

**Influence Of Strategic Plan Implementation on Organizational Performance of
County Government of Kitui**

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Requirements for the Conferment of the Degree of Masters of Business
Administration (Strategic Management) of Kenya Methodist University**

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DECLARATION AND RECOMMENDATION

Declaration

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

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BUS-3-0109-1/2020

Recommendations

This thesis has been submitted for examination with our approval as university supervisors

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DEDICATION

I dedicate this work to my spouse Johnson Mwakali and son Nillan Mwikali for the great support during the thesis journey

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I thank the Almighty God for giving me health and strength to prepare this research thesis. Sincere gratitude goes to my supervisors, Dr. Paul Kirigia, PhD, and Dr. Nancy Rintari, PhD, for their professional guidance and encouragement in compiling this research thesis. To my colleagues at work and course mates, thanks for constructively critiquing my research thesis, which served as a source of motivation. Much appreciation to my family for their moral, financial, and emotional support during my study. Sincere gratitude to the KeMU Business School for availing to me an opportunity to pursue my master of business administration degree. God bless you all!

ABSTRACT

Despite having an operational strategic plan, county governments in Kenya have witnessed a decline in the absorption rate of development expenditure into the development. The purpose of this study was to examine the influence of strategic plan implementation on the organizational performance of the County Government of Kitui, Kenya. The specific objectives were to examine the influence of strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation on the organizational performance of the County Government of Kitui, Kenya. There were three theories that informed the study, and they include the theory of organizational configuration, resource-based view theory, and the theory of organizational culture. A descriptive research design was used in determining the characteristics of the population in consideration. The respondents comprised of 17 directors, 25 departmental managers, and 73 administrators. The directors were interviewed, whereas the departmental managers and administrators answered questionnaires. A pre-test study was undertaken in Machakos County Government. The study considered three types of validity, which were content, construct, and criterion. Cronbach's alpha was one of the methods of internal consistency that examined reliability. Notably, complete questionnaires were coded into SPSS version 26. Various descriptive statistics like frequencies, percentages, means, and standard deviations were derived. Inferential statistics such as Pearson correlation were analyzed to test the hypothesis, whereas the multiple regression analysis, like the model summary, ANOVA, and regression coefficients, was provided. The findings of the study noted that Kitui County supported staff development but lacked effective communication, revenue strategies, and consistent outcome evaluation. Gender imbalance in task delegation persisted. Recommendations include strengthening communication, accountability, outcome tracking, and enforcing the two-thirds gender rule in leadership and task allocation.

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ABBREVIATIONS AND ACRONYMS

FMTF	Forest Management Task Force
ICT	Information Communication Technology
KeMU	Kenya Methodist University
NGOs	Non-Governmental Organizations
OCOB	Office of the Controller of Budget
RBV	Resource Based View Theory
SWOT	Strengths, Weakness, Opportunity, Threats
WBG	World Bank Group

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational performance is described as the process through which a public entity utilizes various internal and external resources to achieve its desired strategic goals (Guttermann, 2023). Public organizations are governed through the constitution and hence have the legal approval to be provided with resources through taxation, grants, and donations. This is to be able to develop clear and achievable targets that can culminate into service delivery to the citizens (Umar, 2020). Through doing this, a nation is able to achieve social goals such as reduction in poverty, access to good health, quality education, a clean environment, job provision, and reduction of social inequalities (Drago et al., 2023). Nevertheless, in the quest for attaining the desired performance, most governments have experienced challenges.

A global nation such as America has been struggling with unclear policies and procedures on how to implement strategies (Johanson & Vakkuri, 2020). This has brought about confusion on which strategies should be prioritized. Recently in a state such as California, shortcomings of lack of commitment to the strategic implementation process of controlled burns and modernization of water systems were witnessed (Forest Management Task Force [FMTF], 2021). This weakness resulted in a wildfire burning thousands of houses to ashes, despite the area being prone to hot weather and having experienced the same but of less magnitude in the past (Regan, 2025).

In Europe, a nation such as Greece has witnessed poor communication of the implemented strategies (Xanthopoulou et al., 2022). In Portugal, public organizations have experienced poor tracking progress skills on implemented strategies (OECD, 2024). Asian nations, such as Japan, have experienced limited benchmarking opportunities to assess how respective strategies compare with other governmental institutions.

Regionally, public organizations in South Africa have been struggling due to a non-supportive culture (Mabai & Hove, 2020; Ndevu, 2022). In Nigeria, there has been a disconnect between strategies and public servants that are supposed to implement the strategy (Ndukwe et al., 2024). Furthermore, public organizations in Congo have undergone poor strategic leadership steered by incompetent leaders that has led to massive loss of public funds (Stiftung, 2024). In East African nations such as Rwanda, public organizations have experienced the establishment of unrealistic strategies that have not been adequately funded to improve performance (World Bank Group [WBG], 2024). In Uganda, public organizations have mainly focused on short-term goals rather than long-term strategic implementation goals. Locally, public organizations have experienced limited resource provision, corruption, and political interference (Riany, 2021). There have also been noted aspects of lack of clear strategic vision and resistance to change from the staff. Therefore, these concerns have affected the implementation process of strategies and are affecting the overall output.

Strategic plan implementation is the process of activating the strategies into specific actionable activities that yield desired results (Twum et al., 2024). The study assessed four types of strategic plan implementation, which included strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation. Strategic

leadership is the ability of a manager to provide guidance on county government's processes to junior staff as a measure of ensuring long-term success in various activities undertaken (Karani, 2022). In strategic leadership, division of strategic tasks among staff is made possible for purposes of accountability. Strategic resource allocation is the provision of funds by a county government to support the implementation of its laid-down strategic plans to their completion (Kyalo, 2023). The source of funds may be from revenue allocation from the national government, county taxes, or donations from individuals and corporates of goodwill. In strategic resource allocation, priority is given to demanding and high-value strategies, guided by the policy framework.

Strategic tracking progress is the process of ensuring that an implemented project is done within a known timeframe and through an established process that is documented in the policy document (Tekkwo, 2020). The relevance of strategic tracking is to ensure that the implemented strategies have not derailed from the original intention and have not stopped due to lack of resources. In monitoring and evaluation, strategic implementers get a chance to reflect on whether a certain strategy has achieved the intended goal and, if not, what can be done to improve the situation. Strategic task delegation is the process of assigning different roles and responsibilities to staff working at the county government (Xanthopoulou et al., 2022). The responsibilities project the much-needed input when implementing a strategy. Additionally, in an organization, the systems established through consistent strategic management processes over time create a conducive environment for delivering the tasks.

The best practices that the developed nations have made so far when focusing towards attaining strategic implementation objectives include recruitment of competent strategic

leaders whose key mandate is ensuring that they restructure the public organizational objectives. According to Taherdoost and Madanchian (2021), Strengths, Weaknesses, Opportunities, and Threats (SWOT) are analyzed to structure how strategic implementation funding would be increased. Furthermore, there are more strategic leaders who have scaled up training and development of staff to instill professionally supported tracking skills (Huang et al., 2022).

In developing nations, the incorporation of ICT tools to support communication has been bolstered to encourage feedback considerations (Adilu, 2022). Through this approach the actual process of tracking progress is followed to promote quality control and point out weaknesses in the strategic implementation process. Notably, public organizations have been noted to encourage supportive organizational culture, which encourages humane allocation of roles and equitable allocation of resources to strategies (Maleka, 2023). This method enhances the ability to not only set organizational goals but also track progress and ensure there are accountability measures to reduce resource wastage.

County governments are public organizations whose existence and responsibilities are empowered through the new constitution. Their main role is being able to offer government services at a closer perspective to the public and having a strategic goal of consistently monitoring performance. In Kenya, there are currently forty-seven county governments whose leadership is headed by a governor (State Department for Devolution, 2025). The other leadership comprises the deputy governor, the county secretary, and various county executive members. The promulgation of the new constitution brought about the establishment of counties.

The County Government of Kitui has also been experiencing challenges related to the implementation of the strategies. According to Mutua and Gitonga (2022), there have been increased cases of fund wastage and corruption due to poor accountability measures. Most strategies have been failing midway in the implementation process due to poor leadership support, and the thought of developing new strategies is limited by a lack of clear strategic objectives. Notably, Kimanzi and Ngugi (2022) complain of incompetent leadership and lack of performance culture as some of the concerns that have affected the performance of the County Government of Kitui.

1.2 Statement of the Problem

The county government's goal of implementing laid strategies should be guided by its vision and mission (Ndevu, 2022). They should be well structured in a manner that promotes timely resource allocation that can be executed in a healthy organizational culture that respects the leadership guidance and follows the laid-down procedures on how to monitor and evaluate the achievement of the strategies (Riany, 2021). By doing this, county governments should be able to balance their recurrent and development expenditures, hence improving their performance. However, despite having an operational strategic plan, county governments in Kenya have witnessed a decline in the absorption rate of development expenditure into the development budget from 4% (Kshs 6.92 billion) in the first quarter of 2023/24 to 3% (Kshs 6.71 billion) in a similar time of 2024/25 (Office of the Controller of Budget [OCOB], 2024).

This is a great concern of feeble leadership that is incapacitated in terms of implementing robust strategic execution plans that seek to allocate devolved funds into critical purposes such as development. Furthermore, a decline in the absorption rate showcases laxity in

following the law on expenditure patterns, resulting in ineffective tracking processes that do not clearly point out the gaps in spending as required. Not resolving this concern led to further wastage of public funds in payment of salaries to the staff and hence failing to align the county governments to the sustainability development goal of vision 2030 (State Department for Planning, 2022). Therefore, this study sought to examine the influence of strategic plan implementation on organizational performance in the County Government of Kitui, Kenya.

1.3 Purpose of the Study

The purpose of this study was to examine the influence of strategic plan implementation on the organizational performance of the County Government of Kitui, Kenya.

1.4 Specific Objectives

- i. To determine the influence of strategic leadership on organizational performance of County Government of Kitui, Kenya.
- ii. To establish the influence of strategic resource allocation on organizational performance of County Government of Kitui, Kenya.
- iii. To determine the influence of strategic tracking progress on organizational performance of County Government of Kitui, Kenya.
- iv. To establish the influence of strategic task delegation on organizational performance of County Government of Kitui, Kenya.

1.5 Research Hypothesis

H₀₁: Strategic leadership has no statistically significance influence on organizational performance of County Government of Kitui, Kenya.

H₀2: Strategic resource allocation has no statistically significance influence on organizational performance of County Government of Kitui, Kenya.

H₀3: Strategic tracking progress has no statistically significance influence on organizational performance of County Government of Kitui, Kenya.

H₀4: Strategic task delegation has no statistically significance influence on organizational performance of County Government of Kitui, Kenya.

1.6 Significance of the Study

The contribution of the study may be relevant to various stakeholders such as the leadership of the county government, staff, the general public, creditors, government parastatals, NGOs, and future studies. Sections 1.6.1 to 1.6.7 explain the significance of the study precisely.

1.6.1 County Governments' Leadership

The leadership of the county governments may find the study relevant, particularly in understanding what strategic implementation actions other Kenyan counties and global governments have executed to manage their expenditures. This information may be obtained through the studies that are reviewed and results provided. Therefore, they may use the study as a basis for evidence-based decision-making, prompting a turnaround of operations at the county government and eliminating unaccounted expenditures.

1.6.2 County Government Staff

Various staff working at the county government of Kitui may get a chance to contribute their feedback to the study's questions. They may provide details on how various strategies

have previously been implemented and the advantages and disadvantages of the implementation process. Therefore, their colleagues in other county governments may learn the pitfalls to avoid when implementing actionable strategies and what to capitalize on for an improvement in their organizational performance.

1.6.3 General Public

The county government leadership has a sense of responsibility to the public; hence, the study may be of great relevance to them. It is the expectation of any duly elected county government to not only provide government services but also implement visible developments in their areas of jurisdiction. They may hence use the study as a point of reference, demanding more on development matters rather than the entire revenue allocation of the county ending up on paying recurrent expenditures like salaries to few individuals.

1.6.4 Future Researchers

The researchers who have an interest in strategic implementation at the county or national level may find the findings useful. This is because additional information on strategy implementation concerns in county government may be provided. They may use the information to expound further to other counties for a collective justification on the severity of the poor strategic implementation pattern.

1.6.5 New Knowledge

New knowledge may be realized when the influence of strategic management plan implementation on organizational performance in County Government of Kitui, Kenya, is known. This new knowledge may be relevant towards increasing information on how

clear strategic management plans could be implemented at a county government's scale, with an assurance of improved organizational performance.

1.7 Scope of the Study

The study was done in Kitui County, whereby the influence of strategic management plan implementation on organizational performance was ascertained. Factors such as strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation, were examined. The study included both the directors, departmental managers, and administrators in various departments of the County Government of Kitui, with data collection methods such as interviews being applicable to the directors, whereas the questionnaires were administered to the departmental managers and administrators. The study took 5 months (April-August) to complete.

1.8 Limitations of the Study

The revenue-sharing standoff between the senate and the members of parliament witnessed in the first quarter of 2024/25 paralyzed the release of finances to the county governments in Kenya (Parliament of Kenya, 2024). Therefore, it was obvious that county staff salaries accrued for the time the standoff was witnessed. This meant that a huge percentage of released funds was used to settle salary arrears; hence, little allocation was made towards the development sector. Additionally, during this time, most county projects stalled; hence, it was impractical for the strategic management team to implement strategies without funding. The study may thus be limited in considering organizational performance from the perspective of the last quarter of the year 2024.

1.9 Delimitations of the Study

To ensure that the misfortune that happened in the first quarter of the financial year 2024/2025 did not provide biased results, the study included managers and officers that have worked in the county government for a period of more than one year. This was to provide the relevant respondents a chance to contribute their opinion in the strategic implementation process that they have witnessed, holding all factors such as funding constant.

1.10 Assumptions of the Study

The study assumed that the county government of Kitui has already received finances for the financial year 2024/25 to implement its projects. Further, it was also assumed that the County Government of Kitui has an existing and active strategic plan that guides their decision-making. Notably, it was also assumed that the managers and officers were willing to provide honest opinions when approached by the researcher of this study.

1.11 Operational Definition of Terms

Strategic Tracking Progress

The process of ensuring that an implemented project is done within a known timeframe and through an established process that is documented in the policy document (Tekkwo, 2020).

Strategic Task Delegation

Assigning different roles and responsibility to staff working at the county government (Xanthopoulou et al., 2022).

Organizational Performance

An organizational performance is described as the process through which an institution utilizes various internal and external resources to achieve its desired strategic goals (Gutterman, 2023).

Strategic Resource Allocation

The provision of funds by a county government to support the implementation of its laid down strategic plans to their completion (Kyalo, 2023). The source of funds may be from revenue allocation from the national government, county taxes, donations from individuals and corporates of goodwill.

Strategic Leadership

This is the ability of a manager to provide guidance on county government's processes to junior staff, as a measure of ensuring long-term success in various activities undertaken (Karani, 2022).

Strategic Management Plans Implementation

Activating the strategies into specific actionable activities that yields desired results (Twum et al., 2024).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the theoretical and literature reviews are provided within the guidelines of the variables of the study. The conceptual framework, which provides the indicators of each variable as examined in the study, concludes the chapter.

2.2 Theoretical Review

There were three theories that included the theory of organizational configuration, resource-based view theory, and the theory of organizational culture.

