

**DETERMINANTS OF STRATEGY IMPLEMENTATION AT THE COUNTY
GOVERNMENT OF TAITA TAVETA**

RAHEL MWANAKE

**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS AND
ECONOMICS IN PARTIAL FULFILLMENT FOR THE CONFERMENT OF
A DEGREE IN MASTER OF BUSINESS ADMINISTRATION (STRATEGIC
MANAGEMENT) AT KENYA METHODIST UNIVERSITY**

SEPTEMBER, 2024

DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

Signature:

Date:

Name: Rahel Mwanake

Reg. BUS-3-0986-3/2020

This thesis has been submitted for examination with our approval as the University supervisors.

Supervisors

Signature

Date

Gladys Kituku

Signature

Date

Jane W. Munga

COPYRIGHT

All rights reserved. No part of this thesis may be reproduced, stored in any retrieval system or transmitted in any form or by any means, electronically, mechanically, by photocopying or otherwise, without prior written permission of the author or Kenya Methodist University.

DEDICATION

I dedicate this thesis to my children who have encouraged and sojourned with me through this perilous journey, my brothers and sisters who have constantly cheered me on and to my mother who constantly prayed for me and given me the space to own my dreams and to my late father who gave me a strong foundation on matters education.

ACKNOWLEDGEMENT

The greatest sacrifice in life is accepting challenges, recognizing your needs and those of the community and society around you and taking into consideration your own ideals and reflecting on the deep sense of responsibility ahead of you. I wish to thank all those who made this journey possible, special gratitude to my supervisors Ms. Gladys Kituku and Ms. Jane W. Munga, and the Dean of the School of Business and Economics whose encouragement made it worthwhile to scale the monumental task. I also extend my gratitude to the respondents from the County Government of Taita Taveta who accorded me support when I was collecting data.

ABSTRACT

Strategy management is an important aspect in organizations today considering the diverse, fragile and very competitive business environment currently obtaining globally. Consequently, most business and government entities have formulated strategies aimed at enhancing streamlined achievement of their goals and objectives. Regrettably, some of these strategies either fail or are not implemented successfully as envisaged. The study aimed to establish the determinants of strategy implementation at the County Government of Taita Taveta. Specifically, the study aimed to achieve the following specific research objectives; to evaluate the effect of organizational structure on strategy execution at the County Government of Taita Taveta; to examine the effect of communication on strategy execution at the County Government Taita Taveta; to study the influence of finances on strategy execution at the County Government of Taita Taveta and to analyze the effect of employees' technical ability on plan execution at the County Government of Taita Taveta. The study drew upon four theoretical frameworks: Institutional theory, Communication Theory, Resource Based View (RBV), and McKinsey's 7-S model. The study addressed a population consisting of County Executive Committee members (CECMs), Heads of Departments (HODs), senior officials, and members of the county assembly (MCAs), totaling 87 persons. Utilizing the complete population sample approach (census), all identifiable people were included in the research. Data gathering involved the distribution of questionnaires and conducting interviews. Descriptive statistics such as means, frequencies, and percentages, as well as inferential statistics like Pearson and regression analysis, were employed to evaluate the data collected using the Statistical Package for Social Scientists. Meanwhile, information from oral interviews was subjected to content analysis. The findings of the study demonstrated a substantial association between the strategy implementation at the Taita Taveta County Government and the independent variables, including organizational structure, communication, finances, and workers' technical competence. Strong positive associations were discovered, with correlation values ranging from 0.830 to 0.924, all statistically significant at $p < 0.01$. The significant regression coefficients ($p < 0.05$) offered further evidence, demonstrating that the independent variables play a crucial role in influencing the effective execution of strategic plans in the County. Understanding and addressing these variables could lead to improved strategy implementation at the County Government. Policymakers and stakeholders could consider investing in these aspects to enhance the overall effectiveness and successful strategy implementation.

