastly make sure that none of the participants was favored any way (Jones & Kottler, 2019).

The respondents also be informed that they can opt out of the study at any time that they feel like. All these research ethics were followed in this study so as not to compel the respondents to reveal information. Using the research ethics, this study made sure that the findings of the study would be credible and were representative of the sample population of the study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

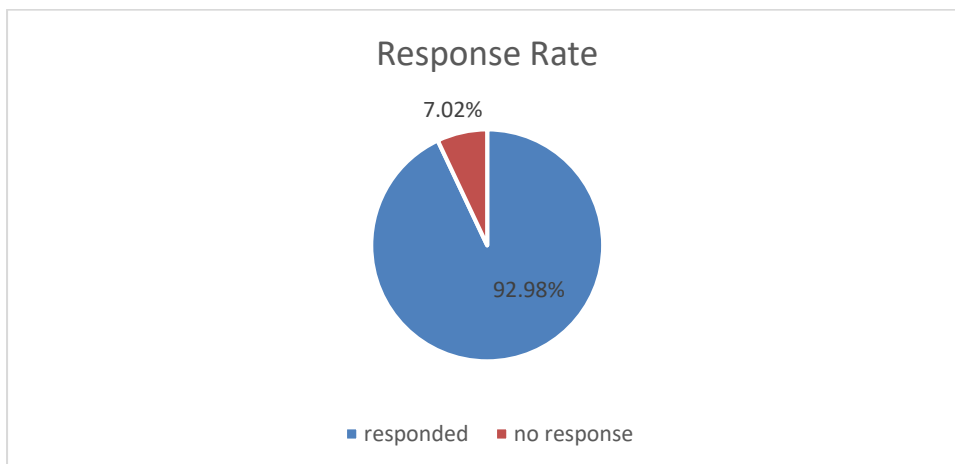
Chapter Four presented the findings of the study from the data gathered using a questionnaire. Five major sections of the data obtained using the questionnaire included the demographic statistics, and the descriptive statistics on all five variables (resource availability, leadership styles, organizational structure, organizational culture, and organizational performance. The chapter also presented diagnostic tests before presenting the correlation and regression analysis.

4.1.1 Response Rate

The researcher distributed a total of 114 questionnaires, matching the sample size for the study. Of these, 106 were successfully completed and returned, yielding a response rate of 92.98%. This high response rate was achieved through regular reminders to participants about the significance of their contributions. A response rate exceeding 60% is deemed acceptable, over 70% is considered favorable, and anything above 80% is regarded as excellent.

Figure 4.1

Response Rate



Source: Researcher (2024)

4.1.2 Validity and Reliability Statistics

Both validity and reliability statistics were undertaken to ascertain both construct validity as well as internal consistency.

4.1.2.1 Validity Statistics

The study assessed the validity of the constructs by conducting KMO and Bartlett's tests to determine their validity scores. The overall KMO score was 0.849, with a p-value of 0.001, indicating that all variables in the study were suitable and valid for further analysis. Additionally, since the overall p-value was less than 0.05, it confirmed that the constructs of all the variables were valid for subsequent analysis. These results align with the observations of Tavakol and Wetzel (2020) who stated that a KMO score above 0.7 signifies that the sample is sufficient for factor analysis or data analysis, while a Bartlett's p-value under 0.05 suggests that factors can be derived from the variables during factor analysis. Table 4.1 presents these findings.

Table 4.1

Overall Validity Statistics

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	354.659
	Df	10
	Sig.	.000

Source: Researcher (2024)

4.1.2.2 Reliability Statistics

The study also assessed the reliability of the questionnaire using Cronbach's alpha tests. The results showed that Resource Availability, measured by four indicators, had a Cronbach's alpha of 0.739, while Leadership Styles, also with four indicators, scored 0.829. Organizational Structure demonstrated a reliability score of 0.707 with four items, and Organizational Culture had a score of 0.827. Finally, Organizational Performance, with four indicators, recorded a

Cronbach’s alpha of 0.729. According to Robbins and Coulter (2020) a Cronbach’s alpha score above 0.7 signifies that the variable is dependable for conducting actual data analysis. The findings are summarized in Table 4.2.

Table 4.2

Reliability Statistics

Variable Name	Cronbach's Alpha	N of Items	Decision
Resource Availability	.739	4	Reliable
Leadership styles	.829	4	Reliable
Organizational Structure	.707	4	Reliable
organizational culture	.827	4	Reliable
Performance	.729	4	Reliable

Source: Researcher (2024)

4.2 Demographic Statistics

The study carried out a demographic analysis to determine the attributes of the respondents involved. This analysis primarily focused on the participants' gender, age, work experience, and educational background.

4.2.1 Gender of the Respondents

The study examined the gender distribution of the respondents, with Table 4.3 showing that males comprised the majority at 65.1%, while females accounted for 34.9%. These findings suggest a balance in gender representation, highlighting the importance of inclusivity and diversity within the workforce as a key element of Human Resource Management practices.

Table 4.3

Gender

Gender	Frequency	Percent
Male	69	65.1
Female	37	34.9
Total	106	100.0

Source: Researcher (2024)

4.2.2 Age of the Respondents

The study further analyzed the age distribution of the respondents. The results showed that the largest group, making up 24.5%, were aged between 36 and 45 years, followed closely by those aged 46 to 55 years at 21.7%. Respondents aged 26 to 35 years and those over 56 years each accounted for 20.8%. Meanwhile, participants under 25 years comprised 12.3% of the total. These findings are displayed in Table 4.4.

Table 4.4

Age Bracket

Age Bracket	Frequency	Percent
Below 25 years	13	12.3
26 to 35 years	22	20.8
36 to 45 years	26	24.5
46 to 55 years	23	21.7
Above 56 years	22	20.8
Total	106	100.0

Source: Researcher (2024)

4.2.3 Years of Experience in the Organization

The study also sought to establish the respondents' tenure within their organization. The findings showed that most respondents, 50%, had been employed for 6 to 10 years, while 34.9% had worked there for 2 to 5 years, and 15.1% had less than a year of experience. These results indicated that the respondents had sufficient qualifications to contribute meaningfully to the study.

Table 4.5

Number Of Years Served In The Organization

Length of time at the organization	Frequency	Percent
Less than 1 year	16	15.1
2 to 5 years	37	34.9
Between 6 and 10 years	53	50.0
Total	106	100.0

Source: Researcher (2024)

4.2.4 Level of Education

The study aimed to determine the respondents' highest level of educational attainment. Table 4.6 indicated that the largest portion, 42.5%, held a bachelor's degree as their highest qualification, while 34.9% had completed a diploma. Those with postgraduate qualifications accounted for 18.9%, and only 3.8% of the respondents had a certificate as their highest level of education.