2.3.1 Theory of Organizational Configuration

The theory of organizational configuration was developed by Mintzberg (1979). This theory informed the strategic leadership and strategic tracking progress constructs of the study. According to Mintzberg (1979), an organization entails how complex structures, processes, and policies independently work together to attain the desired strategic goals. The elements specifically mentioned included the structure, machinery, bureaucracy, job roles, and adhocracy. These elements were noted by Mintzberg (1979) to possess different characteristics, and hence, when combined, result in improved outcomes in the organization. The main aspect of these complex elements was their ability to work independently but within the organizational scope to enhance performance.

The theory of organizational configuration informed the strategic leadership construct on the perspective that the management, being the decision makers, has control over how various organizational structures and policies work (Huang et al., 2022). This was because

they provided guidelines and were involved in setting the vision and goals of the organization. It is through their initiation that quality was enhanced both from a decision-making perspective and in communication and execution of the strategies. Therefore, strategic leadership provided an innovation baseline to support feedback from the staff and encourage them to become more productive (Karani, 2022).

Despite the complete system of the organization, the strategic leadership made it easier for the internal stakeholders, like staff, to understand through a series of organizational learning and development. The theory of organizational configuration informed the tracking progress construct through providing a support mechanism to implement the process (Ntoiti & Makau, 2022). That was having a reliable organizational structure that encouraged reliable outcomes, which were proficiently assessed to make sure they matched the desired goals and objectives (Omar, 2022).

Additionally, the entire strategic tracking progress process is inclusive, whereby the various assessors are required to provide constructive feedback to the implementers of the strategies (staff). This was to promote impact-based evaluation that enhanced the productivity of strategic management that was information-based. The theory of organizational configuration had a weakness in that it failed to indicate how to move from one organizational configuration to another (Joseph & Sengul, 2024). However, this weakness did not affect the study since the organizational perspective in the current study was the County Government of Kitui, whose functions are guided by the constitution of Kenya and the public organizations policy document. Therefore, moving from the County Government of Kitui to another county guided by the same constitution may not require many reconfigurations of their systems, structure, and processes.

2.3.2 Resource Based View Theory

Resource-Based View Theory (RBV) was advanced by Wernerfelt (1984). This theory guided the strategic resource allocation construct of the study. RBV stated that there were internal and external resources that an organization could take advantage of to have a competitive advantage over others (Kemboi & Misango, 2021). The internal resources cut across from qualified staff, goodwill, organizational buildings and other assets, finances, and procedures and policies such as a strategic plan in place. The external resources included the external relations with stakeholders such as the national government and other institutions within the scope of the county's operations.

RBV informed the strategic resource allocation on the need for strategic management at the county government level to establish a sharing formula that maximized the use of resources from different sources. According to Kimanzi and Ngugi (2022), allocating resources required identification of various needs and their cost analysis. This gave insight to the management on what they were dealing with, and hence they recommended an analysis of the best funding approach, such as through an external source like the equitable share, to pay county staff and also serve the public (Ninsiima et al., 2022).

Other needs may not have pressing demands such that resources from internal sources, such as conditional grants, may be applicable, as long as they qualify and their previous performance portfolio has been exceeding expectations. Kyalo (2023) revealed that allocation of resources from Own Source Revenue (OSR) was considered an internal source, which was mainly applicable to key development goals and not on recurrent expenditures like salaries (Paul et al., 2025). This was because the public would be more

motivated to pay for various county government services, such as licenses, tickets, and general levies, if they noticed social amenities were adequately provided for.

A major weakness identified in the RBV theory was that it may be difficult in the identification of a firm's resources (D'Oria et al., 2021). However, in the context of the current study, this weakness did not hinder its operationalization. This was because, in the county government, information regarding the resources at County Government of Kitui was in the public limelight as empowered by the County Resources Development Bill, 2020. Each county is supposed to provide its full resources at the data desk within the premises of the county offices or online.

2.3.3 Theory of Organizational Culture

The theory of organizational culture was developed by Schein (2005). This theory guided the strategic task delegation construct in the study. The theory of organizational culture stated that in any organization, there was a system of shared beliefs and values which provided the foundation through which the behavior of the staff was shaped, their interaction strategies and which structures the organization's character (Drago et al., 2023). The culture was developed over time hence having the capacity of enhancing the performance.

Informing the strategic task delegation, it was notable that in each county government, there was a work culture that guided the behaviors and social interactions of the staff, particularly when allocated tasks (Abawari et al., 2024). The culture dictated how team work was to be conducted, the communication pattern between the management and the staff, and the integrity pattern. According to Karani (2022), the interaction level of the

county government staff had a direct impact on customer/public satisfaction rate and how they brought forth innovative ideas. In the long run, the organizational culture directly benefited its participants to improve organizational performance efficiently (Maleka, 2023).

The theory of organizational culture had a weakness whereby ethical dilemmas played part in most social groups. This was whereby; the social cultures of the leaders took precedent suppression junior staff work culture. Therefore, the leadership work culture was considered as the organizational culture but in reality, it was not (Riany, 2021). This weakness did not affect the study since the work relations and behavior of the county staff and management was guided by public organizations Act and Human resource policy document on how they were to behave and how conflicting ideas and cultures should be resolved.

2.2 Empirical Review

2.2.1 Strategic Leadership on Organizational Performance

Logan (2024) explored how Canadian organizations' performance was affected by strategic leadership. The study made use of secondary data from published research, journals, and reports. According to the study, there was a strong correlation between concepts of leadership and an organization's overall success. It was discovered that effective strategic leadership, which is defined by flexibility, goals, and a clear connection with corporate goals, drives higher productivity levels. Transformational and participatory leaders frequently encourage creativity, employee involvement, and a healthy workplace culture, all of which boost output and provide businesses an edge over their competitors.

Nevertheless, Logan (2024) did not address the input of strategic leaders on vision and goal setting. Therefore, through the use of primary data obtained from questionnaires given to participants, the current study delved deeply into the ways in which strategic leadership affected organizational performance.

In Uganda, Irene et al. (2024) investigated how organizational performance in Namisindwa District Local Government was affected by leadership styles. The study was qualitative and explanatory in nature. The results of the study showed a complex and varied relationship that highlights the value of adaptable and subtle leadership techniques within. Significantly, the study found that a number of criteria, including ability to communicate, capability to make decisions, emotional intelligence, vision setting, strategic thinking, flexibility, honesty, and the capacity to uplift and encourage others, were frequently used to gauge the efficacy of leaders in Uganda. Additionally, the study highlighted the importance of a versatile leadership approach tailored to the unique needs and challenges of the local government environment. In order to optimize results in performance, Irene et al. (2024) suggested that the leadership style be chosen in accordance with the organization's leadership structure and objectives. However, Irene et al. (2024) did not indicate how strategic leadership supported learning and development in the organization for sustainable growth and development. As a result, the current study went into further detail about how strategic leadership affected the performance of the County Government of Kitui.

Additionally, Haule and Mushi (2024) explored how strategic leadership techniques affected the functioning of Tanzanian public organizations. The study used a quantitative cross-sectional method with sixty-one purposively and randomly selected councilors and

staff as respondents. Data was obtained via a questionnaire. This study found out that organizational performance is greatly impacted by strategic leadership techniques, although the impacts vary depending on the underlying factors. Notably, the study showed that establishing a clear strategic direction was associated with strategic leadership practices. The study also demonstrated that, at the municipal level, operational effectiveness is a critical element of total organizational performance and success. Further, Haule and Mushi (2024) stated that having strategic leaders who can efficiently create and carry out strategic directions, guarantee operational effectiveness, cultivate employee capabilities, and set up strong strategic controls is essential for an organization to perform at its best. However, Haule and Mushi (2024) did not undertake a pilot study to determine the validity of the study instruments.

Paul et al. (2025) explored Kenyan county governments' performance and how they were impacted by strategic leadership. The key data sources were peer-reviewed academic papers, government documents, and appropriate case studies. The review focused on analyzing contemporary scholarly works. Strategic leadership is vital for enhancing the performance of Kenyan county governments, as highlighted in this review study. Paul et al. (2025) highlighted how objectives and goals formulation, planning for strategy-making decisions, and dealing with change influenced outcomes for performance. The study found that each aspect enhances productivity in operations, the delivery of services, and governance success.

Further, this study discovered that involvement of staff by management in defining vision and mission statements improved motivation and engagement, which improved performance. Based on these findings, more research into how strategic leadership

influences performance is required, but in a different county, such as in the County Government of Kitui. Thus, the current study used questionnaires as the primary method of data collection from study participants to explore how strategic leadership influences performance in the County Government of Kitui.

Further, Ng'iroo and Osoro (2024) investigated how Kenya's West Pokot County Government's organizational performance was influenced by strategic direction. This study utilized a descriptive research design. Seventy-seven high-level county government employees were the target responders. Because the target population would be manageable, the study used the census method and had a sample size equal to that of the target population. Questionnaires were used to gather primary data for the study. The study found that the performance of West Pokot County, Kenya, and strategic leadership were positively correlated. Among the coordination elements that had a major impact on performance were the collaborative management policy, wage negotiations, alternate conflict resolution procedures, and the leader's flexibility to voice issues.

Notably, the study showed that implementing different coordination and cooperation strategies enhances productivity and service delivery. Thus, Ng'iroo and Osoro (2024) discovered that by adopting appropriate leadership strategies, West Pokot County in Kenya has been seeing a notable boost in service delivery. Since Ng'iroo and Osoro (2024) only examined the strategic priorities, strategic managers, and performance of West Pokot County, Kenya, the current study looked into the performance of County Government of Kitui's organization and strategic leadership.

2.3.2 Strategic Resource Allocation on Organizational Performance

Park (2022) investigated government resource allocation and the performance of organizations in public initiatives in Washington State. Notably, this study evaluated existing government data demonstrating how public initiatives performed. This study discovered a significant link between program success and budget changes in budget, particularly during economically difficult periods. The findings also revealed an incentive mechanism for efficacy-based allocation of resources, implying that improved outcomes for programs may result in budgetary increases. Although more research was needed on the impact of resource allocation on public program performance, Park (2022) was constrained by the use of available secondary data. Therefore, the current study was quantitative in nature, allowing for a more thorough analysis of the ways in which resource allocation had affected performance in the County Government of Kitui.

In Kigali, Annuarit and Sikubwabo (2024) explored how public institutions project performance was influenced by the management of financial resources. A mixed research design was employed in this study. A purposive sampling strategy was employed to choose one hundred and seventy-five Kigali City employees. This study highlighted the significance of financial resource management in public program performance, including raising and managing finances, resource allocation, and financial decision-making. The study found a strong correlation between financial management of resources and the success of projects. According to Annuarit and Sikubwabo (2024), the government should prioritize efficient, effective, and responsible use of public resources to promote financial growth and eliminate inequality through enhanced delivery of services. However, the choice to use a purposive sampling strategy by Annuarit and Sikubwabo (2024) in selecting

the staff introduced biasness in the study since it was a non-probability method and not a scientific method of sampling.

In Vihiga County, Shigali and Shitseswa (2023) examined how techniques for distributing financial resources affected the delivery of public services. A descriptive survey research design was utilized. A target population of five hundred and ninety-three participants was chosen, with a sample size of two hundred and thirty-four participants. Additionally, this study gathered primary and secondary data from all departments in Vihiga County. The findings in this study showed that the provision of services increased in tandem with improvements in physical resource allocation tactics. Shigali and Shitseswa (2023) urged that allocation of sufficient resources by the government and other development partners to finance the development of infrastructure, including the provision of sufficient tools and machinery, adequate technological capabilities, and adherence to governmental spending principles during project implementation, results in improved resource allocation approaches. Based on these findings, the study had determined that there was a substantial and favorable correlation between performance and allocation of resources. However, Shigali and Shitseswa (2023) did not address different sources of revenue and the informing role of the strategic managers in their allocation.

Additionally, Wanjiku (2022) investigated the actualization of the strategy and how it affected the Nyandarua County Assembly performances. The forty employees of the Nyandarua County Assembly's management team and the thirty-nine staff of the county assembly were the target population for this study; sixty-six responders made up the sample size. Notably, information was gathered via questionnaires that were given out randomly.

According to the study's findings, resource allocation had an impact on efficiency. The participants in this study concurred that having enough money, staff, tangible assets, sound resource management, outsourcing, and financial reporting enhanced the execution of plans that enhanced the county's performance. That notwithstanding, Wanjiku (2022) did not address the public policy framework that guided the actualization of the strategy.

Kemboi and Misango (2021) examined how the performance of an organization was influenced by strategic planning practices in Baringo County. For this study, a descriptive research strategy was chosen. The study focused on the ninety-two upper management employees of the county government. The entire target population of ninety-two participants served as the sample size for the responders, and a census method was used. The primary research tool that was employed was a well-structured questionnaire. The study's findings demonstrated that effective resource allocation had a significant impact on an organization's performance. The study's participants overwhelmingly agreed that the county government had enough funding allocated for the execution of its strategic plan. Notably, this study made clear that in order to make sure that the resources available within the county government were effectively employed, mobilization of all available resources was crucial. However, Kemboi and Misango (2021) did not consider elaborating needs-based allocation as a resource allocation method to enhance the performance of the Baringo County Government.

2.2.3 Strategic Tracking Progress on Organizational Performance

Yusuf et al. (2023) examined the sustainability of the Millennium Village Project in Nigeria as a result of project planning, monitoring, and evaluation. This study used a mixed-method research approach, with quantitative data supporting the qualitative

findings. From twenty-eight villages, three hundred and sixty-eight members of the community were chosen as respondents to give information using well-organized questionnaires, interviews, targeted focus groups, and methodical observations. This study discovered that feedback mechanisms, quality evaluation, and routine monitoring all improved program performance.

Notably, frequent evaluations, quality assurance, and feedback systems are essential for efficient program monitoring since they allow for the required modifications and guarantee that initiatives continue to achieve their intended objectives. An essential component of the project's lifespan ought to be monitoring and evaluation. The current study examined how monitoring and assessment affected organizational performance in the County Government of Kitui, since Yusuf et al. (2023) only examined the sustainability of programs in Kaduna State, Nigeria.

Further, Omar (2022) investigated the federal government of Somalia's tracking progress mechanisms. The target population for this descriptive study consisted of one hundred and thirty government officials employed by the Ministry of Planning. Notably, this study collected data from study participants via questionnaires, document analysis, and interviews. This study found that the Ministry of Planning's monitoring and evaluation structure was only moderately effective, indicating that it needed to be significantly improved. Omar (2022) discovered that project monitoring and assessment had a beneficial impact on performance since it helped with executive decision-making and increased responsibility, productivity, and performance. However, as the focus of Omar (2022) was strictly limited to Somalia's planning ministry, the current study examined in depth how Kitui County has used monitoring and evaluation to improve organizational performance.

Makau and Kiarie (2024) explored how Mombasa County health-funded projects' performance was influenced by monitoring and evaluation of practices. The study was conducted using a cross-sectional design. The study focused on thirty-two health programs serving as the target population. A stratified random sampling technique was used to pick one hundred and two respondents. The study's primary data was acquired by questionnaires that were semi-organized. The study's findings revealed that monitoring and evaluating initiatives and programs was critical to their effectiveness. Additionally, Makau and Kiarie (2024) indicated that regular evaluation of processes and plans improves the project team's ability to successfully complete tasks. The study found that involvement of stakeholders during project oversight improved project success. The current study, however, concentrated on the impact of monitoring and evaluating strategic plans on performance, as this study solely examined stakeholder involvement in project monitoring and assessment.