TABLE OF CONTENTS

DECLARATION.....	i
COPYRIGHT.....	i
ACKNOWLEDGEMENT.....	iii
ABSTRACT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
LIST OF FIGURES.....	viii
ACRONYMS AND ABBREVIATIONS.....	ix
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Problem Statement	11
1.3 Objectives of the Study	12
1.4 Research Hypotheses.....	13
1.5 Significance of the Study	13
1.7 Scope of the study	14
1.8 Limitation of the study	14
1.9 Delimitation of the Study	15
1.10 Operational Definition of Terms	15
CHAPTER TWO	17
LITERATURE REVIEW	17
2.1 Introduction	17
2.2 Theoretical Review	17
2.3 Theoretical Framework	24
2.4 Empirical Literature	24
2.5 Conceptual Framework	41
2.6 Operational Framework.....	41
2.7 Research Gap.....	43
CHAPTER THREE	45
RESEARCH METHODOLOGY	45
3.1 Introduction	45
3.2 Research Design.....	45
3.3. Target Population	46
3.4 Sampling Procedure	46
3.5 Data Collection Instruments.....	47
3.5 validity and reliability of the research Instrument	48
3.6 Data Collection Procedure	48
3.7 Data Analysis and Presentation.....	49
3.8 Diagnostic Tests	50
3.9 Ethical Considerations.....	51

CHAPTER FOUR.....	54
PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA.....	54
4.1 Introduction	54
4.2 Response Rate	54
4.3 Social Demographic Characteristics of Respondents.....	55
4.4 Descriptive Statistics	59
4.6 Diagnostics test	75
Woodridge test for autocorrelation in panel data	77
4.7 Inferential Statistics.....	79
4.8 Hypothesis Testing	83
CHAPTER FIVE	87
SUMMARY, CONCLUSION AND RECOMMENDATIONS	87
5.1 Introduction	87
5.2 Summary of Findings	87
5.3 Conclusions of the Study.....	89
5.4 Recommendations	90
5.5 Recommendations for Further Study	91
REFERENCES.....	92
APPENDICES	105
Appendix I: Introduction Letter	105
Appendix II : Questionnaire	106
Appendix III: Interview Guide	110
Appendix IV: Ministries of Taita Taveta County Government	111

LIST OF TABLES

Table 3.1: Target Population.....	46
Table 3.2: Sample Size	47
Table 4.1: Response Rate.....	54
Table 4.2: Organizational Structure and Strategy Implementation	59
Table 4.3: Communication and Strategy Implementation	63
Table 4.4: Finances and Strategy Implementation.....	67
Table 4.5: Employees' Technical Capacity and Strategy Implementation.....	70
Table 4.6: Strategy Implementation.....	74
Table 4.7: Normality Test results.....	75
Table 4.8: Test for Linearity test results	76
Table 4.9: Autocorrelation test results	77
Table 4.10: Breusch-Pagan test Results for Panel-level Heteroscedasticity.....	77
Table 4.11: Bartlett's Tests	78
Table 4.12: Pearson Correlation Coefficient Matrix.....	79
Table 4.13: Coefficient of Determination	80
Table 4.14: Analysis of Variance.....	81
Table 4.15: Regression Coefficients	81

LIST OF FIGURES

Figure 2.1: Theoretical Framework	24
Figure 2.2: Conceptual Framework	41
Figure 2.3: Operational Framework.....	43
Figure 4.1: Gender Distribution	55
Figure 4.2: Level of Education	56
Figure 4.3: Duration Working in the County	57

ACRONYMS AND ABBREVIATIONS

AI:	Artificial Intelligence
CECM:	County Executive Committee Member
GDC:	Geothermal Development Company
HOD:	Head of Department
JSE:	Jarkata Stock Exchange
KEMRI:	Kenya Medical Research Institute
MCA:	Member of County Assembly
MP:	Members of Parliament
NACOSTI:	National Commission for Science, Technology & Innovation
RBV:	Resource Based View
SME:	Small and Medium Enterprise
SPSS:	Statistical Package for Social Scientists
TVET:	Technical and Vocational Education training institutions

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The importance of strategy management in today's dynamic and competitive business environment cannot be overstated. A crucial element and action that helps a company reach its corporate goal is strategy implementation (Riungu & Senaji, 2019). There are three distinctive procedures that make up strategic management which are interconnected and have impact on each another. These include strategic planning, strategy implementation and strategy control. According to corporate research, strategic implementation is both the most crucial but mostly undervalued component (Mbogo, 2019). In the earlier day's researchers concentrated their focus on factors contributing to successful formulation of strategies, however, in the recent year's researchers are becoming more interested identifying the factors that determine or the influencers of successful implementation of strategies. (George et al., 2022)

For a plan to be properly executed, it requires concerted and purposeful support from all stakeholders (Bahadorestani et al., 2020). Many executives and academics feel that good strategy execution is just as crucial as, if not more critical than, establishing a brilliant strategy (Bahadorestani et al., 2020). To achieve an effective strategy implementation process, it is essential to find out if performance has met or exceeded expectation, or if there is any shortfall. A gap exists between paper and realization.