Table 4.6

Highest Level Of Education

Education Level	Frequency	Percent
Certificate	4	3.8
Diploma	37	34.9
Bachelors	45	42.5
Postgraduate	20	18.9
Total	106	100.0

Source: Researcher (2024)

4.3 Descriptive Statistics

The study conducted a descriptive analysis to summarize the descriptive statistics for the variables, including resource availability, leadership styles, organizational structure, organizational culture, and organizational performance. This was done by calculating the frequency, percentage, mean, and standard deviation for each variable.

4.3.1 Descriptive Statistics on Resource Availability

They applied a five-point Likert scale, where 1= strongly disagreed and 5= strongly agreed to determine the respondents' attitudes towards the statements on resource availability as a public service delivery strategy practice in their organization. The results are given in Table 4.7.

Table 4.7*Descriptive Statistics on Resource Availability*

Statement	SD	D	N	A	SA	Mean	Std. Dev
Our institution has enough human resources to tackle projects	3.8%	0%	10.4%	51.9%	34.0%	4.12	0.881
Our institution had enough funds to implement different projects	3.8%	4.7%	5.7%	48.1%	37.7%	4.11	0.979
We have materials and inventory to undertake different projects	3.8%	8.5%	9.4%	50.0%	28.3%	3.91	1.028
Our institution has machines and equipment to undertake infrastructural projects	1.9%	1.9%	13.2%	52.8%	30.2%	4.08	0.825

Source: Researcher (2024)

Table 4.7 revealed that respondents agreed with the statement that their institution had enough human resources to tackle projects (mean=4.12). The standard deviation of 0.881 suggests moderate variability in responses, indicating that while most respondents agreed, there was some level of differing opinion. Additionally, participants agreed that their institution had enough funds to implement projects (mean=4.11), and the standard deviation of 0.979 showed slightly higher variability, suggesting that although most respondents agreed, a wider range of opinions was expressed. Moreover, the results revealed that participants agreed that they have materials and inventory to undertake different projects (mean=3.91), and the higher standard deviation of 1.028 pointed to more variability, indicating a broader spread of opinions on resource adequacy. Finally, the study established that respondents agreed that their institution has machines and equipment to undertake infrastructural projects (mean=4.08) with a lower standard deviation of 0.825 reflected more consistency in the responses, showing general agreement with less variability in opinions.

Respondents were asked to give their opinion on what was the current situation of resources availability in their county and what determined their availability.

Respondents revealed that the current situation of resource availability in Tharaka Nithi County is shaped by several critical factors, including budget allocations, infrastructure development, and the efficiency of public service delivery. They noted that the county's resources are frequently stretched thin due to escalating demands in essential sectors such as healthcare, education, and agriculture, which are pivotal to the local economy. The increased strain on these resources often leads to challenges in meeting the growing needs of the population. Additionally, respondents highlighted that the efficiency of resource utilization is closely tied to the county's financial management practices and infrastructure development efforts. Effective budget allocation and robust infrastructure planning are crucial for addressing these demands and ensuring that resources are used effectively.

Moreover, accessibility to resources is further influenced by the county's financial management practices, governmental policies, and the level of community engagement. Respondents pointed out that external factors, such as national government support and donor funding, play a significant role in shaping resource availability. The interplay between these external influences and local management practices affects the equitable distribution of resources. Ensuring effective and fair utilization of resources remains a major challenge for the county government. Respondents emphasized that addressing these challenges requires a concerted effort to enhance financial management, engage the community actively, and leverage external support to improve overall organizational performance and public service delivery outcomes.

Further, respondents were asked to give their opinion on what strategies could enhance the optimization of resource usage in their county.

Respondents revealed that to enhance the optimization of resource usage, the county could adopt advanced technology and data analytics which can significantly improve resource allocation and management. Also, by leveraging Geographic Information Systems (GIS) and other data-driven tools, the county can better track and manage resources, ensuring they are utilized efficiently and effectively. This approach would enable the county to identify areas where resources are underutilized or wasted, allowing for targeted interventions to improve efficiency. Additionally, investing in capacity-building programs for county staff can ensure that they are well-equipped to implement and manage these technological tools, thereby enhancing overall resource optimization.

Besides, respondents established that fostering public-private partnerships (PPPs) can play an important role in optimizing resource usage. Collaborating with private sector entities can bring in additional expertise, funding, and innovative approaches to resource management. Respondents highlighted that these partnerships can facilitate the development of infrastructure projects, enhance service delivery, and improve operational efficiencies within the county government. Furthermore, engaging with local communities and stakeholders in decision-making processes can ensure that resource allocation aligns with the actual needs and priorities of the population, thereby reducing wastage and improving the effectiveness of public services. Similar findings were given by Mahat (2019) in a study on the influence of strategy implementation on performance in the County of Wajir. The researcher underscored the importance of resources in the implementation process. The findings established that implementation is a very expensive venture and, in the absence/limitation of resources it cannot be undertaken. The study further noted that organizations depend on the presence of high-quality and resourceful individuals to achieve optimal performance.

4.3.2 Descriptive statistics on Leadership styles

As one of the objectives of the study to establish the influence of leadership styles on the performance of the county government of Tharaka Nithi, the study applied a five-point Likert scale, where 1= strongly disagreed and 5= strongly agreed to determine the respondent's attitudes towards the statements on leadership styles as a public service delivery strategy in their organization. The results are given in Table 4.8.

Table 4.8

Descriptive Statistics on Leadership Styles

Statements	SD	D	N	A	SA	Mean	Std. Dev
Our leaders emphasized ethical practices	3.8%	17.0%	19.8%	34.0%	25.5%	3.60	1.152
Our leaders have effective conflict-resolution skills	0.9%	9.4%	11.3%	47.2%	31.1%	3.98	0.946
Leaders delegate responsibility to their assistants	2.8%	11.3%	11.3%	36.8%	37.7%	3.95	1.099
Our leaders reward employees in different ways	8.5%	9.4%	9.4%	53.8%	18.9%	3.65	1.147

Source: Researcher (2024)

Table 4.8 revealed that participants agreed their leaders emphasized ethical practices (mean=3.60) and a standard deviation of 1.152, the highest in the table, showing significant variation in responses and suggesting differing views on the ethical focus of leadership. The statement that leaders had effective conflict-resolution skills (mean=3.98) and a lower standard deviation of 0.946, indicating more consistent opinions among respondents. Leaders delegating responsibility to their assistants showed moderate variability (mean=3.95) and a standard deviation of 1.099, reflecting mixed opinions on delegation practices. Lastly, the statement that leaders reward employees in various ways (mean=3.65) and a high standard deviation of 1.147, suggesting significant diversity in respondents' views on leadership rewards.

Respondents were asked whether their leaders helped realize the goals.