Waweru and Kimathi (2022) investigated how monitoring and assessment procedures affected the effectiveness of Machakos water and sanitation initiatives. Notably, two hundred and seventy individuals who participated made up the target population, which included thirty-nine local authorities, sixty-four officials of the national government, and one hundred and sixty-four workers from the project. The stratified random sample technique was used to choose the one hundred and fifty-nine participants. Both quantitative and qualitative data were gathered for this investigation. This study found that effective monitoring and evaluation of projects within the county government enhances performance.

Moreover, by clearly defining the project team's roles, planning helps to minimize role duplication and conflict since the plan directs the project's stakeholders and specifies what has to be done at each stage. To guarantee that measures and evaluations are conducted appropriately, management should actively participate in the design of systems and offer prompt guidance and assistance. However, Waweru and Kimathi (2022) only looked at the Machakos water and sanitation project and neglected to look at other county-funded projects. For this reason, the current study explored deeper how Kitui County's strategic plans were monitored and evaluated.

2.2.4 Strategic Task Delegation on Organizational Performance

In Indonesia, Suryani et al. (2024) investigated how change management and organizational culture influenced delegation of task performance. Notably, one hundred and eighty-one participants from various parts of West Kalimantan who were selected purposively participated in this study, which employed a survey method with a quantitative strategy. This study discovered that there was a strong correlation between organizational culture and tasks' performance since it enhances effectiveness, output, and creativity, as well as fostering a more cohesive workplace. In order to achieve long-lasting improvement in performance, Suryani et al. (2024) emphasized the significance of a strong organizational culture working in tandem with suitable change management techniques. This study also discovered that one useful strategy for attaining long-term sustainability and a competitive edge in an organization was through a supportive organizational culture. Suryani et al. (2024) did not, however, address the question of whether employee internalization of organizational ideals through collaborations had an impact on performance.

In South Africa, Maleka (2023) examined how organizational culture affected a public service organization's ability to delegate strategic plans. Several qualitative case studies from public service organizations were used in this study. Notably, a thorough literature study was carried out to pinpoint important ideas, hypotheses, and empirical data pertaining to how organizational culture affects strategy planning, delegation, and execution in public sector organizations. Scholarly records, publications, and pertinent documents were thoroughly investigated. Experts in the culture of organizations, management of strategy, and government administration participated in semi-structured interviews. Maleka (2023) found out that government organizations' capacity to effectively carry out their strategic plans is significantly impacted by their organizational culture. Strategic success depends on employee involvement, making choices, and versatility, all of which are improved by a culture that supports strategic objectives. Further, this study concluded that the importance of delegation culture in the development of strategies is immeasurable, and managers and leaders in the public sector must actively work to create a culture that facilitates the successful implementation of plans. Nevertheless, Maleka (2023) did not assess the integrity aspect in the task delegation.

Abawari et al. (2024) explored how organizational culture influenced the relationship between change management and delegation when delivering public services. A descriptive study approach was used to distribute survey questionnaires to three hundred and one respondents from sixteen public institutions in Oromia, using a stratified sampling technique. The study indicated that organizational culture had a considerable impact on performance and plan implementation and task delegation in governmental organizations. The results of this study demonstrated the importance of corporate culture, which outlined

procedures, expressed objectives through beliefs and principles, and guided behavior using shared assumptions and standard practices. Additionally, a key success factor for a company aiming for superior results, the work environment was vital to achieving its objectives and goals. However, the chain of command in the process of change management was not assessed by Abawari et al. (2024).

Ntoiti and Makau (2022) examined how Meru County Government's performance was influenced by the strategy implementation. This study utilized a descriptive research design. The study employed a descriptive research approach with two hundred and ninety-one employees in the county as participants. Notably, this study gathered data by giving participants a standardized questionnaire. The study found that delegating tasks had a unique role in defining the degree of success that County Government achieved both today and in the foreseeable future. This study noted that every plan developed should be based on its code of ethics, ideology, purpose, and goals, which all parties involved should adhere to in all of their operations. According to the study's findings, the culture of fair task delegation can influence performance in a variety of ways, including enhancing staff involvement, providing an atmosphere of purpose for all members of the organization, and encouraging teamwork. However, Ntoiti and Makau (2022) did not address delegation of tasks from the perspective of providing customer/public satisfaction in the government services provision process.

Further, Ninsiima et al. (2022) explored how Nairobi County Government in Kenya's organizational performance was impacted by its culture. Notably, a correlational research design was used in the study. Simple random selection techniques combined with stratified sampling were used to choose the three hundred and eighty-four respondents. In addition,

organized survey forms were used to gather primary data. According to the study, organizational culture that involved teamwork on delivering tasks improved the performance of the organization. Additionally, this study found that the work environment had an impact on the way staff members behaved within the company in order to achieve organizational goals. According to Ninsiima et al. (2022), corporate culture improved performance, work happiness, and confidence in problem-solving abilities. Understanding an organization's culture provided personnel with insight into its past and current operations.

2.4 Summary of Gaps

The various gaps noted on strategic leadership were that Logan (2024) did not address the input of strategic leaders on vision and goal setting. Irene et al. (2024) did not indicate how strategic leadership supported learning and development in the organization for sustainable growth and development. Haule and Mushi (2024) did not undertake a pilot study to determine the validity of the study instruments. Since Ng'iroo and Osoro (2024) only examined the strategic priorities, strategic managers, and performance of West Pokot County, Kenya, the current study looked into the performance of County Government of Kitui's organization and strategic leadership.

The various gaps noted on strategic resource allocation were that the choice to use a purposive sampling strategy by Annuarit and Sikubwabo (2024) in selecting the staff introduced biasness in the study since it is a non-probability method and not a scientific method of sampling. Further on, more research was needed on the impact of resource allocation on public program performance. Park (2022) was constrained by the use of available secondary data. Shigali and Shitseswa (2023) did not address different sources of

revenue and the informing role of the strategic managers in their allocation. Wanjiku (2022) did not address the public policy framework that guided the actualization of the strategy. Kemboi and Misango (2021) did not consider elaborating needs-based allocation as a resource allocation method to enhance the performance of the Baringo County Government.

The various gaps noted on strategic tracking progress were that Waweru and Kimathi (2022) only looked at the Machakos water and sanitation project and neglected to look at other county-funded projects. Further, Yusuf et al. (2023) only examined the sustainability of programs in Kaduna State, Nigeria; hence, there is a need to extend the study to County Government of Kitui. In addition, as the focus of Omar (2022) was strictly limited to Somalia's planning ministry, hence the current examination in depth of how Kitui County has used tracking progress to improve organizational performance.

The various gaps noted on strategic task delegation were that Suryani et al. (2024) did not, however, address the question of whether employee internalization of organizational ideals through collaborations had an impact on performance. Maleka (2023) did not assess the integrity aspect in the task delegation. Additionally, the chain of command in the process of change management was not assessed by Abawari et al. (2024). Ntoiti and Makau (2022) did not address task delegation from the perspective of providing customer/public satisfaction on the government services provision process.

2.5 Conceptual Framework

The description provided in the Conceptual Framework in Figure 2.1 showcases the relationship between strategic plan implementation and organizational performance. The

independent variables comprise strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation. The dependent variable is the organizational performance.

Figure 2.1

Conceptual Framework

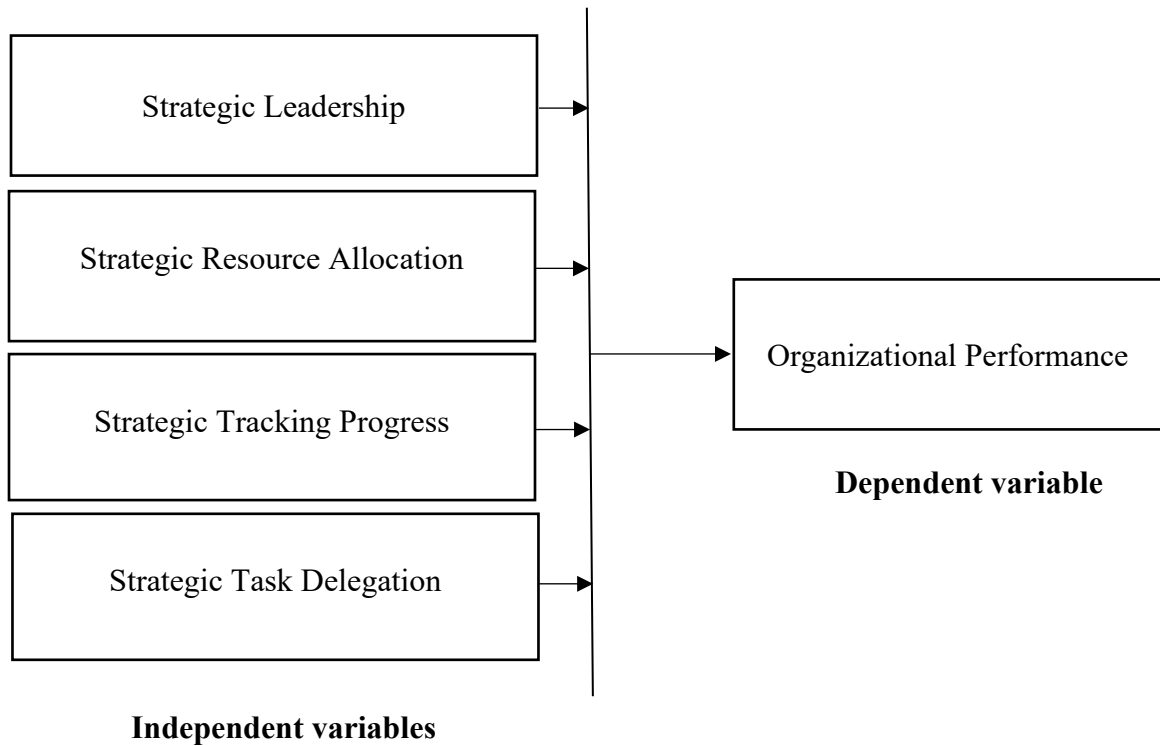
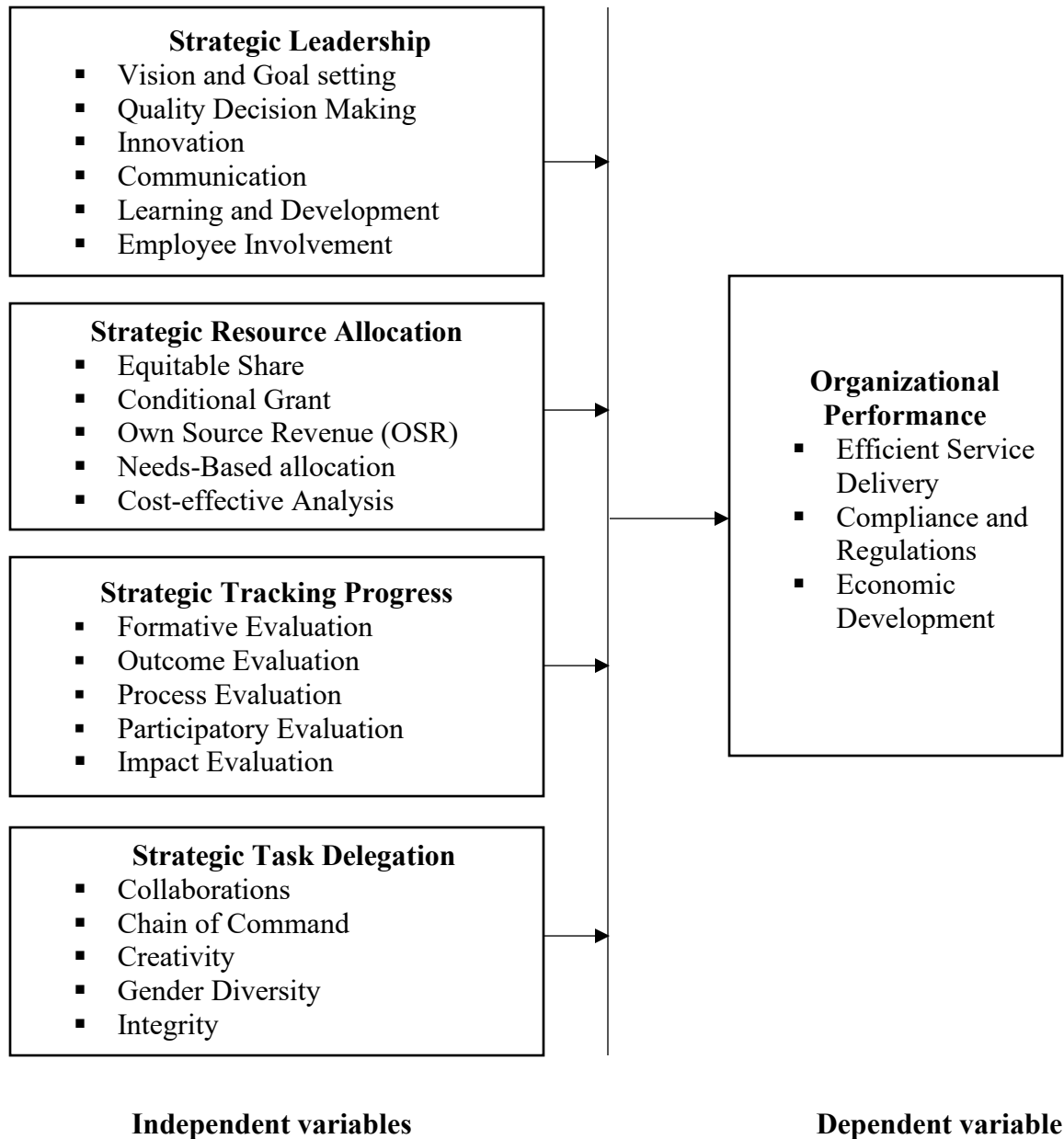


Figure 2.2

Operational Framework



The indicators of strategic leadership are vision and goal setting, quality decision-making, innovation, communication, learning, and development. The indicators of strategic resource allocation are equitable share, conditional grant, Own Source Revenue (OSR), needs-based allocation, and cost-effective analysis. The indicators of strategic tracking progress are formative evaluation, outcome evaluation, process evaluation, participatory evaluation, and impact evaluation. The indicators of strategic task delegation are collaboration, chain of command, creativity, gender diversity, and integrity. The indicators of organizational performance are efficient service delivery, compliance with regulations, and economic development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the various methodologies of study. This section covers the research design, target population, sampling procedures and sample size, research instruments, pretest, validity and reliability of instruments, data collection, data analysis procedures, and ethical considerations.

3.2 Research Design

This is a blueprint that a study uses in the process of collection, analysis, and presentation of data in a way that combines the purpose of the study and the economy of procedures (Singh, 2020). Different research designs that exist include descriptive, case study, correlational, and cross-sectional, among others. In the current study, descriptive research design was used in determining the characteristics of the population in consideration (Casteel & Bridier, 2021; Priya, 2021). This design enabled the data to be collected in a systematic manner that did not interfere with the normal routine of the respondents. This research design was critical in determining when different leadership styles were used to facilitate organizational performance, how resources were allocated to departments to increase productivity, where monitoring of strategy progress was mainly applied, and what tasks were delegated mostly in the County Government of Kitui to enhance organizational performance.