Several factors have been identified as key in the implementation of strategic plans. These differ between business entities and government bodies (Vanneste, 2017). Some of the most important factors include, but not limited to effective

Communication, organizational structure, inadequate finances, and employee's technical capacity among others (Austin, 2020).

Organizational structure, according to Fuertes et al. (2020) assists organizations in implementing their strategies successfully and gain competitive advantage over their competitors. This is evident in that, after organizations develop their strategic plans, the leadership develops organizational structures defining and allocating duties and responsibilities to enable successful implementation of the strategic plans. In Nigeria, telecommunication firms demonstrated that structure influenced strategic plan implementation. According to Samimi et al. (2022), centralized structures impede strategy implementation while specialization structures accelerated strategy implementation.

For a plan to be properly executed, it needs persistent and purposeful backing from every party involved. It is noted that Communication is critical component or tool in an organization and can be used effectively and efficiently to cascade information contained in the strategy to all employees and relevant stakeholders ensuring that they understand their roles, tasks and responsibilities envisaged in the plan, and are able to efficiently execute their mandate to ensure that the Organization achieves its broad goals, strategies, and objectives (Musheke & Phiri, 2021). Laban and Deya (2019) found that organizational communication had a favorable and substantial impact on successful strategy implementation among energy generation enterprises in Kenya. The study, however, suggested more flexible communication arrangements to allow for the flow of ideas and expertise among people in the organization. Furthermore, the study advocated better communication of the strategy to all employees and the emphasis was on the company's vision and goals for successful strategy implementation.

Kori et al. (2020) demonstrated that human and financial resources had an influence on the success of strategic plan implementation. As a result, procedures such as financial controls could be implemented to ensure efficient revenue utilization (Kori, 2019). Employees, on the other hand, are the ones who must carry out the strategy. Although top management establish the strategy, it is important that deliberate and concerted efforts are made to disseminate and publicize the strategy to the managers and employees who are responsible for its implementation (Malshe et al., 2022). It is important to note that failure to involve or inform the prospective implementors of the plan will lead to failure in its implementation.

Global View

In Indian states and union territories, the organizational structure is typically hierarchical, with the Chief Minister or Lieutenant Governor at the top, followed by various ministries and departments (Ministry of Home Affairs [MHA], 2023). This structure facilitates strategy implementation by establishing clear lines of authority, though it can occasionally result in bureaucratic delays. For example, in Maharashtra, the government has adopted a 'War Room' model to streamline decision-making and expedite project implementation across departments (Government of Maharashtra [GH], 2021).

In the realm of communication, Indian sub-national governments have evolved with the adoption of e-governance initiatives (Bhagat et al., 2022). Many states have implemented integrated communication systems to improve coordination between different levels of government. In the state of Kerala, the 'K-SWIFT' (Kerala-Single Window Interface for Fast and Transparent Clearance) system has been developed to facilitate communication between investors and government departments,

streamlining the process of strategy implementation in economic development (Kerala Single Window Interface for Fast and Transparent Clearance [KSWIFTC], 2020).

In terms of finances, strategy implementation in India's states and districts faces critical challenges. The implementation of the Goods and Services Tax (GST) has altered the financial dynamics between the central and state governments. States now rely more heavily on central transfers and their own tax revenues (Drabu, 2023). The 15th Finance Commission recommendations have introduced performance-based incentives for states, directly linking financial allocations to the successful implementation of strategic initiatives (Finance Commission of India [FCI], 2024).