Participants revealed that leadership within Tharaka Nithi County has played a crucial role in achieving organizational goals, particularly through the adoption of participative and transformational leadership styles. Respondents emphasized that their leaders had effectively embraced these styles, which significantly contributed to the successful implementation of

public service delivery strategies. By actively involving employees in decision-making processes and fostering a culture of innovation, these leaders created an environment that enhanced goal achievement. Their clear and compelling vision, combined with the empowerment of teams, significantly boosted employee commitment and ownership, driving progress toward organizational objectives.

However, respondents also identified challenges associated with more autocratic or permissive leadership styles. Such styles were seen as impediments to goal realization due to a lack of collaboration, direction, and effective communication. The lack of engagement and adaptability in these leadership approaches hindered the overall effectiveness in achieving organizational goals. Participants highlighted the need for improved communication strategies and greater adaptability in leadership practices to better influence goal achievement. This feedback underscores the critical importance of fostering leadership that is participative, adaptive, and visionary to enhance organizational performance and improve public service delivery outcomes. The findings illustrate that while effective leadership can propel the organization forward, a mismatch in leadership style can obstruct progress, thus reinforcing the necessity for dynamic and inclusive leadership practices.

Participants were also asked to give their opinions on what the important considerations were, in selecting leaders in their organization.

Respondents emphasized that several crucial factors must be considered when selecting leaders for their organization. They highlighted that alignment with the county government's core values and strategic goals is fundamental. Leaders who share a deep commitment to public service, integrity, and accountability are seen as essential for effectively advancing public service delivery strategies. Such alignment ensures that leaders are well-positioned to address the specific challenges and needs of the community, thereby tailoring strategies to fit regional requirements. This alignment not only facilitates the execution of initiatives but also reinforces the credibility and trustworthiness of the leadership within the organization.

Additionally, respondents stressed the significance of leadership style and personal traits in the selection process. Effective leaders should inspire and motivate their teams, foster a culture of collaboration, and drive innovation. Respondents noted that leaders demonstrating transformational and servant leadership qualities such as empowering employees and engaging with citizens through effective communication are particularly valuable. These traits help build trust, enhance employee morale, and ensure that community needs are met. Leaders who excel in these areas are better equipped to drive organizational success, improve public service

outcomes, and foster a positive and productive working environment within the county government.

Griffins (2011) supported the findings of the study by recognizing leadership within an organization as a crucial factor that significantly influences the process of strategy implementation. The research established that through the provision of clear guidance, effective communication, motivation, and the cultivation of organizational culture and values, leadership assumes a central role in steering organizations toward improved performance.

Teece (2018) also supported the findings of the study emphasizing leadership's significance, highlighting that effective leaders possess exceptional skills to help in organizational transformation. Particularly in the dynamic landscape of modern organizations, the researcher noted that strong leadership skills are essential dynamic capabilities needed to foster superior performance.

4.3.3 Descriptive statistics on Organizational Structure

The study aimed to assess how organizational structure impacts the performance of Tharaka Nithi County Government. To gauge respondents' views on organizational structure as a strategy for public service delivery, a five-point Likert scale was used, with 1=strong disagreement and 5=strong agreement. The findings are presented in Table 4.9.

Table 4.9

Descriptive Statistics on Organizational Structure

Statement	SD	D	N	A	SA	Mean	Std. Dev
Our organization has many reporting layers	1.9%	0%	0%	57.5%	40.6%	4.35	0.677
Our organization has various departments and divisions working together	1.9%	0%	9.4%	49.1%	39.6%	4.25	0.778
Every level of management indicates a line of authority	0%	1.9%	16.0%	50.9%	31.1%	4.11	0.734
Every employee's input is considered in the decision-making	0%	7.5%	5.7%	37.7%	49.1%	4.28	0.881

Source: Researcher (2024)

Table 4.9 revealed that respondents agreed with the statement that their organization has many reporting layers (mean=4.35) and a standard deviation of 0.677, suggesting strong agreement with minimal variation in responses. Additionally, the study showed that respondents agreed their organization has various departments and divisions working together (mean=4.25) and a

standard deviation of 0.778, indicating a slightly wider spread of opinions but still a general consensus. Furthermore, the study established that respondents agreed every level of management clearly indicates a line of authority (mean=4.11) and a standard deviation of 0.734, which reflects consistent agreement with some variation. Lastly, while respondents agreed that every employee's input is considered in decision-making (mean=4.28), the standard deviation of 0.881 shows more variability in how strongly this sentiment was felt, highlighting differing perceptions among the participants.

Respondents were asked if they could describe how the current organizational structure affects communication, collaboration, and speed of decision-making.

Respondents pointed out that the current organizational structure played an important part in shaping communication, collaboration, and the speed of decision-making within the County Government. Respondents highlighted that the hierarchical structure of the organization may have both positive and negative impacts. Respondents noted that, while communication channels may be predominantly top-down, this could lead to delays and distortion of information as it moves through various levels. Decision-making might also be centralized, slowing down the process as decisions often require approval from multiple layers of management. This could affect the agility of the organization in responding to challenges or opportunities promptly. Additionally, collaboration among different departments or units might be hindered by rigid departmental boundaries, impacting the overall efficiency of service delivery.

Respondents indicated that the organizational structure can significantly enhance communication, collaboration, and decision-making within the organization. A well-defined structure with clear lines of authority and reporting ensures that information flows systematically and efficiently, thereby minimizing confusion and reducing the potential for miscommunication. This clarity helps in delineating roles and responsibilities, which is

essential for maintaining order and ensuring that each team member understands their specific functions and reporting relationships. Moreover, participants noted that a structured organizational setup facilitates effective collaboration within and across departments. When roles are clearly defined, it promotes streamlined cooperation on tasks and projects, thereby enhancing overall efficiency and productivity. Clear decision-making processes, supported by well-established roles, enable leaders and employees to make informed and timely decisions. This structured approach helps to address issues promptly and supports strategic goals by ensuring that all relevant information is considered and communicated effectively. A well-organized structure, therefore, not only aids in smooth operational flow but also contributes to better decision-making and more effective teamwork, ultimately enhancing organizational performance.

Participants were also asked what they thought needed to be improved to enhance employee engagement in their organization.

Respondents established that to enhance employee engagement in the County Government, one key area that needed improvement was communication and feedback mechanisms. Respondents noted that, currently, the channels through which employees could voice their concerns, provide input, and receive constructive feedback were limited and often ineffective. In their opinion, respondents highlighted that establishing a more robust and inclusive communication framework would not only give employees a sense of belonging and value but also foster a culture of transparency and trust. This could be achieved by implementing regular town hall meetings, anonymous suggestion boxes, and structured feedback sessions where employees at all levels could openly discuss their ideas and grievances. By ensuring that employee voices are heard and their feedback acted upon, the organization could create a more engaged and motivated workforce.