3.3 Target Population

As a unit of analysis, the target population provides the study with the respondents that have critical information that supports the research objectives (Willie, 2022). The target population was the 11 departments of the County Government of Kitui. The respondents comprised 21 directors, 34 departmental managers, and 308 administrators (County Government of Kitui, 2025). Directors were selected to provide important details on the various forms of strategic leadership styles used in the county government to support and guide junior officers on how to implement strategies and how to ensure that they are aligned with the mission and vision of the county government.

Furthermore, the departmental managers were included in the study since they were involved in resource allocation and monitoring the process of the strategies (Waititu, 2022). They were thus relevant in suggesting various methods applied to ensure that strategies implemented are relevant and suitable to attain organizational objectives. The administrators were relevant since they were directly involved in the implementation process of strategies. Table 3.1 indicates the target population of the study.

Table 3.1*Target Population*

No.	Target Population	Directors	Departmental Managers	Administrators	Total
1.	Ministry of Agriculture & Livestock	2	4	24	30
2.	Ministry of Culture, Gender, Youth, ICT, Sports and Social Services	2	5	26	33
3.	Ministry of Education	2	4	44	50
4.	Ministry of Energy, Environment, Forestry, Natural & Mineral Resources	2	3	24	29
5.	Ministry of Finance, Revenue Management and Accounting	2	2	35	39
6.	Ministry of Health & Sanitation	3	3	42	48
7.	Ministry of Lands, Housing and Urban Development	2	3	25	30
8.	Ministry of Roads, Public Works & Transport	2	4	24	30
9.	Ministry of Trade, Industry, MSMEs, Innovation and Co-operatives	2	3	38	43
10.	Ministry of Water & Irrigation	2	3	26	31
	Total	21	34	308	363

Source: County Government of Kitui, 2025; Consultations with different county government departments

3.4 Sampling Procedure

The study used a simple random method to sample the directors, departmental managers, and administrators. This method was relevant since it gave each member of the population an equal chance of being selected to take part as a sample. According to Noor et al. (2022), the simple random method is a probability type of sampling method that was scientific to be used in a study of a similar nature.

3.4.1 Sample Size

In determination of the sample size, the study used Kothari's (2004) formula to select the directors, departmental managers, and senior officers to be included in the data collection process. As noted by Ahmed (2024), a scientific study requires having a sample population that acts as a representative of the population for purposes of efficiency and cost-effectiveness.

$$n = \frac{Z^2 pqN}{e^2 (N-1) + Z^2 pq}$$

Where:

n = Sample size

N= population

p = p is 0.5 for all respondents

p + q= 1 e: The margin of error considered for this analysis was 10 per cent. Z $\alpha/2$: normal reduced variable with significance z of 0.05 is 1.96

The sample population of the study was determined as follows:

Director's sample size

$$\frac{(1.96)^2 \times 0.5 \times 0.5 \times 21}{(0.1)^2 (21 - 1) + [(1.96)^2 \times 0.5 \times 0.5]}$$

$$(0.1)^2 (21 - 1) + [(1.96)^2 \times 0.5 \times 0.5]$$

= 17 directors

Departmental manager's sample size=

$$\frac{(1.96)^2 \times 0.5 \times 0.5 \times 34}{(0.1)^2 (34 - 1) + [(1.96)^2 \times 0.5 \times 0.5]}$$

$$(0.1)^2 (34 - 1) + [(1.96)^2 \times 0.5 \times 0.5]$$

= 25 departmental managers

Administrators' sample size=

$$\frac{(1.96)^2 \times 0.5 \times 0.5 \times 308}{(0.1)^2 (308 - 1) + [(1.96)^2 \times 0.5 \times 0.5]}$$

$$(0.1)^2 (308 - 1) + [(1.96)^2 \times 0.5 \times 0.5]$$

= 73 Administrators

The sample size was thus 17 directors, 25 departmental managers, and 73 administrators, comprising a total of 115 respondents. Table 3.2 indicates the sample population.

Table 3.2*Sample Size*

No.	Target Population	Directors	Departmental Managers	Administrators	Total
1.	Ministry of Agriculture & Livestock	2	3	8	13
2.	Ministry of Culture, Gender, Youth, ICT, Sports and Social Services	1	4	6	11
3.	Ministry of Education	2	3	4	9
4.	Ministry of Energy, Environment, Forestry, Natural & Mineral Resources	1	2	4	7
5.	Ministry of Finance, Revenue Management and Accounting	2	1	11	14
6.	Ministry of Health & Sanitation	2	2	12	16
7.	Ministry of Lands, Housing and Urban Development	2	3	8	13
8.	Ministry of Roads, Public Works & Transport	1	3	6	10
9.	Ministry of Trade, Industry, MSMEs, Innovation and Co-operatives	2	2	8	12
10.	Ministry of Water & Irrigation	2	2	6	10
Total		17	25	73	115

3.5 Data Collection Instruments

These are the techniques used to gather information from the respondents of a study (Taherdoost, 2021). The study had questionnaires and interview guides to collect data from the participants. The directors were interviewed, whereas the departmental managers and administrators answered questionnaires. The directors, being part of the most senior management in a county government, were well knowledgeable on strategic management practices. Therefore, interviewing them, provided a chance to explain in detail various strategic implementation aspects like the strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation. The departmental managers and administrators answered the questionnaires since their population was large. As revealed by Ranganathan and Caduff (2023) it was more efficient using questionnaires to collect data from such a population.

The interviews and questionnaires had different sections that sought to address the demographic background of the population, strategic leadership, resource allocation, tracking progress, task delegation, and organizational performance. On the one hand, the questionnaires were closed-ended with an ordinal Likert scale whereby 1 was strongly disagree, 2 was disagree, 3 was neutral, 4 was agree, and 5 was strongly agree. On the other hand, the interviews contained three questions that required the opinion of the respondents in each selected section.

3.6 Pre-Test Study

A pre-test study was undertaken in Machakos County Government, where 10% of the sample size, comprising 2 directors, 3 departmental managers, and 7 administrators, was included. Machakos County Government was selected since it has also faced issues related

to the implementation of strategies such as limited resource allocation to departments, poor accountability measures, and a weak culture in regard to strategic planning (Mutuku & Misango, 2020).

3.6.1 Validity

The study considered three types of validity, which were content, construct, and criterion. According to Roebianto et al. (2023), content validity examined how an instrument accurately measures a concept. Therefore, content validity was established through allowing the opinion of experts and supervisors in the field of strategic management to look into the questionnaires and interview guides. Through their objective views, the study was able to articulately note any discrepancies and corrected where necessary. Further, Bai et al. (2023) reveals that construct validity examines how a research instrument has been able to theorize a concept. This was through considering if the variables had indicators; hence, the study had specific questions guided by indicators in strategic leadership, resource allocation, tracking progress, and task delegation. According to Liu et al. (2023), criterion validity measures how an instrument correlates with a priori established standard. Therefore, to ensure that criterion validity was determined, the responses provided by the participants were compared with what previous studies related to the topic of the study derived.

3.6.2 Reliability

Reliability was determined through internal consistency so that the ability of the questionnaires and interviews to be used more than one time and trusted to provide similar results was ensured. According to Ng (2024), Cronbach's alpha is one of the methods of internal consistency that examines reliability. Reliability is noted to be present in a data

collection tool when the Cronbach alpha value is greater than 0.7, and when less, it is determined to be unreliable. This was a similar approach that was adopted in the current study to ascertain the reliability of the questionnaires and interview instruments.

3.7 Methods of Data Collection

Data collection commenced through recruitment of 2 research assistants to manage the process of data collection using the questionnaires. Their services were needed since the population of the questionnaire respondents was large, hence requiring assistance in the distribution and collection of filled-in questionnaires. The researcher was entirely responsible for conducting the interviews with the directors to be able to ask critical questions that are of great relevance to the study. In the data collection process through interviewing the directors, the researcher sought their consent, and after they agreed, their responses were noted down on a notebook and hence not recorded. This was so that the directors could feel confident in giving out their responses. The questionnaire issuance process also began with gaining the respondent's consent, and thereafter the respondent was requested to answer the questionnaires within a period of ten to fifteen minutes. This is to encourage as many respondents as possible to complete the questionnaires in due time. At the end of both the interviews and questionnaires, the researcher and research assistants thanked the respondents for their time and hence proceeded to store the data collection tools in a safe place under lock and key.

3.8 Methods of Data Analysis

In the analysis process of the questionnaires, incomplete ones were separated from the complete questionnaires. Thereafter, the data from complete questionnaires were coded

into SPSS version 27. Various descriptive statistics like frequencies, percentages, means, and standard deviations were derived. Inferential statistics such as Pearson correlation were analyzed to test the hypothesis, whereas the multiple regression analysis, like the model summary, ANOVA, and regression coefficients, was provided. Thereafter, the results were presented using tables and figures. Notably, the model of the study was as follows:

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

Where:

Y = Organizational Performance

β_0 = Constant

β_i = Coefficients to be estimated

X_1 = Strategic Leadership

X_2 = Strategic Resource Allocation

X_3 = Strategic Tracking Progress

X_4 = Strategic Task Delegation

ε = Error term

Interview responses were analyzed using the thematic method, which mainly derives different suitable topics from the respondent's responses. This was to ensure meaning was assigned to their opinion in a reliable manner that could be deduced to be coherent and scientific. According to Dawadi (2020), the thematic method was a commonly used method

in analyzing qualitative data such as interviews, focus group discussions, and open-ended questions.

3.8.2 Diagnostic Tests

The various diagnostic tests that were examined included the multicollinearity test, heteroskedasticity, autocorrelation, and normality tests. A multicollinearity test was suitable in determining the unique characters of strategic leadership, resource allocation, tracking progress, and task delegation in relation to organizational performance. This test was suitable to ensure that the organizational performance did not cause an influence but was rather influenced. Therefore, the multicollinearity test was tested using VIF and tolerance level. According to Kyriazos & Poga (2023), VIF should be less than 5, whereas the tolerance level should be more than 0.2 for the absence of multicollinearity to be determined in the data. A heteroskedasticity test was also used to determine and ensure that outliers in the data were adequately resolved to enhance the quality of data that was analyzed. Therefore, scatter plots were majorly used in this particular study. Furthermore, the autocorrelation test was also used to determine the Durbin Watson test.

According to Torrero (2020), the autocorrelation test was mainly conducted to ensure that when all specific variables such as strategic leadership, resource allocation, tracking progress, and task delegation were combined, they had suitable correlation with the organizational performance. Therefore, a Durbin-Watson value of 0-2 shows a positive correlation, whereas 2-4 means that there was a negative correlation. Additionally, the normality test provides assurance that the nature of the data collected assumes the symmetrical curve, hence showcasing that it has been drawn from a normally distributed

population. It was ascertained in the study by comparing its significance value to be greater than 0.05 for the data to be considered normal.

3.9 Ethical Considerations

The study sought several authorizations, like an introduction letter from a KeMU postgraduate, NACOSTI, and an approval from the County Government of Kitui. Furthermore, the study began the data collection process by obtaining consent from the respondents. This stage required the full disclosure of the purpose of the study, its benefits, and possible risks. Additionally, the respondents were notified that their responses would only be used for academic purposes. This was assured through publishing the results through public platforms such as the KeMU repository and through journals as provided by platforms like Google Scholar. Notably, personal information of the respondents was inquired as a way to assure confidentiality of the respondents.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The study's results, both quantitative and qualitative, are presented in this chapter. There are four sections to it. The study instrument's response rate and reliability are provided in Section 1. The demographic details of the respondents are covered in section two. Descriptive statistics for every study variable are presented in Section 3. Inferential findings from data analysis are presented in Section 4 as empirical modeling. The findings of diagnostic tests, as well as linear and multiple regression analysis, are specifically included in section four.

4.2 Response Rate

The percentage of the intended respondents who genuinely participate in a study is known as the response rate. The target sample size for this investigation was 115. There were 73 administrators, 25 departmental managers, and 17 directors who made up the sample size. Table 4.1 displays the response rates for each category.

Table 4.1

Response Rate

Sample Category	Expected Response	Actual Response	Percentage
Directors	17	13	76%
Departmental managers	25	19	76%
Administrators	73	62	85%
Total	115	94	82%

Table 4.1 shows that 13(76%) of the 17 director interviews that were planned were completed satisfactorily. Notably, 81(83%) of the 98 questionnaires that were given to department managers and administrators were returned completely filled out. Consequently, Creswell and Port (2017) acknowledged that a response rate of at least 70% is a good representation of a targeted community and that the overall response rate of 82% was excellent representativeness. Given the size of the sample, it was inferred that conclusions regarding the features of the population may be drawn from the data.

4.3 Reliability Results

A reliability test assesses how well a research tool generates comparable results after multiple trials. The reliability of the research instrument was assessed in this study using Cronbach's Alpha (Ng, 2024). High internal consistency is indicated by a high value (above 0.5) of the Cronbach's alpha reliability coefficient, a statistic that runs from 0 to 1. As shown in Table 4.2, a pilot study was carried out in Machakos County Government to assess the study instruments' clarity and dependability.

Table 4.2

Reliability Results

Instrument	Cronbach's Alpha
Strategic leadership	0.876
Strategic resource allocation	0.792
Strategic tracking progress	0.843
Strategic task delegation	0.970
Organizational performance	0.854
Average	0.867

The study's instruments were straightforward and dependable, as seen by the average Cronbach's alpha of 0.867 in Table 4.2, which falls between 0.7 and 1. The questions were related to one another, as evidenced by the corresponding internal consistency values, which varied from 0.792 to 0.970. As a result, the respondents felt that the questions in the interview guide and questionnaires were clear and intelligible.

4.4 Demographic Information

4.4.1 Demographic Information of Departmental managers and Administrators

The questionnaire required the respondents to provide information about their role, highest level of education, and their working experience in the County Government of Kitui. Table 4.3 provides the results.

Table 4.3

Demographic Information of Departmental managers and Administrators

Job role	Frequency	Percent	Cumulative Percent
Departmental managers	19	23	23
Administrators	62	77	100
Total	81	100	
Level of Education			
Postgraduate Degree	4	5	5
Bachelor's Degree	67	83	88
Diploma	10	12	100
Total	81	100	
Work experience			
6 years and above	10	12	12
4- 5 years	33	41	53
2-3 years	29	36	89
Less than 1 year	9	11	100
Total	81	100	

There were 19(23%) departmental managers and 62(77%) administrators were the respondents of the study. In regard to their highest level of education, the majority, 67(83%), had bachelor's degrees, followed by 10(12%) who had diplomas, and only 4(5%) had postgraduate education. Notably, the majority of the respondents, 33(41%), had worked in Kitui County for a period of 4 to 5 years, 29(36%) had worked for 2 to 3 years, and 9(11%) had worked for less than one year.

Having respondents with high education qualifications provided a basis for the county staff to perform their tasks proficiently since they had received the necessary training required to implement the strategies as developed by the management. Furthermore, continued engagement with the county government was an indication that the leadership trusted them in their role and had thus acquired considerable number of years in working experience.

4.4.2 Demographic Information of Directors

The study also required the directors to provide their job role, educational qualification and the working experience. The results are shown in Table 4.4.