In the area of employees' technical ability, significant variations exist at the state and district levels in India. While metropolitan areas often attract skilled professionals, rural districts face challenges in recruiting and retaining technically proficient staff. In Tamil Nadu, dedicated training academies for government employees have been established, focusing on enhancing technical skills crucial for effective strategy implementation (Karnataka, 2020)

In China, the governance structure comprising provinces, prefectures, and counties presents a unique context for strategy implementation. The country's top-down approach to governance significantly influences how strategies are developed and executed at different administrative levels. In Chinese local governments, the organizational structure is hierarchical, with strong central control. This structure facilitates rapid implementation of national strategies but can sometimes limit local innovation (Qin et al., 2020). In the prefecture-level city of Shenzhen, special economic zone status has been granted, allowing for a more flexible organizational structure that has enabled rapid implementation of technological and economic strategies (Shenzhen Municipal Government [SMG], 2023).

In terms of communication, Chinese local governments are characterized by formal channels following the hierarchical structure. However, there's an increasing emphasis on horizontal communication to improve efficiency. In the city of Hangzhou, a "City Brain" project has been implemented, utilizing big data and Artificial Intelligence to enhance communication and coordination across various government departments for more effective urban management (Hangzhou Municipal Government [HMG], 2022).

In the realm of finances, strategy implementation in Chinese local governments is closely tied to economic performance and central government allocations. The central government's emphasis on balanced development has led to targeted financial support for less developed regions. In the county of Tongren in Guizhou province, significant financial support has been received to implement poverty alleviation strategies, demonstrating the role of targeted financial allocations in strategy implementation (National Development and Reform Commission, China [NDFCC], 2021).

In regard to employees' technical ability, Chinese local governments have focused on improvement. The government has implemented rigorous training programs and recruitment strategies to enhance the technical capabilities of local government employees. In the province of Zhejiang, a "Digital Government" academy has been established to train officials in emerging technologies and data-driven governance, directly supporting the implementation of digital transformation strategies (Zhejiang Provincial Government [ZPG], 2023).

Regional View

In Ghana, the decentralized governance structure, comprising regions, districts, and municipalities, presents distinct challenges and opportunities for strategy implementation at the local level. In Ghanaian local governments, the organizational structure is designed to promote decentralization and local autonomy. The Local

Governance Act of 2016 defines the structure and functions of Metropolitan, Municipal, and District Assemblies (MMDAs). This structure aims to bring decision-making closer to the people, however, implementation challenges persist. In the Greater Accra Metropolitan Area (GAMA), a coordinated structure for waste management was implemented, demonstrating how organizational alignment could enhance strategy implementation across multiple municipalities (Ministry of Local Government and Rural Development, Ghana [MLGRDG], 2022).

In terms of communication, Ghanaian local governments have been enhanced through the adoption of e-governance initiatives. The government implemented the Ghana.gov platform to improve communication not only within different levels of government but also with its citizenry. In the Kumasi Metropolitan Assembly, the platform was utilized to improve revenue collection and service delivery, showcasing how improved communication was able to support strategy implementation (MLGRDG, 2022).

In the realm of finances, Ghanaian local governments faced significant challenge in strategy implementation. While the District Assemblies Common Fund provided a source of funding, many local governments struggled with revenue generation and financial management. In the Tema Metropolitan Assembly, an innovative property rate collection system was implemented, demonstrating how improved financial management supported strategy implementation (Tema Metropolitan Assembly [TMA], 2022). With urban areas generally having more skilled personnel than rural districts. To address this, the Local Government Service has implemented capacity-building programs. In the Institute of Local Government Studies, specialized training programs for local government employees have been developed, focusing on areas

such as urban planning, financial management, and project implementation (Institute of Local Government Studies, Ghana [LGSG], 2023).

In Ethiopia, the federal system comprising regional states, zones, and woredas (districts) presented a complex environment for strategy implementation at the local level. In Ethiopian local governments, the organizational structure reflects the country's ethnic federalism, with significant autonomy granted to regional states. This structure allows for tailored approaches to strategy implementation but can also lead to coordination challenges. In the Oromia Regional State, a unique organizational structure for its agriculture sector has been implemented, aligning regional, zonal, and woreda-level institutions to improve agricultural productivity (Oromia Regional Government [ORG], 2022).