Another crucial area for improvement that the respondents highlighted, was the provision of professional development and career advancement opportunities. Respondents noted that many employees feel disengaged when they perceive a lack of growth prospects within the organization. Respondents established that, to address this, the County Government of Tharaka Nithi should invest in comprehensive training programs, mentorship schemes, and clear career progression paths, and by facilitating continuous learning and recognizing and rewarding employees' efforts and achievements, the organization can significantly boost morale and engagement. Additionally, participants pointed out that offering competitive benefits and recognition programs tailored to employees' needs and aspirations can further enhance their commitment and loyalty to the organization, ultimately leading to improved public service delivery and organizational performance.

Kaplan (2019) presents a comparable viewpoint, describing organizational structure as the way tasks are specialized, divided, and authority is allocated. This encompasses the grouping of activities, the organization of reporting relationships, and how operations are coordinated. The findings revealed that shifts in an organization's strategy resulted in related changes to its structure, highlighting the importance of aligning structure with strategy as a key factor in effectively executing new business strategies. The researcher argued that changes in the competitive landscape necessitate adaptations to the organizational structure and noted that failing to realign promptly may result in poor performance and a significant competitive disadvantage.

4.3.4 Descriptive Statistics on Organizational Culture

The study aimed to assess the impact of organizational culture on the performance of Tharaka Nithi County government. A five-point Likert scale was used to gauge respondents' views on statements related to organizational culture as a strategy for public service delivery, with 1=strongly disagree and 5=strongly agree. The findings are presented in Table 4.10.

Table 4.10*Descriptive Statistics on Organizational Culture*

Statement	SD	D	N	A	SA	Mean	Std. Dev
Our organization has unique values that are shared by all employees	5.7%	1.9%	10.4%	54.7%	27.4%	3.96	0.985
Our organization emphasizes innovativeness in service delivery	3.8%	9.4%	4.7%	45.3%	36.8%	4.02	1.069
We have employee engagement programs to make employees valued and part of the broader organization	3.8%	7.5%	17.0%	47.2%	24.5%	3.81	1.015
Our organization encourages open and transparent communication with feedback across departments and functions	0.9%	0.9%	13.2%	50.0%	34.9%	4.17	0.762

Source: Researcher (2024)

Table 4.10 indicated that respondents agreed with the statement that their organization fosters unique values shared by all employees (mean=3.96) and a standard deviation of 0.985, showing moderate agreement with some variation in responses. The study also highlighted that respondents agreed with the statement that their organization emphasizes innovation in service delivery (mean=4.02) and a standard deviation of 1.069, suggesting a higher level of agreement but with greater variability in perceptions. Additionally, respondents agreed with the statement that their organization has employee engagement programs aimed at making staff feel valued and part of the broader organization (mean=3.81) and a standard deviation of 1.015, reflecting moderate agreement with noticeable differences in responses. Finally, the study revealed that respondents agreed with the statement that their organization encourages open and transparent communication with feedback across department (mean=4.17) and a standard deviation of 0.762, indicating strong agreement with minimal variation in responses.

Respondents were asked what was the most outstanding organizational culture or practice in their organization.

Respondents revealed that in their organization, the most outstanding aspect of their organizational culture was the strong emphasis on community engagement and participation. Respondents noted that this practice was rooted in their belief that effective public service delivery is only possible when the voices of the people they serve are heard and valued. To facilitate this, they regularly hold town hall meetings and forums where residents of their county can express their concerns, offer suggestions, and collaborate with county officials on various projects. Respondents established that this inclusive approach not only helps in identifying the real needs of the community but also fosters a sense of ownership and accountability among the citizens.

Respondents also established that another critical element of their culture was the commitment to transparency and accountability. They implemented a robust system for tracking and reporting the progress of various projects and initiatives. This includes the use of digital platforms where performance metrics and financial reports are made available to the public in real time. By doing so, they ensure that their operations remain open to scrutiny and that any deviations from planned activities are promptly addressed. This transparency helped build trust between the county government and the residents, thereby enhancing the overall effectiveness of the public service delivery strategy.

Moreover, respondents noted that their organizational culture placed a high value on continuous improvement and capacity building. They regularly conducted training sessions and workshops for their staff to enhance their skills and knowledge. This investment in human capital was crucial for adapting to the ever-changing demands of public service delivery. By fostering a culture of learning and development, they empower their employees to innovate and improve their performance, ultimately leading to better service delivery and increased satisfaction among the residents of their county. This holistic approach to public service

delivery ensures that their strategies are not only implemented effectively but also continuously refined to meet the evolving needs of our community.

Respondents were also asked how instrumental or important their culture enhanced performance.

Respondents indicated that their organization's culture played a key role in improving performance, especially when it came to executing public service delivery strategies. The culture of the County Government centers around transparency, accountability, and active community involvement. This focus has cultivated a workplace where employees feel a deep sense of responsibility and ownership over their duties. By promoting a culture that values ethical conduct and clear communication, the organization has been able to simplify processes and minimize bureaucratic inefficiencies, leading to enhanced service delivery and better overall performance.

Moreover, respondents established that their culture of continuous improvement and innovation has been a critical factor in their success. Encouraging staff to propose and implement new ideas led to the adoption of best practices and the development of creative solutions to challenges. This proactive approach enabled them to stay ahead of potential issues and adapt swiftly to changing circumstances. Respondents revealed that by valuing employee input and fostering a collaborative work environment, they cultivated a workforce that was not only motivated but also highly skilled and adaptable. This adaptability was essential in responding to the dynamic needs of their community and ensuring the effective implementation of their public service delivery strategy.

Finally, respondents noted that the strong sense of community and teamwork inherent in their organizational culture significantly boosted their performance. When employees feel connected to their peers and aligned with the organization's mission, they are more likely to go above and beyond in their roles. This collective effort resulted in higher levels of productivity

and a more cohesive approach to achieving their strategic goals. The culture of mutual support and recognition within the County Government of Tharaka Nithi not only enhanced individual performance but also strengthened their ability to deliver high-quality public services consistently.

Organizational culture helps firms to hold shared beliefs and ways of doing things through a defined system. The researcher noted that this system distinguishes one organization from others and encompasses the shared values, beliefs, and habits that define how the employees carry themselves when dealing with stakeholders. Besides, another study by Ravasi and Schultz (2018) supported the findings of the study by highlighting that organizational culture entails a collection of shared underlying assumptions that guide how individuals interpret and act within an organization, establishing appropriate behaviors for various situations.

4.3.5 Descriptive Statistics on Organizational Performance

The study sought to evaluate the descriptive statistics related to the organizational performance of the County Government of Tharaka Nithi, Kenya. A five-point Likert scale was used for measurement, where 1=strongly disagree and 5=strongly agree. The summarized results are presented in Table 4.11.