Table 4.4

Demographic Information of Directors

Level of Education	Frequency	Percent	Cumulative Percent
Postgraduate Degree	6	46	46
Bachelor's Degree	7	54	100
Total	13	100	
Work experience			
6 years and above	3	23	23
4- 5 years	5	31	54
2-3 years	6	46	100
Total	13	100	

According to the information in Table 4.4, 6(46%) of the directors held postgraduate degrees, and 7 (54%) had bachelor's degrees. Additionally, 6 (46%) had worked for two to three years, 5 (31%) for four to five years, and 3 (23%) for more than six years. From the onlook of the results, the directors were quite knowledgeable and experienced. This catapulted them into not only developing and implementing strategies but also monitoring on their effectiveness towards improving performance.

4.5 Descriptive Statistics of Strategic Leadership

Strategic leadership is the first independent variable of the study, and the measured indicators include vision and goal setting, quality decision-making, innovation, communication, learning and development, and employee involvement. The ordinal Likert scale used indicated that 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The descriptive results are provided in Table 4.5, and thereafter the interview results are provided.

Table 4.5*Descriptive Statistics of Strategic Leadership*

N=81	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
County is guided by vision and goal setting	1(1%)	3(4%)	4(5%)	50(62%)	23(28%)	4.09	0.840
Quality decision making enhances impactful strategies	3(4%)	1(1%)	64(79%)	11(14%)	2(2%)	3.06	0.659
Innovation is encouraged	1(1%)	3(4%)	58(72%)	9(11%)	10(12%)	3.31	0.801
Well-developed communication structure	21(26%)	45(56%)	3(4%)	6(7%)	6(7%)	2.15	1.119
Departmental members are encouraged to keep on advancing their knowledge	3(4%)	2(2%)	1(1%)	47(58%)	28(35%)	4.17	0.877
Involvement of employee in the implementation of strategies encourages	4(5%)	1(1%)	5(6%)	45(56%)	26(32%)	3.90	1.032

The statistical data in Table 4.5 shows that 28(35%) of the respondents strongly agreed and 47(58%) agreed, on a mean score of 4.17 and a standard deviation of 0.877, that departmental members were encouraged to keep on advancing their knowledge through learning and development. Additionally, 23(28%) strongly agreed and 50(62%) agreed on a mean of 4.09 and a standard deviation of 0.840 that the county operations were guided by the organizational vision and goal setting. Nevertheless, 21(26%) strongly disagreed and 45(56%) disagreed on a mean of 2.15 and a standard deviation of 1.119 that there was a well-developed communication structure in place to manage information. The results indicate that within the county government of Kitui, there was a strong organizational prominence on professional development that was aligned with the strategic goals.

As pointed out by most participants, the staff within the departments were supported to develop their skills through enrolling in learning and development programs. In support of the results, Ntoiti and Makau (2022) discovered that training of staff within the Kenyan county governments in Kenya increased the service delivery mechanism and enabled them to become more innovative in their roles. Furthermore, the study by Mutembei and Kithae (2023) noted that there was enhanced staff motivation in organizations that supported learning initiatives among their employees. The findings also revealed that the operations were guided by the county's vision and set goals, which was an indication that the leadership was in control and offered direction.

That notwithstanding, there were internal communication concerns that limited complete coordination and exchange of information in various departments of the county government of Kitui. The results mirror Kimanzi and Ngugi (2022) who also established

that efficient communication frameworks were low in most devolved governments, affecting the process of decision-making and departmental coordination.

In the interview questions, the study inquired about the input that the strategic leaders had made with regard to the vision and goal setting in the county government of Kitui. The study noted through three themes that the strategic leaders were directly involved in stakeholder engagement, policy formulation, and strategic planning processes. In regard to stakeholder engagement, the strategic leaders were vocal in the management consultative forums with internal and external stakeholders.

In policy formulation, it was noted that they ensured that departmental inputs were coordinated by making sure that county goals did not remain on paper but were actualized through community-led initiatives. In regard to strategic planning purposes, the strategic leaders ensured that basic sectors like health, water, and education were made a priority through the formulation and implementation of strategies as per the County Government Act. That notwithstanding, the study discovered that the process of strategic implementation to align with the county's vision at times was engulfed with low inclusivity of employees and poor monitoring frameworks to support it. In confirmation of the result, a respondent indicated that,

“The county government employees are not accorded a chance to contribute their opinion on how the strategies could be better aligned with the vision.”

The second interview question inquired on how strategic leadership supported learning and development in the organization for sustainable growth and development. The feedback indicated that learning and development was greatly supported by the leadership by

guaranteeing its sustainability over a long period of time. The leaders provided an environment that incorporated learning culture by enhancing capacity building, knowledge sharing, and providing financial and moral support to formal and informal efforts of the county government staff. It was also established that the leaders incorporated professional development in the systems through resource allocation to enhance training, mentorship, and performance appraisals. A respondent indicated that,

“Training is an ongoing process that enables the county departments to prepare adequately for a change of demands.”

Therefore, this showcases a focused mindset by the leaders on becoming resilient towards unforeseen challenges. The respondents also mentioned that staff were allowed to not only share creative ideas but also test them in an environment that promotes innovation. This was done through existing workshops and benchmarking opportunities to enable the staff to express ideas explicitly. The strategic leadership also promoted succession planning through talent development initiatives that were in line with what the county department needed. Through such an approach, there was less overreliance on external skills when an internal work demand arose in the county government of Kitui.

4.6 Descriptive Statistics of Strategic Resource Allocation

Strategic resource allocation was the second independent variable of the study and its descriptive results are in Table 4.6.

Table 4.6*Descriptive Statistics of Strategic Resource Allocation*

N=81	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Resource allocation is implemented through equitable share.	0(0%)	6(7%)	8(10%)	46(57%)	21(26%)	4.01	0.814
Conditional grants from donors	1(1%)	12(15%)	49(60%)	12(15%)	7(9%)	3.15	0.823
Contribution of Kitui county residents enabled Own Source Revenue	21(26%)	42(52%)	10(12%)	3(4%)	5(6%)	2.12	1.041
Strategies are implemented based on the pressing needs.	0(0%)	7(9%)	57(70%)	14(17%)	3(4%)	3.05	0.805
There are qualified staff	1(1%)	4(5%)	7(9%)	47(58%)	22(27%)	4.06	0.812

According to Table 4.6, 22(27%) of the respondents strongly agreed and 47(58%) agreed, with a mean of 4.06 and a standard deviation of 0.812, that there were qualified staff to

analyze different costs of implemented strategies. Further, 21(26%) strongly agreed and 46(57%) agreed on a mean of 4.01 and a standard deviation of 0.814 that resource allocation was mainly implemented through equitable share. However, 21(26%) strongly disagreed and 42(52%) disagreed on a mean of 2.12 and a standard deviation of 1.041 that the contribution of Kitui County residents enabled the county government to have Own Source Revenue (OSR) to implement humanitarian and development projects consistently.

It was notable that the county government of Kitui had a number of qualified staff whose mandate was to ensure that the strategic management process was accounted for in terms of cost. They were therefore vigilant in ensuring that every decision made, had its implications on public resources. As part of the initiative, the county encouraged budgeting practices that were in place as guided by the constitution and followed the national funding guidelines. Nevertheless, the local income-generating programs were few, hence unable to create disposable income that could be used to support development and other forms of projects.

Therefore, in a nutshell, the outcome implies that despite technical capacity and ability to distribute resources, the county government of Kitui was vulnerable in terms of mobilization of local resources to sustain development strategies. In agreement, Kemboi and Misango (2021) indicated that the national equitable share was the main source of county fiscal budgets. This underscores the reluctance of most county leadership to develop sustainable income-generating programs, leaving them to become more managers of national funds rather than being part of leadership that seeks ways to raise revenue.

In interview questions, the different sources of revenue in the county government of Kitui included four themes, which were equitable share from the national government, own-

source revenue, grants and loans, and donations. The equitable share from the national government, which was the largest source. The origin of the source was mainly from the national treasury as allocated through national budgets. The second source that was mentioned included own-source revenue, which was raised through local taxes, land rates, fees charged on premises, and other property. The third source included grants and loans extended to the local government through an actionable memorandum of agreement with a local or international corporation, such as the World Bank. The fourth source includes donations from individuals and organizations as a corporate responsibility.

Secondly, the interview question inquired about the informing role of the strategic managers in the allocation of resources. The strategic management was noted to make decisions that enabled prioritizing resource demands in departments, performance evaluation, and setting developmental goals. On the first theme, the strategic management ensured that the provided resource was based on the demands that are arising in various departments within the county government. A respondent noted that

“Allocation of funds is done based on the driving force in the county’s strategic plans and not just normal operations.”

Such a comment notes that the strategic management team ensured that they prepared budgets that were actually followed through to attain the county’s vision.

On the second theme, the strategic management was reported to convene regular meetings that reviewed the performance of various departments. Through such meetings, any underfunded departments were reallocated resources to boost their performance. In line with this, a respondent noted that,

“Preparation of a budget does not condone guesswork, but it is based on previous data as per departmental performances to support the decision of revenue allocation.”

The last theme noted that strategic management noted that at the time of strategic planning, they ensured that departmental goals were matched with stakeholder’s expectations. This approach enhanced increased public trust as departmental goals were being attained. A respondent remarked that

“Leadership demands strategic plans but also listening to the public demands to minimize poor allocation of resources.”

Therefore, it is a notable fact that the strategic management enhanced resource allocation by noting community needs and policy implementation in attaining departmental goals for equitable resource use and allocation.

The third question required the respondents to describe the public policy framework that guided the actualization of the strategy. The respondents noted that the constitution as promulgated in 2010 acted as the key public policy framework as well as other frameworks like the County Government Act of 2012 and Public Finance Management (PFM) Act of 2012. The frameworks mainly acted as the guidelines that facilitated strategic planning, budgeting, and implementation in the county government of Kitui.

The County Integrated Development Plan (CIDP) was noted to actualize strategies into programs that directly benefitted the departments. A respondent noted that,

“The CIDP is the main policy framework that aligns projects with the vision of the county government of Kitui.”

4.7 Descriptive Statistics of Strategic Tracking Progress

Strategic tracking progress was the third independent variable and it had indicators such as formative evaluation, outcome evaluation, process evaluation, participatory evaluation and impact evaluation. The descriptive results are provided in Table 4.7.

Table 4.7

Descriptive Statistics of Strategic Tracking Progress

N=81	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Formative evaluation is one of the methods of applied	3(4%)	2(2%)	4(5%)	46(57%)	26(32%)	4.07	0.919
Outcome evaluation is done to assess productivity	19(23%)	51(63%)	7(9%)	3(4%)	1(1%)	2.16	0.981
Quality assurance of different processes is enhanced	0(0%)	1(1%)	3(4%)	60(74%)	17(21%)	4.15	0.527
County management and staff are mainly encouraged to take part	1(1%)	4(5%)	59(73%)	12(15%)	5(6%)	3.11	0.632
Impact Evaluation improves performance	0(0%)	8(10%)	62(77%)	10(12%)	1(1%)	3.05	0.522

Table 4.7 shows that, on a mean scale of 4.15 and a standard deviation of 0.527, 17(21%) of the respondents strongly agreed and 60(74%) agreed with the statement that quality assurance of different processes was enhanced through process evaluation. Notably, 26(32%) strongly agreed and 46(57%) agreed on a mean of 4.07 and a standard deviation of 0.919 that formative evaluation was one of the methods of monitoring that promoted organizational performance. However, 19(32%) strongly disagreed and 51(63%) disagreed, with a mean of 2.16 and a standard deviation of 0.981, that outcome evaluation was done to assess the productivity of different departments in the county government.

The results suggest that quality assurance had been strengthened by evaluation procedures within the county government of Kitui. This included formative evaluation method that improved the performance of various projects implemented. Nevertheless, outcome evaluations were hardly used in the assessment of the productivity levels of department, posing accountability weaknesses within the departments. Park (2022) found out that the managers monitored operations in many public organizations as way of ensuring that the policy frameworks are followed. The problem came about when the departments, especially in county governments, did not conduct periodic evaluations, leaving the departments in county government of Kitui without any feasible strategies that could consistently be implemented.

In interview questions, a description of the process used when tracking progress in the county government of Kitui was asked. The interview participants noted that the departments within the county government were required to set targets and submit reports after four months, six months, or a year explaining the progress of programs, how they have used the allocated budgets, and attainment of service delivery metrics. Thereafter the

monitoring and evaluation unit takes part in the coordination of tracking through data collection and assessment to verify if the departmental operations are within the strategic plans. Thereafter, the public is also allowed to provide their feedback as a transparency measure in the tracking process. The M&E also includes an external audit to enhance the internal consistency of operations in alignment with county departmental goals.

The second question required a highlight of the responsibilities of the management in the process of monitoring and evaluation. The management role was noted to be involved in planning and setting of targets that are in tandem with the CIDP.

“When we align set targets with realistic metrics as pointed out in the CIDP, it increases focus within the departments.”

Furthermore, the management was also involved in the coordination of monitoring and evaluation processes and review of departmental data to ensure that it is standardized for reporting and decision-making.

“Sustainable decisions can only be made when they are based on factual data in enhancing service delivery.”

They were also involved in engaging the public and managing capacity building to ensure that the staff are adequately trained and exposed to M&E tools for effective strategic delivery.

The third question was on the challenges facing the process of monitoring and evaluation. Inadequate funding, lack of technical capacity, and poor coordination, were notable themes on the challenges. Beginning with inadequate funding, the respondents noted that lack of

finances challenged the conduct of frequent field assessments that would increase the chance of obtaining reliable data. In agreement, a respondent indicated that,

“A resource-constrained M&E budget negatively affects the implementation of the process, with most of the operations remaining in writing and not actively implemented.”

On the lack of technical capacity, the respondents indicated that there were few trained staff that could actively take part in the collection, analysis, and interpretation of data as stipulated in the organizational policy, negatively affecting the process of decision-making. The other concern was poor coordination, whereby fragmented reporting within departments misguided the entire process, since departments worked without collaboration. A respondent revealed that,

“The entire process of M&E is weakened when departments do not collaborate, let alone the existence of poor technology and weak systems.”

4.8 Descriptive Statistics of Strategic Task Delegation

Strategic task delegation was the fourth independent variable of the study, and it had indicators such as collaborations, chain of command, creativity, gender diversity, and integrity. The descriptive results are provided in Table 4.8.

Table 4.8*Descriptive Statistics of Strategic Task Delegation*

N=81	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Collaborations are encouraged	1(1%)	5(6%)	0(0%)	37(46%)	38(47%)	4.28	0.898
Chain of command is used to distinguish different roles	0(0%)	3(4%)	6(7%)	32(40%)	40(49%)	4.44	0.652
There are creative programs implemented	5(6%)	3(4%)	65(80%)	2(3%)	6(7%)	3.01	0.783
There is equality when allocating different tasks	22(27%)	46(57%)	3(4%)	4(5%)	6(7%)	2.09	1.086
Integrity guides the staff's	1(1%)	5(6%)	63(78%)	5(6%)	7(9%)	3.12	0.765

With a mean score of 4.44, the majority of the respondents, 40(49%), strongly agreed, and 32(40%) agreed with the statement that a chain of command was used to distinguish different roles and responsibilities in the implementation process. Additionally, 38(47%) strongly agreed and 37(46%) agreed on a mean score of 4.28 that there were collaborations

encouraged through assigning strategic implementation tasks to groups of staff. Nevertheless, 22(27%) strongly disagreed and 46(57%) disagreed on a mean score of 2.09 that there was equality when allocating different tasks to both genders. It was thus found out that the county government of Kitui had a strong emphasis on strategy implementation, to the point of enacting a clear structure to provide the guideline.