Table 4.11*Descriptive statistics on Organizational Performance*

Statement	SD	D	N	A	SA	Mean	Std. Dev
The time taken to offer public services has reduced	2.8%	0%	12.3%	60.4%	24.5%	4.04	0.792
The cost of undertaking infrastructural projects has reduced	2.8%	11.3%	0%	40.6%	45.3%	4.14	1.073
The stakeholders of different projects and citizens are satisfied	2.8%	9.4%	14.2%	44.3%	29.2%	3.88	1.030
We have created job opportunities for youth and the public in general	0%	1.9%	11.4%	52.4%	34.3%	4.19	0.708

Source: Researcher (2024)

Table 4.11 showed that respondents agreed with the statement that the time needed to provide public services had decreased, with a mean of 4.04 and a standard deviation of 0.792, reflecting strong agreement and minimal variation in responses about service delivery improvements. Respondents also agreed with the statement that the cost of completing infrastructure projects had fallen, indicated by a mean of 4.14 and a standard deviation of 1.073, suggesting a high level of agreement but greater variability in perceptions of cost reductions. Additionally, the study found that respondents agreed stakeholders and citizens were satisfied with various projects, as evidenced by a mean of 3.88 and a standard deviation of 1.030, indicating moderate agreement with some differences in satisfaction levels. Lastly, respondents agreed with the statement that job opportunities had been created for both youth and the general public, shown by a mean of 4.19 and a standard deviation of 0.708, suggesting strong agreement with minimal variation in views regarding job creation efforts.

Shafiq et al (2019) also noted that organizations can assess their internal strengths to gauge performance by examining their asset size and evaluating operational efficiencies. This includes measuring production efficiencies and operational metrics, such as net profit margin,

markup, and gross margins. These indicators provide valuable insights into the performance of any organization.

4.4 Diagnostic Tests

Before conducting inferential analysis, the study conducted diagnostic tests to determine whether the assumptions of the multi-linear regression model had been violated. The tests conducted included an auto-correlation test, multi-collinearity test, homoscedasticity test, normality test, and lineality test.

4.4.1 Auto-correlation Test

Auto-correlation test is applied to determine whether the error term is independent for different time measurements. Test for auto-correlation was determined through Durbin Watson score criteria. A value that is close to two indicates there is no serial correlation of the residuals. The results are shown in Table 4.12.

Table 4.12

Auto-correlation Test

Model	Durbin-Watson
1	1.803

Source: Researcher (2024)

Table 4.12 revealed a Durbin-Watson score of 1.803 which implied that there was no significant autocorrelation of the residuals in the model.

4.4.2 Multi-Collinearity Tests

The study also conducted Multi-Collinearity Tests to ascertain the independence of the independent variables. Multi-collinearity was tested through the Value Inflation Factor (VIF). The scale runs between 1 and 10, values that are above 5 indicate the likelihood of multi-collinearity, whereas values below 5 indicate a lack of multi-collinearity. Findings were presented on the VIF values score given in Table 4.13.

Table 4.13

Multi-Collinearity Tests

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
resources availability	.309	3.236
leadership styles	.383	2.614
organizational structure	.637	1.570
organizational culture	.240	4.159

Source: Researcher (2024)

Table 4.13 revealed that resource availability had a VIF value of 3.236, leadership styles had a VIF value of 2.614, organizational structure had a VIF value of 1.570 whereas organizational culture had a VIF value of 4.159. Since all the VIF values observed were lower than 10, the findings indicated that there was no problem with auto-correlation.

4.4.3 Homoscedasticity Test

A heteroscedasticity test was performed to ensure that there were no significant fluctuations in the residuals due to changes in the independent variables. The Breusch-Pagan test was used to check for any violations of uniformity in the residuals across the independent variables. This was done by conducting a regression analysis, treating the residuals as the dependent variable to determine if there was a statistically significant relationship between the residuals and the independent variables, a condition known as heteroscedasticity. The results are outlined in Table 4.14.

Table 4.14*Homoscedasticity Test*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.293	.203		1.443	.152
resources availability	-.104	.067	-.267	1.542	.126
leadership styles	.110	.071	.242	1.555	.123
organizational structure	.047	.054	.105	.874	.384
organizational culture	-.072	.089	-.158	-.805	.423

a. Dependent Variable: Squared Residuals

Table 4.14 showed a p-value of 0.126, which is greater than 0.05, between resource availability and squared residuals, indicating no heteroscedasticity issue. Similarly, the relationship between leadership styles and squared residuals produced a p-value of 0.123, also greater than 0.05, suggesting no problem of heteroscedasticity. Additionally, the p-value between organizational structure and squared residuals was 0.348, confirming no significant relationship, and therefore, no heteroscedasticity issue. Lastly, organizational culture and squared residuals showed a p-value of 0.423, further indicating no presence of heteroscedasticity.

4.4.4 Normality Test

Another diagnostic test done on the multi-linear regression assumption was a test for Normality. Normality tests were also conducted using both Kolmogorov-Smirnov and Shapiro-Wilk tests.

The findings of the study are presented in Table 4.15.

Table 4.15*Tests of Normality*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Resources availability	.182	106	0.0483	.912	106	0.4008
Organizational structure	.153	106	0.5439	.930	106	0.0571
Leadership styles	.229	106	0.6733	.833	106	0.4454
Organizational culture	.136	106	0.1538	.880	106	0.1641
Performance	.188	106	0.7099	.908	106	0.7430

a. Lilliefors Significance Correction

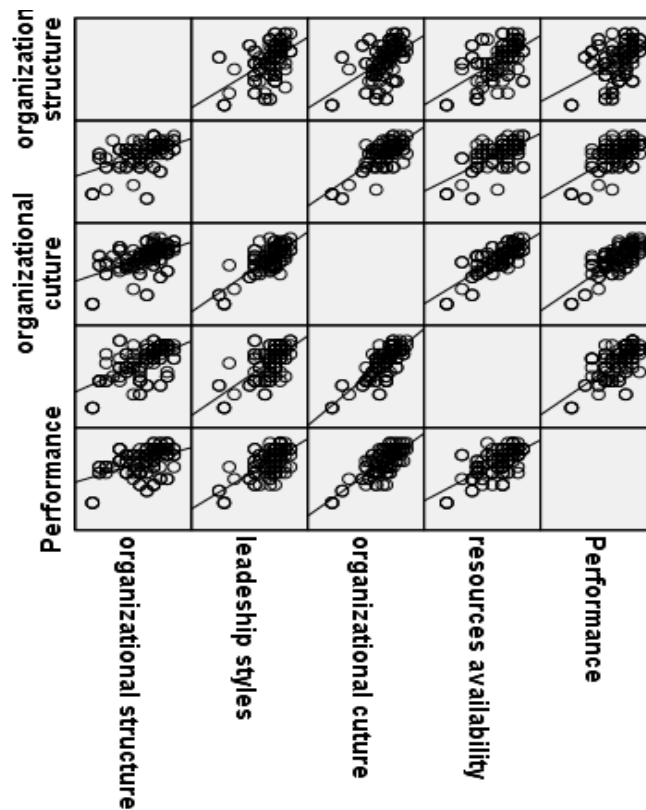
Table 4.15 indicated that the p-values for all variables were above 0.05, suggesting that the data came from a normally distributed population. Specifically, resource availability had a p-value of 0.4008, organizational structure showed a p-value of 0.0571, leadership styles had a p-value of 0.4454, organizational culture had a p-value of 0.1641, and organizational performance had a p-value of 0.7430. These findings confirmed that each variable in the study was derived from data with normal distribution.