This structure involved the creation of a chain of command that specified specific roles that each member of the county government did. To support its legal status, the chain of command was headed by management team members that assigned strategic tasks to staff in a proficient manner. In agreement, Karani (2022) discovered that formal bureaucratic structures were fully developed in the county government as supported by the constitution. This streamlined decision-making was supported by facts for accountability purposes among the management.

However, issues to do with gender inequality were noted in task delegation processes. The result could be interpreted as an undermining of fairness in service delivery in public service. In comparison, Emily (2023) noted that disparities of male and female decision-makers brought about leadership wrangles, despite the provision set through the constitution to allow the 2/3 gender rule. The findings were similar to most other counties that preferred male over female in strategic management roles (Charles et al., 2023).

On the interview results, a description of the process used by strategic management to delegate key tasks was inquired. It was noted that there was a structured and accountable process that was used by the strategic management in the delegation of tasks. The first step included making sure that the tasks are in line with the CDIP and other legal grounds. In this

step, the management ensured that every action undertaken was aligned with the key role of the county government, which includes serving the people, as stipulated in the County Government Act. Thereafter, the strategic management ensures that the tasks are distributed fairly among the staff based on their area of specialization, experience, and availability of resources.

The tasks were allocated to the departmental heads whose mandate included delegation to departmental members as per the public service policy of provision of clear tasks with time limitation. The strategic managers had a role in ensuring that the task accomplishment was being done in the required timelines. This was made possible by assessing the reports and site visits. Through these methods, service delivery is assured within a specified period of time and within the required framework. A respondent noted that,

“There is a need to verify that work is being carried out in real time to avoid poor accomplishments.”

Another respondent indicated that,

“To eliminate the aspect about ghost workers, we pay a visit just to ensure that there is a real person working on the delegated role.”

The next question was to describe how the management supported the staff that had weaknesses in delivering tasks. The support mechanism noted by the respondents is grouped based on two themes that are training and empowerment. In terms of training, the respondents indicated that when the departmental heads/supervisors noted slow accomplishment of tasks or a high number of work-related errors, they offered on-the-job training. If the same trend was noted over a number of staff, there were departmental meetings held to train the staff as a group. This was to ensure that the work proficiency was

within the required mandate. Additionally, there were external trainings offered to ensure that the staff aligned with the industrial trends as per their area of specialization. In regard to empowerment, the departmental heads provided the required support related to financial and non-financial support to encourage staff to achieve their potential. A good practical example included offering retreats, awards, and bonuses to high-achieving departmental members. A respondent noted that,

“There are empowerment programs meant to encourage work excellence through bonuses and rewards.”

4.9 Descriptive Statistics of Organizational Performance

Organizational performance was the dependent variable of the study, and it had indicators such as efficient service delivery, compliance and regulations, and economic development. The descriptive results are provided in Table 4.9.

Table 4.9*Descriptive Statistics of Organizational Performance*

N=81	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Efficient service delivery increases the organizational performance	5(6%)	2(3%)	7(9%)	27(33%)	40(49%)	4.11	1.072
There is a policy to promote effective compliance	2(2%)	3(4%)	0(0%)	48(59%)	28(35%)	4.20	0.828
Strategic plan implementation influences organizational performance	2(2%)	4(5%)	68(84%)	3(4%)	4(5%)	3.04	0.621
Strategic leadership has taken time to explain to the staff on their relevance	28(35%)	39(48%)	6(7%)	3(4%)	5(6%)	2.35	1.131
Increased coordination of different departments	1(1%)	5(6%)	61(75%)	11(14%)	3(4%)	3.12	0.620

The results in Table 4.9 indicate that 28(35%) strongly agreed and 48 (59%) agreed on a mean scale of 4.20 and a standard deviation of 0.828 that there was a policy to promote effective compliance and regulation for every process of implementing strategies. Further,

40 (49%) strongly agreed and 27 (33%) agreed on a mean of 4.11 and a standard deviation of 1.072 that efficient service delivery increased the organizational performance of the county government. Nevertheless, with a mean score of 2.35 and a standard deviation of 1.131, 28 (35%) strongly disagreed and 39 (48%) disagreed that the county's strategic leadership has taken time to explain to the staff their relevance towards enhancing economic development of the County Government of Kitui.

There were efforts made by the leadership of the county government of Kitui to comply with the law and demand compliance among its departments and enhanced service delivery. In lieu of this, the respondents confirmed that there were policies that guided how the government regulations were to be implemented. Farhiya and Maurice (2022) established that county governments in Kenya had incorporated policies and frameworks that were instrumental in project implementation. However, strategic communication was discovered to encounter challenges from the perspective of leaders not elaborating to the county employees on how assigned tasks supported the county to attain economic development.

In interview questions, the first question was about explaining the management supervision role in ensuring that departments have delivered efficient services. The supervisors have a role in monitoring the strategic plan implementation as a measure of checking on the usage of resources as per the Public Finance Management Act, which directs the provision of services that have a direct advantage to the citizens. Therefore, the managers are actively engaged in reviewing departmental reports. Furthermore, the supervisors guided and offered corrective feedback to the workers. This was to ensure that there was a cohesive and safe working environment.

The second question was on the elaboration of the contribution of the county government policy structure towards departmental compliance and regulations. The contributions mentioned that the presence of CDIP and policies on budgets support the departments to conduct their activities within recognizable legal structures and set objectives. There were oversight bodies such as the county assembly and public service board, which ensured that the operations within county departments are aligned with the constitution and transparent. There were also audits conducted on a frequent basis to support the departments in remaining within legal limits. In agreement, a respondent indicated that,

“Budget monitoring and consistent audit practices give the county leadership a chance to know what is going on in the departments and how the gaps noted could be resolved.”

The third question was on the common issues faced by the management in the process of strategic implementation supervision. The common issues mentioned included employee resistance, lack of resources, and county politics.

4.10 Diagnostic Test

In regression analysis, diagnostic tests are conducted to evaluate whether the collected data fits regression analysis. For this reason, diagnostic tests that were conducted included multicollinearity, heteroskedasticity, autocorrelation, and normality tests.

4.10.1 Multicollinearity Test

The existence of a correlation between the independent variables is ascertained by a multicollinearity test. Regression coefficient standard errors are statistically negligible due to multicollinearity. Using variance inflation factors (VIF) and tolerance levels, the presence of multicollinearity was examined. A minimal tolerance value suggests that the variable in

question should not be included in the regression equation since it has a nearly perfect linear connection with the independent variables that are already there (Kyriazos & Poga, 2023). Multicollinearity is present when the tolerance value is less than 0.1. According to SPSS output, all of the VIFs would have been 1 if there is no correlation between any two independent variables. One of the variables must be eliminated from the regression model if its VIF is about or larger than 5, as this indicates collinearity (Kyriazos & Poga, 2023). The test's findings are displayed in Table 4.10.

Table 4.10

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Strategic leadership	.974	1.027
Strategic resource allocation	.996	1.004
Strategic tracking progress	.971	1.030
Strategic task delegation	.949	1.053

Table 4.10 indicates that the tolerance value for strategic leadership is 0.974 and the VIF is 1.027; the tolerance value for strategic resource allocation is 0.996 and the VIF is 1.004; the tolerance value for strategic tracking progress is 0.971 and the VIF is 1.030; and the tolerance value for strategic task delegation is 0.949 and the VIF is 1.053. According to the findings, every variable had a VIF of less than five and a tolerance value of more than 0.2. This interpretation leads to the conclusion that multicollinearity is not present in Table 4.17's data. As a result, the regression model kept all of the predictor variables.

4.10.2 Heteroskedasticity Test

Plotting residuals on expected values was another test used to examine the heteroskedasticity test. Uniformity of variance of residuals was assessed visually by examining the resulting scatterplot. According to Jiang and Deng (2021), if there is no discernible pattern in the scatterplot, heteroskedasticity is not present. The scatterplots that were produced in this instance are displayed in Figure 4.1.

Figure 4.1

Scatter Plot as a Test for Heteroskedasticity

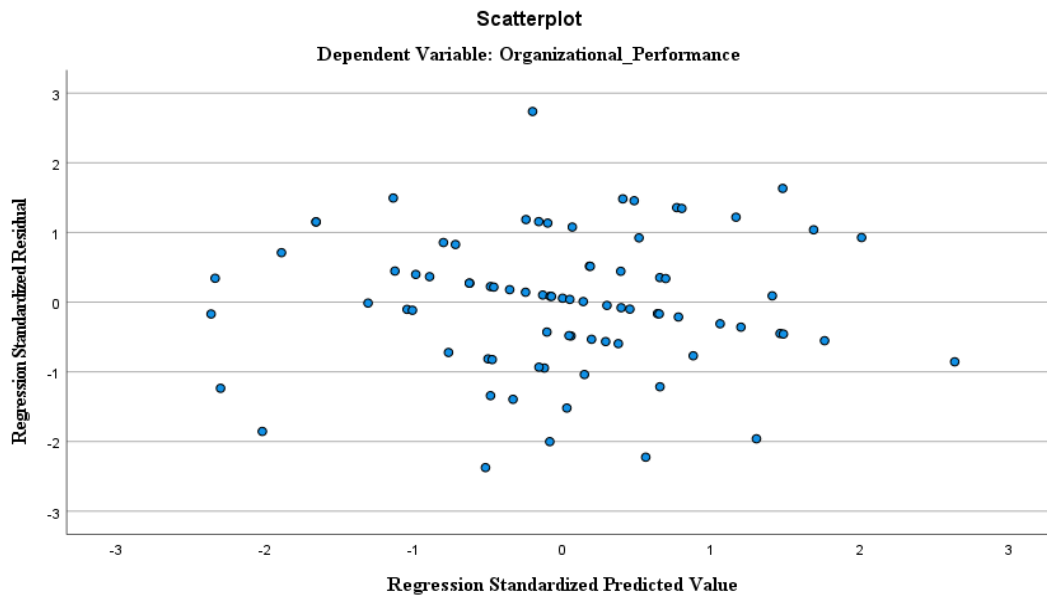


Figure 4.1 shows that there is no discernible pattern at any of the scatterplot locations. A cone-shaped cluster of points or a concentration of data points on a certain scatterplot location can both show patterns in the plots. There is no such trend in Figure 4.1. Therefore, it was determined that the data set lacked (Jiang & Deng, 2021).

4.10.3 Autocorrelation Test

When there is a connection between the measured variable's values at various points in time, autocorrelation arises in regression modeling (Torrero, 2020). Therefore, autocorrelation is a measure of how time differences affect the observations. As a result, the autocorrelation test looks at how similar two observations are in proportion to how much time has passed between them. Data manipulation, spatial ordering, and variable misspecification are all brought on by autocorrelation (Chen, 2016). The Durbin-Watson statistic was used to analyze autocorrelation (Torrero, 2020). When the Durbin-Watson statistic value falls between 0 and 2, it indicates the absence of autocorrelation. Table 4.11 displays the autocorrelation test results.

Table 4.11

Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.865 ^a	.749	.365	1.91560	1.405

a. Predictors: (Constant), Strategic Task Delegation, Strategic Resource Allocation, Strategic Leadership, Strategic Tracking Progress

b. Dependent Variable: Organizational Performance

Table 4.16 illustrates that there was no autocorrelation in the data because the Durbin-Watson statistic of 1.405 fell within the acceptable range recommended by Chen (2016).

Thus, more proof that the data is suitable for regression analysis.

4.10.4 Normality Test

To determine if the responses for each study variable had a normal distribution, the normality test was employed. Given that the normalcy assumption is one of the underlying presumptions that underpin regression modeling, this is a prerequisite. The Kolmogorov-Smirnov test was applied in this investigation. Table 4.12 displays the test's evaluation of the deviation from normalcy.

Table 4.12

Normality Test

		Strategic Leadership	Strategic Resource Allocation	Strategic Tracking Progress	Strategic Task Delegation	Organizational Performance
N		81	81	81	81	81
Normal Parameters ^{a,b}	Mean	20.6790	16.3086	16.5432	16.6543	16.8889
	Std. Deviation	1.95466	1.83468	1.64354	1.66704	1.98116
Most Extreme Differences	Absolute	.142	.174	.185	.171	.177
	Positive	.114	.172	.185	.171	.169
	Negative	-.142	-.174	-.148	-.125	-.177
Test Statistic		.142	.174	.185	.171	.177
Asymp. Sig. (2-tailed) ^c		.126	.369	.451	.398	.504

a. Test distribution is Normal.

b. Calculated from data.

The findings in Table 4.14 demonstrate that the p-values for every research variable are higher than 0.05. In other words, organizational performance is 0.504, strategic tracking progress is 0.451, strategic task delegation is 0.398, strategic leadership is 0.126, and strategic resource allocation is 0.369. The findings demonstrate that the study's data came

from a normal distribution. In other words, p-values greater than 0.05 suggested that responses in every study variable were roughly normal, proving that every study variable met the normality requirement and was, thus, suitable for regression modeling.

4.11 Hypothesis Testing Through Correlation Analysis

Organizational performance was regarded as the dependent variable, while strategic leadership, strategic resource allocation, strategic progress tracking, and strategic task delegation were the independent variables. Therefore, to assess the existence of the influence of each independent variable on the dependent variable, Pearson correlation test was conducted as revealed in Table 4.13 provides the results.

Table 4.13*Correlation Analysis of Strategic Plan Implementation on Organizational Performance*

		Organizational Performance	Strategic Leadership	Strategic Resource Allocation	Strategic Tracking Progress	Strategic Task Delegation
Organizational Performance	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
Strategic Leadership	N	81				
	Pearson	.259*	1			
	Correlation					
Strategic Resource Allocation	Sig. (2-tailed)	.002				
	N	81	81			
	Pearson	.454	.017	1		
Strategic Tracking Progress	Correlation					
	Sig. (2-tailed)	.000	.878			
	N	81	81	81		
Strategic Task Delegation	Pearson	.531	.012	.060	1	
	Correlation					
	Sig. (2-tailed)	.001	.914	.596		
	N	81	81	81	81	
	Pearson	.612	.161	.007	.159	1
	Correlation					
	Sig. (2-tailed)	.002	.151	.953	.157	
	N	81	81	81	81	81

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

At a correlation of 0.259 and a p-value of 0.002 for strategic leadership it had a statistically significant impact on organizational performance. At a correlation of 0.454 and a p-value of 0.000 for strategic resource allocation had a statistically significant impact on organizational performance. At a correlation of 0.531 and a p-value of 0.001 for strategic tracking progress had a statistically significant impact on organizational performance. At a correlation of 0.612 and a p-value of 0.002 for strategic task delegation it had a statistically significant impact on organizational performance.

4.12 Multiple Regression Analysis

The study conducted a model summary, analysis of variance, and regression coefficients. A model summary was conducted to assess the percentage influence of strategic plan. Implementation on or ganizational performance. Table 4.14 provides the results.

Table 4.14

Model Summary of the Influence of Strategic Plan Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.749	.365	1.91560

a. Predictors: (Constant), Strategic Task Delegation, Strategic Resource Allocation, Strategic Leadership, Strategic Tracking Progress

b. Dependent Variable: Organizational Performance

The data in Table 4.14 shows that R is 0.865 and R Square is 0.749, showing that strategic plan implementation had a 74.9% influence on organizational performance. The 25.1% difference accounted for other factors not assessed in this study. The outcome therefore indicates that strategic plan implementation was a significant factor towards enhancing organizational performance. Particularly, Awaale (2024) examined how Somalia's public agency performance was influenced by transformational leadership. The findings showed that Somalia's agencies performance was positively affected by transformational leadership. The study also noted that, through good leadership, employees' motivation was improved, causing them to work more efficiently, leading to an improved organizational performance.

Additionally, when leadership programs were implemented, the organizations were able to come up with improved innovations, therefore creating a more competitive environment. Emily (2023) examined how Uganda's Hoima district was performing under the influence of leadership style. The findings of the study revealed that good leadership styles had a positive impact on employees' performance in Hoima district. The leadership style of listening to other staff views before coming up with the final decision was effective because every employee was included in decision-making. It was also noted that leaders within Hoima districts recognized employees' efforts. This helped to improve motivation among staff, leading to an improved organizational performance. Ishengoma (2025) examined how government systems benefited from efficient resource allocation as it was demonstrated by a bee colony optimization algorithm.

It was noted that proper disbursement of services improved the efficiency of these facilities; therefore, citizen satisfaction was improved. Additionally, it was noted that proper resource allocation enhanced timely maintenance within the organization, enhancing full-time operation. The results also showed that proper budgeting by the government ensured that strategic priorities were aligned with the available funds. Abdikani and Ouma (2024) examined how Somalia's non-governmental projects in Mogadishu were performing when influenced by budgetary allocation. The findings revealed that budgetary allocation had a positive impact on organizational performance. This was essential in ensuring that decision-making within the organizations was done easily. In addition, an improved budget within the organization reduced unnecessary expenditure, hence improving performance. Further, the study noted that good budgeting was essential in ensuring that strategic goals and objectives within the organization were attained.

Further, the ANOVA was conducted to answer the purpose of the study that examined the influence of strategic plan implementation on the organizational performance of the County Government of Kitui, Kenya. Table 4.15 shows the results.

Table 4.15

ANOVA Results of the Influence of Strategic Plan Implementation

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	235.117	4	58.779	53.737	.001 ^b
Residual	78.883	76	1.038		
Total	314.000	80			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Strategic Task Delegation, Strategic Resource Allocation, Strategic Leadership, Strategic Tracking Progress

The data in Table 4.15 shows that the significance value is 0.001 and the F statistic is 53.737. Therefore, a significance value that is less than 0.05 shows that strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation had a statistically significant influence on organizational performance. Particularly, Wagulo and Kalikoka (2023) examined how Ugandan local government promoted good governance when influenced by public sector monitoring. The study employed a case study design, including ninety-two participants who were sampled by use of purposive technique. The results findings revealed that sectorial monitoring positively affected local government. Better monitoring within government organizations promoted better decision-making, therefore improving performance.

In addition, monitoring and evaluation enhanced efficiency and accountability in service delivery within organizations. Mabizela and Zwane (2023) examined how South African

local government performance was influenced by monitoring and evaluation. The findings showed that monitoring and evaluation positively affected organizational performance. Monitoring and evaluation improved accountability within organizations through ensuring that budgets adhered to the projects within South Africa. Notably, when staff were trained about monitoring and evaluation, performance within the organizations improved.

Afyare (2024) examined how Somalia's central government's administrative decision-making was influenced by task delegation. The findings of the study concluded that delegation had a positive impact on government administrative performance. Through delegation, government administrators were able to come up with better decision-making, which led to improved problem-solving. Additionally, when tasks are shared, employees feel a sense of ownership, allowing them to work in attaining organizational objectives, leading to an overall performance. Further, it was noted that delegation improved sharing of authority among all managers, leading to a smooth workload and improved performance.

Cameron (2024) examined how South African public services were influenced by the evolution of management delegation. The findings showed that the evaluation of management delegation positively affects the performance of public services in South Africa. It was noted that task delegation improved better resource allocation due to better decision-making. In addition, through delegation, employees were able to accept accountability, therefore improving organizational performance. The study also noted that task delegation created an experienced team that was able to run organizations effectively.

Additionally, the study conducted regression analysis to identify the coefficient of the study model that indicated that $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$. This is where Y = Organizational Performance; β_0 = Constant; β_i = Coefficients to be estimated; X_1 =

Strategic Leadership; X2 = Strategic Resource Allocation; X3 = Strategic Tracking Progress; X4 = Strategic Task Delegation; and ε = Error term. Table 4.16 provides the results.

Table 4.16

Regression Weights of Strategic Plan Implementation

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	5.832	2.622		2.262	.001
	Strategic Leadership	.261	.111	.260	2.390	.002
	Strategic Resource Allocation	.298	.117	.290	2.822	.000
	Strategic Tracking Progress	.371	.142	.362	3.610	.002
	Strategic Task Delegation	.407	.132	.400	3.200	.001

a. Dependent Variable: Organizational Performance

The data in Table 4.16 shows that the regression coefficient for strategic leadership is 0.261, strategic resource allocation is 0.298, strategic tracking progress is 0.371, and strategic task delegation is 0.407. Further, the results indicate that all the variables had a significance value of less than 0.05 and a T-statistic of more than 2, meaning that strategic plan implementation variables were statistically significant. Therefore, when equated to the equation, $Y=5.832+0.261X1+0.298X2+0.371X3+0.407X4+4.622$. Additionally, the results indicate that a one-unit increase in strategic leadership, strategic resource allocation,

strategic tracking progress, and strategic task delegation increases organizational performance.

The findings related to strategic leadership align with Thuo et al. (2024) who examined how Kenya's Kajiado county government organizational performance was influenced by leadership styles. The findings revealed that good leadership styles had a positive influence on organizational performance. In addition, the style of leaders coming up with better visions of the organization was essential in motivating employees, allowing them to work toward the intended objective. The study also noted that, when leaders encouraged active participation of staff in decision-making, the performance of the organization improved. Despite this, Thuo et al. (2024) did not include how better leadership styles improved employee empowerment.

Kibai and Awuor (2024) examined how Kenya's public institution performance was influenced by leadership styles. The findings of the study showed that good leadership styles had a positive impact on the organizational performance of the Kenyan government. It was further noted that a transformational leadership style was essential in ensuring that organizations came up with a clear vision that motivated staff to work toward attaining organizational goals. In addition, an improved leadership style ensured that employees were involved in decision-making. Further, Kibai and Awuor (2024) noted that transformational leadership created a room for innovation through coming up with clear innovations.

Furthermore, past findings also aligned to strategic resource allocation, such as Abdi et al. (2024) examined how Nairobi's charitable non-government organizations were performing under the influence of resource allocation. The findings concluded that organizational

performance was positively influenced by resource allocation. Notably, better budgeting of resources enabled organizations to come up with better planning, which improved efficiency. Additionally, proper resource allocation ensured that employees served the required departments, therefore improving efficiency within the organization. However, Abdi et al. (2024) did not consider how resource allocation improved innovation within the organization.

Mutembei and Kithae (2023) did a study in Tharaka Nithi County, Kenya, to examine how public organizations culture was affected by financial resource allocation. The findings revealed that financial resource allocation positively affected the organizational performance of the Tharaka Nithi county government. Further, the study noted that timely debasement of resources ensured that projects of the organization were achieved on time. Additionally, through stable funding, the organizations were able to come up with better planning, hence improved performance.

The findings related to strategic tracking progress align with Walubengo et al. (2023) who examined how Kenya's county government in the western region experienced improved optimization of revenue collection when influenced by effective monitoring and evaluation practices. The findings of the study showed that effective monitoring and evaluation had a positive influence on revenue collection. Monitoring ensured that there was consistent feedback, which improved the process of revenue collection. Additionally, monitoring identified any fraud, which significantly reduced any financial loss. Further, it was noted that innovation done to improve monitoring practices enhanced the process of revenue collection.

Farhiya and Maurice (2022) examined how Kenya's Isiolo County health projects were performing when influenced by monitoring and evaluation practices. The results showed that monitoring and evaluation positively affected health project performance. Monitoring and evaluation were necessary in enhancing timely decision-making, which improved efficiency within organizations. In addition, it was noted that utilizing monitoring using modern technology was essential in real-time project evaluation.

Additionally, the past findings also aligned to strategic task delegation, such as Ndiritu et al. (2024) who examined how Kenya's international airports employee performance was influenced by leadership delegation. The findings revealed that leadership delegation had a positive impact on the organizational performance of airports in Kenya. Task delegation improved staff motivation, allowing them to work toward the organizational objectives. In addition, frequent delegation of employees improved efficiency, which increased service delivery within the organization.

The results also noted that delegation allowed employees to work with minimum supervision since they were trusted in their work. Charles et al. (2023) examined how Kenya's NOREB counties employee productivity was affected by task delegation. It was concluded that delegation positively improved employee productivity. Improved task delegation ensured that employees were satisfied in their work; this therefore improved organizational performance. Further, delegation ensured that employees were accountable for their work; this therefore improved commitment among staff.

4.13 Testing of Hypothesis

The hypotheses H01, H02, H03, and H04 were tested using regression coefficients. Every test was conducted at the significance level of 0.05. The first hypothesis, H01, stated that strategic leadership has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya. The second hypothesis test, H02, stated that resource allocation has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya. The third hypothesis test, H03, stated that tracking progress has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya. The fourth hypothesis test, H04, stated that task delegation has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya.

4.13.1 Testing of Research Hypothesis H₀₁

The influence of strategic leadership on the organizational performance of the County Government of Kitui, Kenya, was evaluated by testing the null hypothesis.

H01: Strategic leadership has no statistically significant influence on organizational performance.

Using the regression weights coefficients whereby the p-value of 0.002 for strategic leadership, H01 was tested at the 5% level of significance. $0.002 < 0.05$, demonstrate that, albeit weakly, strategic leadership had a statistically significant impact on organizational performance. At the 5% level of significance, the null hypothesis H01 was thus rejected. The findings showed that a key component of organizational performance was strategic leadership. This was because it made it possible for the county government of Kitui to define goals and objectives, make excellent decisions, be innovative, communicate, learn

and grow, and engage staff members. A past study such as that of Joseph and Osuzoka (2024) examined how organizational performance was influenced by effective leadership skills. The study reviewed different literatures under leadership skills; after analyzing them, the results revealed that better strategic leadership skills had a positive impact on organizational performance.

It was noted that leaders' clear visions were essential in guiding decision-making, hence ensuring that opinions made align with organizational goals. Additionally, leadership skills like effective communication within the organization were necessary through enhancing collaboration among employees, which therefore improved performance. Further, it was noted that when there was trust in leadership, more employees were motivated. Lewis-Tobias (2024) did a study to examine how Trinidad and Tobago's organizational performance was influenced by strategic leadership.

Through a quantitative research method, the study included a total of forty respondents. The findings of the study showed that strategic leadership had a positive impact on organizational performance in Trinidad and Tobago. Better leadership skills, like clear vision and improved organizational performance through ensuring that employees worked towards a common objective. Additionally, Lewis-Tobias (2024) noted that clear visions opened space for innovations.

4.11.2 Testing of Research Hypothesis H₀₂

The hypothesis about the significance of strategic resource allocation on organizational performance was stated as follows:

H₀₂: Strategic resource allocation has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya.

The p-value for strategic resource allocation in Table 4.16, which was 0.000 was used to test H02. The observed p-value is less than 0.05 ($0.000 < 0.05$). The null hypothesis H02 is rejected since it suggests that strategic resource allocation, as a predictor variable, has a positive impact on organizational performance. This ruling suggested the existence of needs-based allocation, own-source funding, conditional grants, equitable shares, and cost-effective analysis. In contrast, Wen et al. (2025) investigated the relationship between land resource allocation and green economic performance in Chinese local government.

After analyzing the collected information, the findings showed that land resource allocation had a positive impact on the performance of local government. The study also noted that, through better allocation of funds, the green economic efficiency improved. In addition, land resource allocation improved technological innovation, which was essential in improving green economy efficiency. These innovations also reduced time and resource wastage, therefore improving organizational performance. Lyu et al. (2023) examined how efficiency of resource allocation influenced local government debt and sectorial linkage.

The study made use of data from Chinese industrial enterprises and cities (2000-2013). After analyzing the collected information, it was concluded that resource allocation had a positive influence on government debt performance. In addition, the study noted that improper distribution of funds and reduced productivity rate within manufacturing enterprises meant that there was a need to come up with better ways of allocating funds to improve performance. Further, the new budget law in China improved organizational performance through managing government debts.

4.11.3 Testing of Research Hypothesis H₀₃

The influence of strategic tracking progress on organizational performance was evaluated by testing the null hypothesis.

H₀₃: Strategic tracking progress has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya.

The p-value for strategic tracking progress (= 0.002) as per Table 4.16. The study was able to reject the null hypothesis since the p-value of $0.001 < 0.05$, provided enough evidence to support the conclusion that strategic tracking progress had a statistically significant impact on organizational performance.

Notably, Lalzai et al. (2023) examined how organizational performance was influenced by digital monitoring. The data used in the study was gathered by use of questionnaires, which were administered to the manufacturing industry in Kabul, Afghanistan.

After analyzing the collected information, the findings revealed that digital monitoring positively affected organizational performance. The introduction of the Internet of Things in Afghan organizations was essential in that it provided sensors that monitored the organization's performance and transmitted information to the managers. In addition, the Internet of Things transmitted real-time data, which helped the organization to deal with challenges effectively. Further, this technology was necessary in monitoring waste utilization, therefore reducing time wastage. Notably, Internet of Things technology monitored the available resources, which therefore improved planning within the organization.

Putri and Aswar (2022) examined how political monitoring affected local government financial performance. Data used in the study comprised four hundred and ninety-one

sample reports collected from local government financial reports. After analyzing the collected data, the findings showed that political monitoring positively affected the organizational performance of the Indonesian government. Better political monitoring improved budget management, ensuring that every constituency received the required funds. In addition, political monitoring improved performance by moderating the relationship between local government financial performance and intergovernmental income. The study further noted that political monitoring improved financial performance through moderating capital expenditure.

4.11.4 Testing of Research Hypothesis H₀₄

For task delegation, the null hypothesis was stated as follows:

H₀₄: Strategic task delegation has no statistically significant influence on the organizational performance of the County Government of Kitui, Kenya.

As the last independent variable, strategic task delegation had a significance value of 0.001 (Table 4.16). Therefore, since $0.002 < 0.05$, the null hypothesis H₀₄ was rejected. Notably, Rudianto et al. (2023) examined how Naval headquarters unit performance was influenced by transformational leadership, delegation of tasks, and work motivation. The findings of the study revealed that delegation of tasks positively affected the organizational performance of naval headquarters. Better task delegation improved performance by ensuring that employees carried out their tasks with full responsibility. Additionally, task delegation improved cooperation between leaders and employees, which encouraged communication, reducing misunderstanding and improving performance. Further, division of tasks ensured that staff understood their duties and worked according to the organization's directions; this therefore improved the overall performance.

Butler (2025) examined how modern machinery of government was influenced by task delegation and algorithmic decision-making. Through analyzing different studies, the findings concluded that task delegation positively improved the machinery of government. It was noted that delegation allowed every staff member to contribute to decision-making; hence, overall performance was improved. Further, the results noted that proper task delegation enhanced organizational performance through proper utilization of resources and employee accountability. In addition, delegation offered a clear oversight, ensuring that algorithmic decision-making aligned with the government goals. The study also noted that delegation allowed proper division of roles, reducing confusion and hence improving performance.