4.4.5 Linearity Test

Independent and dependent variables should be observed in multi-linear equations. The research determined the presence of linearity through a scatter plot. The line of best fit revealed that there was a linear pattern between the independent and dependent variables, confirming the linearity requirement. The findings are presented in Figure 4.1.

Figure 4.2

Linearity Matrix



4.5 Inferential Analysis

The study carried out inferential analysis to assess the impact of strategy implementation on the organizational performance of the County Government of Tharaka Nithi, Kenya. This was done after confirming the suitability of the data for bivariate and multivariate regression analysis. The analysis involved hypothesis testing between the study variables. Both simple regression (examining each independent variable against the dependent variable) and multiple regression analyses were performed to explore the relationships further.

4.5.1 Model Summary

Findings revealed an R-Square of .623 indicating that 62.3% of changes in organizational performance were accounted for by the four variables (resources availability, leadership styles, organizational structure, and organizational culture) while variables not included in the model accounted for the remaining 37.7%.

Table 4.16

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.790 ^a	.623	.620	.47842

4.5.2 Analysis of Variance

The results also showed an F-ratio of 88.329 with a p-value of 0.001, which is less than 0.05. This indicates that the model was appropriate for predicting the performance of the County Government of Tharaka Nithi, Kenya.

Table 4.17

Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.029	1	29.029	88.329	.000 ^b
Residual	34.180	104	.329		
Total	63.209	105			

4.5.3 Regression Coefficients

The study found a constant value of 1.696 with a p-value of 0.001, which is less than 0.05, suggesting that the constant is statistically significant in predicting the organizational performance of the County Government of Tharaka Nithi, Kenya. These results imply that if all variables, including resource availability, leadership styles, organizational structure, and organizational culture, were held at zero, the county's organizational performance would still be at 1.696.

Table 4.18

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.696	.246		6.882	.000
	Resources Availability	.593	.063	.678	9.398	.000
	leadership styles	.686	.075	.668	9.160	.000
	organizational structure	.454	.088	.453	5.181	.000
	organizational culture	.807	.062	.790	13.121	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Resource availability, leadership styles, Organizational Structure, organizational culture

Resources Availability and Organizational Performance

The results showed a β value of 0.593 and a t-statistic of 9.398, with a p-value of 0.001, indicating a significant relationship between resource availability and the performance of the County Government of Tharaka Nithi, Kenya. This aligns with Barnely's (2019) research, which examined the impact of resource availability on the performance of manufacturing firms listed on the Jakarta Stock Exchange (JSE). Barnely's study also found a statistically significant

effect of resource availability on the performance of these firms, supporting the current study's findings.

Leadership Styles and Organizational Performance

Also, a $\beta=0.686$, $t=9.160$ which was associated with a p-value of $0.001 < 0.05$ was obtained implying a positive and significant relationship between leadership styles and the performance of the County government of Tharaka Nithi, Kenya. Rajasekar (2019) having studied the influence of leadership on the performance of SMEs asserted that leadership responsibilities involve coordinating activities, streamlining processes, aligning organizational structures, and maintaining employee motivation and commitment. Successful leadership entails reorganizing the organizational framework to ignite employees' knowledge-driven initiatives. The research also highlighted that leaders shoulder the duty of effectively transmitting strategy and preparing their teams for its implementation, although internal leadership conflicts can disrupt this process.

Organizational Structure and Organizational Performance

Additionally, the study found a β value of 0.454 and a t-statistic of 5.181, with a p-value of 0.001, indicating a significant relationship between organizational structure and the performance of the County Government of Tharaka Nithi, Kenya. This finding is supported by Kihara (2020) whose research on organizational adaptations and strategy implementation in small and medium-sized manufacturing firms in Thika, Kenya, yielded similar results. Kihara's study provided statistical evidence of a positive and significant correlation between structural adaptations and overall firm performance, identifying specialization, formalization, and centralization as critical factors. The research concluded that both formalization and specialization positively and significantly affect firm performance, highlighting their importance in successful strategy implementation.

Organizational Culture and Organizational Performance

The study also revealed a β value of 0.807 and a t-statistic of 13.121, with a p-value of 0.001, indicating a significant relationship between organizational culture and the performance of the County Government of Tharaka Nithi, Kenya. Schein (2019) echoed this finding, offering a broader perspective by defining organizational culture as a set of core assumptions developed or discovered by a group in response to challenges of external adaptation and internal integration. These assumptions are considered valid and are transmitted to new employees as the accepted way of thinking and addressing organizational challenges. Similarly, Isaboke (2018) supported the study's findings through research on how organizational culture influences strategy implementation in Kenyan universities. The study demonstrated that organizational culture plays a crucial role in shaping strategy execution, with dominant characteristics and behavioral norms being key factors in determining successful outcomes.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the key findings by comparing the results with the previous study's findings. The chapter also presents conclusions and suggestions for further study.

5.2 Summary of Findings

5.2.1 Resource Availability

It is evident from the study that their institution had enough human resources to tackle projects, their institution had enough funds to implement different projects, they had materials and inventory to undertake different projects and their institutions had machines and equipment to undertake infrastructural projects. Overall, results confirmed that resource availability was actively pursued by the County Government of Tharaka Nithi. Further, the study found that resource availability significantly and positively had a relationship with the organizational performance of the County Government of Tharaka Nithi with a p-value of $0.001 < 0.05$.

5.2.2 Leadership Styles

From the study, it is clear that respondents agreed that their leaders emphasized ethical practices, their leaders had effective conflict-resolution skills, leaders in their organizations delegated responsibility to their assistants, and finally, their leaders rewarded employees in different ways. Overall, results confirmed that leadership styles were actively pursued by the County Government of Tharaka Nithi. Results also revealed a p-value of $0.001 < 0.5$, suggesting that leadership style positively and significantly influenced the organizational performance of the County Government of Tharaka Nithi.

5.2.3 Organizational Structure

The study established that respondents agreed that their organization had unique values that were shared by all employees, their organization emphasized innovativeness in service delivery, that they had employee engagement programs to make employees valued and part of the broader organization, and that their organization encouraged open and transparent communication with feedback across departments and functions. Overall, the results confirmed that organizational structure was actively pursued by the County Government of Tharaka Nithi. The study revealed a p-value of $0.001 < 0.05$ indicating a positive and significant relationship between organizational structure and the performance of the County Government of Tharaka Nithi.