Table 4.17

Summary of Testing of Research Hypotheses

Variables	Significance values	Comment	Decision
Strategic leadership	.002	Significant positive influence	Reject Null Hypothesis
Strategic resource allocation	.000	Significant positive influence	Reject Null Hypothesis
Strategic tracking progress	.002	Significant positive influence	Reject Null Hypothesis
Strategic task delegation	.001	Significant positive influence	Reject Null Hypothesis

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to examine the influence of strategic plan implementation on the organizational performance of the County Government of Kitui, Kenya. The specific objectives were to examine the influence of strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation on organizational performance of the County Government of Kitui, Kenya. Using a descriptive research design, data was collected from 13 directors, 19 departmental managers, and 62 administrative officers. The directors were interviewed while the departmental managers and administrative officers answered the questionnaires.

5.2 Summary of Results

A summary of key findings of the questionnaires and interviews is provided in sections on strategic leadership, strategic resource allocation, strategic tracking progress, and strategic task delegation on organizational performance, reflecting the study variables.

5.2.1 Strategic Leadership and Organizational Performance

On a mean score of 4.17, departmental members were encouraged to keep on advancing their knowledge through learning and development. Additionally, on a mean of 4.09, the county operations were guided by the organizational vision and goal setting. Nevertheless, on a mean of 2.15 there was no well-developed communication structure in place to manage information. Furthermore, the input that the strategic leaders had made with regard

to the vision and goal setting in the county government of Kitui included being involved in stakeholder engagement, policy formulation, and strategic planning processes.

5.2.2 Strategic Resource Allocation and Organizational Performance

On a mean of 4.06, there were qualified staff to analyze different costs of implemented strategies. Further, on a mean of 4.01, resource allocation was mainly implemented through equitable share. However, on a mean of 2.12 disagreements were raised on the contribution of Kitui County residents had made to enable the county government, have Own Source Revenue (OSR) to implement humanitarian and development projects consistently. Furthermore, the different sources of revenue in the county government of Kitui included four themes, which were equitable share from the national government, own-source revenue, grants and loans, and donations.

5.2.3 Strategic Tracking Progress and Organizational Performance

On a mean scale of 4.15, quality assurance of different processes was enhanced through process evaluation. Notably, on a mean of 4.07, formative evaluation was one of the methods of monitoring that promoted organizational performance. However, on a mean of 2.16, outcome evaluation was not done to assess the productivity of different departments in the county government. The responsibilities of the management in the process of monitoring and evaluation were planning and setting of targets that are in tandem with the CIDP. Furthermore, the challenges facing the process of monitoring and evaluation, were inadequate funding, lack of technical capacity, and poor coordination.

5.2.4 Strategic Task Delegation and Organizational Performance

In the process of delegating tasks, a mean score of 4.44, indicated that a chain of command was used to distinguish different roles and responsibilities in the implementation process. Additionally, on a mean score of 4.28, there were collaborations encouraged through assigning strategic implementation tasks to groups of staff. Nevertheless, on a mean score of 2.09 that there was limited equality when allocating different tasks to both genders. The management supported the staff that had weaknesses in delivering tasks through training and empowerment.

5.2.5 Organizational Performance

On a mean scale of 4.20, there was a policy in county government of Kitui to promote effective compliance and regulation for every process of implementing strategies. Further, on a mean of 4.11, efficient service delivery increased the organizational performance of the county government. Nevertheless, on a mean score of 2.35, the county's strategic leadership had not taken time to explain to the staff their relevance towards enhancing economic development of the County Government of Kitui. Further, the contribution of the county government policy structure towards departmental compliance and regulations included providing oversight role by the county assembly and audits. The common issues faced by the management in the process of strategic implementation supervision, were employee resistance, lack of resources, and county politics.

5.3 Conclusions of the Study

5.3.1 Strategic Leadership

As far as strategic leadership is concerned, the county leadership of Kitui had provided suitable environment that supported learning and development among its staff. This was to improve their knowledge on the vision, mission, public policy and get acquainted with various changing county operations. As the county assembly made changes of the county Act, it affected the nature and scope of operations. This was in terms of stakeholder engagement, policy formulation, and strategic planning processes. To empower learning and development among the staff was therefore a suitable step that aligned them with the changes. However, there were undeveloped structures of communication to enable the county government from fully benefiting on information sharing across various departments.

5.3.2 Strategic Resource Allocation

The county government of Kitui had recruited qualified workers to analyze and offer professional insights on the strategic costs. The departments were therefore able to make informed decisions on how resources would be allocated to support various strategies. The main implementation pattern noted on resources was based on equitable share to various departments. The county government received funding from mainly national government, grants, loans and donations. That notwithstanding, the county government had not yet managed to develop strong strategies that would support access of income from own source revenue. This could have been a gap on public awareness on how their daily toll fees and other charges supported the county government's operations.

5.3.3 Strategic Tracking Progress

As far as tracking progress, it was established that there was great emphasis placed by the county leadership on quality assurance to support excellence in various operations. The operations not only conformed to the public demands but followed the laid down structures, which were overseen through consistent evaluation processes. To guarantee operational excellence, the county government was noted to emphasize on formative evaluation. It is through this form of evaluation they were able to easily note inconsistencies that could be improved for improved organizational performance. That notwithstanding, outcome evaluation was not consistently done mainly due to lack of political will, limitations of technology and lack of departmental coordination and resources that can support the process. The study noted other issues facing evaluation such as limitation in technology.

5.3.4 Strategic Task Delegation

On task delegation, the leadership had made sure that each of the county worker, irrespective of their title, had well detailed roles and responsibilities. These roles enabled them contribute effectively towards the strategic implementation process. The management identified the need to foster collaborations within the departments hence tended to allocate tasks that required teamwork to be accomplished. The management supported the staff that had weaknesses in delivering tasks through training and empowerment. That notwithstanding, the process of task allocation was not evenly distributed to both male and female county workers. This led to increased gender disparity within the context of task allocation.

5.4 Recommendations of the Study

5.4.1 Strategic Leadership

To improve the effectiveness of strategic leadership, the departmental directors should consider empowering communication policies that define horizontal and vertical communication structure. The respective managers in the sub units should provide a conducive environment through encouraging the staff to utilize the available communication systems in the county government. The study encourages the management to develop knowledge management systems that provides content to foster communication between departments. The staff are recommended to consider use both traditional and e-communication platforms such as emails, social media and websites to expand their need or communication.

5.4.2 Strategic Resource Allocation

To improve resource allocation as a function of strategic implementation, the study recommends that the county leadership should strengthen the public expenditure policies and accountability on every action that involves utilizing the revenue from both national and local revenue. This would improve public trust on the county government's utilization of own source revenue. The management team in county government is recommended to develop attractive public awareness programs that share information to the county residents on how prompt payment of local taxes, fees and other charges boost own source revenue. The staff are recommended to support this initiative through social media campaigns on various benefits that the public stand to gain in the process.

5.4.3 Strategic Tracking Progress

In improving tracking progress, the executive arm of the county government leadership is recommended to develop structures and policies that emphasizes on the need for outcome evaluation. This could be done by establishing audit practices and legal implications for capital offences conduct among the county workers, despite their positions. The leadership is also recommended to increase budgetary allocations to acquire advanced technology in support to task tracking. The management is otherwise recommended to impose departmental coordination on various tasks. This could be done through providing a timeline when various tasks are to be accomplished in accompaniment of team work evidence. To the staff, there is need to develop informal and formal relationships with other departmental members, as a way of ensuring that the operations are not faced with ambiguity.

5.4.4 Strategic Task Delegation

The recommendation related to task delegation are that the top county leadership should consider strengthening 2/3 gender rule-policy framework in a hierarchical manner. This directive should trickle from the top management to the staff, as such would set the tone within departments on gender equality. The recommendation to the management is that there is need to develop and allocate different tasks equally to both genders. The recommendations to the staff are that despite their gender, they should not shy off from engaging in allocated tasks or consider some tasks are meant for a specific gender.

5.5 Suggestion for Future Studies

The purpose of this study was to examine the influence of strategic plan implementation on the organizational performance of the County Government of Kitui, Kenya. The study suggests that future studies could expand and explore the influence of strategic implementation on organizational performance in other counties in Kenya. The need to assess other strategic implementation factors not considered in the study is highly encouraged to improve on the findings within the public or private sector.

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APPENDICIES

Appendix I: Consent Form

Procedure to be followed

I'll need to ask you some questions retain the questionnaire and a checklist using the information you submit. You can opt out of this study if you don't want to take part. You will not be punished or harassed if you refuse to participate in the study, and your decision will not be used against you or have an influence on your job/health. Keep in mind that taking part in the study is completely voluntary. You are free to ask any questions you have about the study at any time. You have the right to refuse to answer any questions or to terminate an interview at any time. You are also free to exit the study at any moment without compromising the services you are already delivering.

Discomforts and risks

The nature of the queries you'll be asked will not be about personal topics hence will not cause discomfort to you. You have the option of refusing to answer either way. You can also terminate the answering of the questions at any moment.

Benefits

Various staff working at the county government of Kitui will get a chance to contribute their feedback to the study's questions. They may provide details on how various strategies have previously been implemented, the advantages and disadvantages of the implementation process. Therefore, their colleagues in other county governments may learn on pitfalls to avoid when implementing actionable strategies and what to capitalize on, for an improvement in their organizational performance.

Rewards

Anyone who wishes to engage in the study will not be compensated.

Confidentiality

The issuance of questionnaires and conduct of interviews will be held in a secure area at the County Government of Kitui. The questionnaire will not include your name and will be kept in a secure area at the University.

Contact Information:

If you have any questions, please contact the supervisors listed below:

Dr. Paul Kirigia, PhD

Email: paul.kirigia@kemu.ac.ke

Dr. Nancy Rintari, PhD

Email: dr.nancy.rintari@kemu.ac.ke

Participant's Statement

The remark concerning my participation in the study that was made before is obvious to me. I was given the opportunity to ask questions, and all of my concerns were satisfactorily addressed. I am absolutely oblivious to the fact that I am taking part in this study. I understand that my information will be kept private and that I can withdraw from the study at any time. I understand that regardless of whether I stop the research or not, I will not be treated unfairly at work, and that my decision will have no bearing on how I am treated.

Participant Signature..... Date.....

Investigator's Statement

I, the undersigned, have explained the procedures to be followed in the study, as well as the risks and rewards associated, to the participant in a language he or she understands.

Name of Interviewer.....Date.....

Interviewer Signature.....

Appendix II: Questionnaires

Do not indicate your name anywhere in this questionnaire.

Section A: Demographic Data

Part one: Demographic information

1. Please indicate your role:

Departmental manager ☐

Administrator ☐

2. What is your highest level of education? (Tick one)

a) Certificate ☐

c) Bachelor's Degree ☐

b) Diploma ☐

d) Masters an PhD ☐

3. How long have you been working in the in the county Government of Kitui?

a) Less than 1 year ☐

c) 4 - 5 years ☐

b) 2 - 3 years ☐

d) 6 Years and above ☐

Section B: Influence of Strategic Leadership on Organizational Performance

Indicate your level of agreement with the following statements concerning the influence of strategic leadership on organizational performance.

1- Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4-Agree (A), 5-Strongly Agree (SA)

	Statements	1	2	3	4	5
1.	The county operations are guided by the organizational vision and goal setting.					
2.	Quality decision making enhances impactful strategies are beneficial to the public service.					
3.	Innovation is encouraged within various departments.					

4.	There is a well-developed communication structure in place to manage information.					
5.	Departmental members are encouraged to keep on advancing their knowledge through learning and development.					
6.	Involvement of employee in the implementation of strategies encourages them to be great stewards of public resources.					

Section C: Influence of Resource Allocation on Organizational Performance

Different attributes of resource allocation influence the implementation of strategic plans. In your own opinion, in a scale of 1-5, indicate your level of agreement on how the following affect the strategic plan implementation process. **1- Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4-Agree (A), 5- Strongly Agree (SA)**

	Statements	1	2	3	4	5
1.	Resource allocation is mainly implemented through equitable share.					
2.	Conditional grants from donors enables the implementation of specific projects that impact a specific need in the community.					
3.	The contribution of Kitui county residents enabled the county government have Own Source Revenue (OSR) to implement humanitarian and development projects consistently.					
4.	Strategies are funded and implemented based on the pressing needs.					
5.	There are qualified staff to analyses different costs of implemented strategies.					

Section D: Influence of Tracking progress of Strategic Plans on Organizational Performance

Indicate your level of agreement with the following statements concerning the influence of tracking progress of strategic plans on organizational performance

1- Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4-Agree (A), 5-Strongly Agree (SA)

	Statements	1	2	3	4	5
1.	Formative evaluation is one of the methods of monitoring that promotes organizational performance.					
2.	Outcome evaluation is done to assess the productivity of different departments in the county government.					
3.	Quality assurance of different processes is enhanced through process evaluation.					
4.	County management and staff are mainly encouraged to take part in the monitoring and evaluation process for effectiveness and less time wastage in assessments.					
5.	Impact Evaluation improves organizational performance.					

Section E: Influence of task delegation on Organizational Performance

Indicate the extent to which you think the task delegation influences the implementation of strategic plans in a scale of 1-5. **1- Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4-Agree (A), 5- Strongly Agree (SA)**

	Statements	1	2	3	4	5
1.	There are collaborations encouraged through assigning strategic implementation tasks to group of staff.					
2.	Chain of command is used to distinguish different roles and responsibilities in the implementation process.					
3.	There are creative programs implemented to develop critical thinking skills of the county employees					

4.	There is equality when allocating different tasks to both genders					
5.	Integrity guides the staff's undertaking to ensure that corruption is eliminated when undertaking tasks					

Section F: Organizational Performance

1- Strongly Disagree (SD), 2-Disagree (D), 3-Not Sure (NS), 4-Agree (A), 5- Strongly Agree (SA)

	Statements	1	2	3	4	5
1.	Efficient service delivery increases the organizational performance of the county government.					
2.	There is a policy to promote effective compliance and regulation to every process of implementing strategies.					
3.	The strategic plan implementation process has a positive influence on organizational performance of County Government of Kitui					
4.	The county's strategic leadership has taken time to explain to the staff on their relevance towards enhancing economic development of County Government of Kitui					
5.	There is increased coordination of different departments in ensuring that the strategic implementation process is successful.					

Your cooperation in this study is highly appreciated. Thank you

Appendix III: Interview Guide

Section A: Demographic Information

- a) Highlight your educational qualifications?
- b) Explain the number of years that you have services at your capacity?

Section B: Strategic Leadership

- a) What is the input of strategic leaders on vision and goal setting
- b) How strategic leadership supported learning and development in the organization for sustainable growth and development

Section C: Resource Allocation

- a) What are different sources of revenue in the county government?
- b) What is the informing role of the strategic managers in the allocation of resources?
- c) Describe the public policy framework that guides the actualization of the strategy?

Section D: Monitoring and Evaluation

- a) Describe the process of tracking progress in County Government of Kitui?
- b) Highlight the responsibilities of the management in the process of monitoring and evaluation?
- c) Explain the challenges that face the process of monitoring and evaluation?

Section E: Task Delegation

- a) Describe the process that strategic managers use to delegate key tasks?
- b) How does the management support the staff that have weaknesses in delivering tasks?

Section F: Organizational Performance

- a) Explain the management supervision role in ensuring that departments have delivered efficient services?
- b) Elaborate the contribution of the county government policy structure towards departmental compliance and regulations?
- c) Highlight the common issues faced by the management in the process of strategic implementation supervision?