5.2.4 Organizational Culture

The study established that respondents strongly affirmed that their organization had unique values that were shared by all employees, that their organization emphasized innovativeness in service delivery, that they had employee engagement programs to make employees valued and part of the broader organization, and that their organization encouraged open and transparent communication with feedback across departments and functions. These findings collectively suggest a strategic and holistic approach to organizational culture, emphasizing the crucial role of culture in the successful execution of public service delivery strategies. Therefore, the study established that organizational culture positively and significantly affected the performance of the County Government of Tharaka Nithi with a p-value of $0.001 < 0.05$.

5.3 Conclusions of the study

5.3.1 Resource availability

The study concluded that Resource availability was positively and significantly related to the performance of the County Government of Tharaka Nithi hence rejecting the hypothesis that resource availability is not significantly related to the organizational performance of the County

Government of Tharaka Nithi. Mahat (2019) supported the study's findings where the scholars noted positive and significant relationships between resource availability and organizational performance of the County Government of Tharaka Nithi. The scholars similarly concluded that performance management systems were important in the individual as well as organizational effectiveness in serving the needs of the organization.

The study is in support of the Resource-Based View (RBV) theory. This theory suggests that an organization's competitive advantage is primarily derived from its unique resources and capabilities. For the County Government of Tharaka Nithi, the effective utilization of available human resources, financial resources, materials, and equipment is crucial for achieving superior organizational performance and successfully implementing public service delivery strategies.

5.3.2 Leadership Styles

The study concluded that Leadership styles were positively and significantly related to organizational performance hence rejecting the null hypothesis that: Leadership Styles do not relate significantly to performance. Leadership styles significantly impact an organization's employee motivation, morale, and overall performance. Effective leadership enhances decision-making processes and change management by involving employees, which leads to better acceptance and successful implementation of new directions. Additionally, leadership styles influence team dynamics and the development of a skilled workforce, with coaching leadership promoting employee growth and transactional leadership focusing on achieving specific outcomes (Wehrich et al., 2018).

The findings of the study are in support of Higgins' 8S Framework. This framework expands on the McKinsey 7S Model by adding 'Strategic Performance' and emphasizing the need for alignment among all elements. Leadership styles, which are part of the 'style' element, play a crucial role in driving strategic initiatives and aligning organizational efforts toward achieving

goals. Effective leadership in Tharaka Nithi's government is vital for motivating employees, fostering a positive organizational culture, and ensuring the successful implementation of public service strategies.

5.3.3 Organizational Structure

This study concluded that organizational structure was positively and significantly related to organizational performance therefore rejecting the null hypothesis that: organizational structure does not have a significant relationship with performance. Researchers that were in support of the conclusions of the study include (Okumu, 2023) who studied the effects on performance from organizational structure and established that they both had a significant and positive effect.

The conclusions of the study are in support of the McKinsey 7S Model. This model emphasizes the importance of aligning seven internal elements of an organization to achieve effectiveness. The organizational structure, which defines how tasks and responsibilities are distributed, is a key component of this model. In Tharaka Nithi's county government, having a well-defined structure ensures clarity in roles and responsibilities, enabling efficient project execution and optimal resource utilization which requires managers to act as worthy stewards of the organization by ensuring that they communicate effectively with the employees.

5.3.4 Organizational Culture

The study concluded that organizational culture had a positive but significant relationship with performance hence rejecting the hypothesis that: organizational culture does not have a substantial relationship with the performance of the county government of Tharaka Nithi.

Isaboke (2018) offered another perspective, describing organizational culture as a way of fundamental assumptions created, uncovered, or evolved by a particular group as they address challenges related to adapting to external changes and fostering internal cohesion. These assumptions are deemed effective and valid, and as such, they are passed down to new

employees. The culture becomes the official way to perceive, think, and respond to the challenges facing the organization at any given time. Findings revealed that organizational culture indeed affects strategy implementation. The researchers emphasized that dominant characteristics and behavioral norms play a significant role in shaping the outcome of strategy implementation. The conclusions of the study are in support of the Schein's Model of Organizational Culture. This model explains how organizational culture is formed and sustained through three levels: artifacts, espoused values, and basic underlying assumptions. In Tharaka Nithi's county government, the organizational culture influences employee behavior, decision-making processes, and overall effectiveness in implementing public service strategies. A strong and cohesive culture aligns employees with the organization's mission and values, driving performance and strategic success.

5.4 Recommendations

The current study presented policy recommendations and suggestions for further research guided by the conclusions of the study and major findings. The study also recommended future studies that were guided by the identified gaps in the study, conceptual, methodological, and empirical gaps were presented.

5.4.1 Recommendations on Research Findings

5.4.1.1 Resources availability

The study recommends that the County Government should prioritize sustained investments in recruiting, training, and retaining qualified personnel to maintain a skilled and adequate workforce that can effectively support project implementation. Developing a talent pool that aligns with the county's strategic objectives will help ensure that key projects are managed competently. Furthermore, the county government must provide consistent financial support for projects by adopting efficient budget allocation methods and implementing robust financial management practices. By doing so, the county will enhance its ability to meet project

deadlines and maintain fiscal discipline. The optimization of procurement processes and inventory management systems is equally important, as it helps prevent material shortages and delays, ensuring that the necessary resources are available when needed. In addition, regular maintenance and upgrading of machinery, equipment, and other physical assets should be prioritized to maintain operational efficiency and reduce downtime in infrastructural projects. These efforts will collectively strengthen the county's capacity for project execution, improve public service delivery, and ultimately contribute to enhanced organizational performance in fulfilling its mandate to the community.

5.4.1.2 Leaders Style

The study recommends that leaders should continue prioritizing ethical practices to sustain trust and integrity within the organization, as these values are fundamental in fostering a positive and collaborative work environment. Upholding high ethical standards will not only enhance the organization's reputation but also build a culture of accountability among employees. Additionally, the study suggests that the County Government should invest in leadership development programs, particularly focusing on conflict-resolution training to equip leaders with the skills needed to manage and resolve disputes effectively. This approach will improve team dynamics, reduce workplace tensions, and boost overall productivity. The study further recommends that leaders adopt a strategic delegation of responsibilities, empowering their assistants and other team members to take ownership of tasks. This not only helps distribute the workload but also encourages innovation and fosters a sense of initiative among employees. Finally, the study highlights the importance of implementing fair and diverse reward systems, ensuring that all employees are recognized and rewarded for their contributions. This will not only motivate the workforce but also play a significant role in retaining top talent and driving organizational success.

5.4.1.3 Organization structure

The study recommends that the County Government streamline its reporting layers to enhance communication and improve the efficiency of decision-making processes. Simplifying the hierarchy will allow for quicker information flow, reducing delays and enabling more responsive actions. Additionally, the study advises fostering greater interdepartmental collaboration to encourage innovation and improve overall efficiency in service delivery. Collaboration across departments can break down silos, leading to more integrated and creative problem-solving approaches. Furthermore, the study recommends that the County Government clearly define lines of authority to ensure smoother operations, minimizing confusion and preventing overlaps in responsibilities. Clarity in authority will help in task delegation and accountability. Lastly, the study highlights the importance of promoting participative decision-making processes, which empower employees by involving them in decision-making, ultimately leading to more informed and committed outcomes. Engaging employees in this way enhances their sense of ownership and motivation, which positively impacts organizational performance.

5.4.1.4 Organizational Culture

The study recommends that the County Government reinforce shared values to foster greater alignment and a sense of identity among employees. By strengthening these core values, employees are more likely to work cohesively toward common goals, enhancing organizational unity. Additionally, the study advises the promotion of a culture of innovation that encourages creative approaches to service delivery, helping to improve both efficiency and effectiveness. A focus on innovation can lead to fresh solutions for challenges faced by the County. Furthermore, the study recommends that the County Government strengthen employee engagement programs to ensure that staff feel valued and connected to the organization's mission. Engaged employees are more motivated, productive, and committed to their roles.

Lastly, the study highlights the importance of facilitating open and transparent communication within the organization to foster collaboration and effective problem-solving. Transparent communication can bridge gaps between teams and departments, enabling better decision-making and a more collaborative work environment.

5.4.2 Recommendations for Further Research

The study recommended that further research should be carried out to investigate the role of public service delivery in effectively executing strategic plans. Understanding how leaders shape and communicate the vision, allocate resources, and foster a culture that supports strategic goals can provide valuable insights. Examining the impact of leadership styles on strategic implementation and organizational performance can guide practitioners and policymakers in enhancing public service delivery capabilities for effective strategy execution. The current study's variables could only explain 71.5% of the variations in the performance, and other variables related to public service delivery strategy implementation that were not included in the study accounted for 28.5% of performance variations. Therefore, this calls for another study to be carried out with other mediating variables like managerial control or even a moderating variable factor like stakeholder engagement.

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APPENDICES

Appendix I: Introduction Letter KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

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Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BUS/29/2024

July 12, 2024

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

Dear Sir/Madam,

RE: SHEILA KAWIRA NJAGI (REG. NO. BUS-3-3074-2/2015)

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 Implementation of Public Service Delivery Strategy on Organizational Performance of County Government of Tharaka Nithi Kenya".

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 highly appreciated.

Yours sincerely,


Dr. John M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: Dean, KeBS


CoD, Business Administration
Postgraduate Coordinator - BA
Supervisors

Appendix III: NACOSTI



REPUBLIC OF KENYA


Ref No: **278182**



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

Date of Issue: **18/July/2024**


RESEARCH LICENSE



This is to Certify that Miss: SHEILA KAWIRA NJAGI 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 Tharaka-Nithi on the topic: INFLUENCE OF IMPLEMENTATION OF PUBLIC SERVICE DELIVERY STRATEGY ON ORGANIZATIONAL PERFORMANCE OF COUNTY GOVERNMENT OF THARAKA NITHI, KENYA for the period ending : 18/July/2025.

License No: **NACOSTIP/24/38208**


Applicant Identification Number
278182



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

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See overleaf for conditions



Verification QR Code

Appendix II: Questionnaire

Instructions

Kindly answer all questions by ticking and explaining where necessary as per your opinion.

Section A: General Information

What is your gender?

Male

Female

What is your age bracket?

Below 25 years

26 to 35 years

36 to 45 years

46 to 55 years

Above 56 years

How long have you served in the organization?

Less than 1 year

2 to 5 years

Between 6 and 10 years

What is your highest level of education?

Certificate

Diploma

Bachelors

Postgraduate

Section B: Organizational Structure

1. To what extent would you say you agree with the following statements on the organization structure practices in your institution: 1= strongly disagree, 2=disagree 3=Neutral, 4= agree 5= Strongly agree

Organizational structure	1	2	3	4	5
Our organization has many reporting layers.					
Our organization has various departments and divisions working together.					
Every level of management indicates a line of authority.					
Every employee's input is considered in the decision-making.					

Can you describe how the current organizational structure affects communication, collaboration, and speed of decision-making?

.....

In your opinion, what do you think needs to be improved to enhance employee engagement in your organization?

.....

Section C: Leadership Styles

2. To what extent would you say you agree with the following statements on the **Leadership Styles** practices in your institution: 1= strongly disagree, 2=disagree 3=Neutral, 4= agree 5= Strongly agree

Leadership styles	1	2	3	4	5
Our leaders emphasized ethical practices.					
Our leaders have effective conflict-resolution skills.					
Leaders for our organization delegate responsibility to their assistants.					
Our leaders have different ways of rewarding employees.					

Have your leaders helped realize the goals?

.....

What are the important considerations in choosing leaders in your organization?

.....

Section D: Organizational Culture

3. To what extent would you say you agree with the following statements on the **Organizational Culture** practices in your institution: 1= strongly disagree, 2=disagree 3=Neutral, 4= agree 5= Strongly agree

Organizational Culture	1	2	3	4	5
Our organization has unique values that are shared by all employees.					

Our organization emphasizes innovativeness in service delivery.					
We have employee engagement programs to make employees valued and part and parcel of the broader organization.					
Our organization encourages open and transparent communication with feedback across departments and functions.					

What is the most outstanding organizational culture or practice in your organization?

.....

How instrumental or important has your culture been in enhancing performance?

.....

Section E: Resource Availability

4. To what extent would you say you agree with the following statements on the **Resource Availability** practices in your institution: 1= strongly disagree, 2=disagree 3=Neutral, 4= agree 5= Strongly agree

Resource Availability	1	2	3	4	5
Our institution has enough human resources to tackle projects.					
Our institution had enough funds to implement different projects.					
We have materials and inventory to undertake different projects.					
Our institution has machines and equipment to undertake infrastructural projects.					

What is the current situation of resources availability in your county and what determines their availability?

.....

What strategies could enhance the optimization of resource usage in your county?

.....

Section F: Organizational Performance

5. To what extent would you say you agree with the following statements on the **Organizational Performance** practices in your institution: 1= strongly disagree, 2=disagree 3=Neutral, 4= agree 5= Strongly agree.

organizational performance	1	2	3	4	5
The time taken to offer public services has been reduced.					
The cost of undertaking infrastructural projects has been reduced.					
The stakeholders of different projects and citizens in general are satisfied with the services we offer					
We have created job opportunities for youth and the public in general.					

Thank You for Your Valuable Time and Cooperation

Secondary Data schedule

Jobs created	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023