In terms of communication, Ethiopian local governments are influenced by the country's linguistic diversity and varying levels of infrastructure development. The government has initiated the WoredaNet project to improve communication between different levels of government. In the Amhara Regional State, this system has been utilized to enhance coordination between regional offices and woreda administrations in implementing health and education strategies (Ministry of Innovation and Technology, Ethiopia [MITE], 2023).

In the realm of finances, strategy implementation in Ethiopian local governments is constrained by limited revenue-generating capacity and dependence on federal transfers. The introduction of program-based budgeting has aimed to improve the link between planning and budgeting. In the Tigray Regional State, a performance-based budgeting system at the woreda level has been implemented, demonstrating how improved financial management can support strategy implementation (Tigray Regional Government [TRG], 2021).

In regard to employees' technical ability, Ethiopian local governments vary significantly, with urban areas generally having more skilled personnel. To address this, the Ethiopian Civil Service University has developed specialized training programs for local government employees. In the Somali Regional State, a capacity-building program for woreda-level officials has been implemented, focusing on project management and service delivery improvement (Ethiopian Civil Service University [ECSU], 2023).

Local View

In Kenya, the devolved system of governance, established by the 2010 Constitution, places significant responsibility for service delivery and development on the 47 county governments. In Kenyan county governments, the organizational structure consists of an executive branch led by the Governor and a Legislative Assembly. This structure aims to promote checks and balances but can sometimes lead to conflicts that hinder strategy implementation (Makueni County Government [MCG], 2022). In Makueni County, a participatory budgeting process that aligns the executive and legislative branches in strategy formulation and implementation has been implemented, demonstrating how organizational alignment can enhance effectiveness (MCG, 2022).

In terms of communication, Kenyan county governments have been enhanced through the adoption of e-government systems and public participation forums. Many counties have implemented integrated communication platforms to improve coordination between departments and engage citizens (Kiambu County Government [KCG], 2023). In Kiambu County, a mobile app that allows citizens to report issues and track the county's response has been developed, showcasing how improved communication can support strategy implementation.

In the realm of finances, Kenyan counties face critical challenges for strategy implementation. While counties receive allocations from the national government, many struggles with revenue generation and financial management. In Kakamega County, an automated revenue collection system that has significantly increased local revenue has been implemented, demonstrating how improved financial management can support strategy implementation (Kakamega County Government [KCG], 2022).

In regard to employees' technical ability, Kenyan county governments vary, with some counties facing significant capacity gaps. To address this, the Council of Governors, in collaboration with the Kenya School of Government, has implemented capacity-building programs for county employees. According to Mombasa County Government [MCG] (2023) in Mombasa County, partnerships with local universities to provide specialized training for its employees in urban planning and project management have been established, directly supporting the implementation of the county's development strategies.

Taita Taveta County, located in southeastern Kenya, presents a compelling case study for examining the determinants of strategy implementation at the county government level (Munyeke, 2019). The county's unique geographical, economic, and social characteristics make it an ideal subject for research on local governance and development strategies. Taita Taveta County covers an area of 17,084.1 square kilometers and is home to a population of approximately 340,671 as of the 2019 census (Kenya National Bureau of Statistics, 2019). The county is known for its diverse landscape, which includes the Taita Hills, parts of Tsavo National Park, and rich mineral deposits, particularly gemstones. This diversity presents both opportunities and challenges for development and governance.

The county's economy is primarily based on agriculture, tourism, and mining. Agriculture employs about 78% of the population, with major crops including sisal, vegetables, and fruits (Taita Taveta County Government [TTCG], 2020). The presence of Tsavo National Park within the county boundaries offers significant potential for tourism development. Additionally, the county is known for its gemstone mining, particularly tsavorite and ruby, which contributes to its economic profile.

Taita Taveta County faces several development challenges that make it an interesting case for studying strategy implementation. These include high poverty rates, with 57.2% of the population living below the poverty line (TTCG, 2020), inadequate infrastructure, water scarcity and human-wildlife conflict due to the proximity to the national parks.

The county government, established under Kenya's 2010 Constitution, was been tasked with addressing these challenges through various development strategies and technology. The Taita Taveta County Integrated Development Plan [CIDP] 2018-2022 outlined the county's vision and strategic objectives, focusing on key areas including agriculture, infrastructure development, healthcare, and education (TTCG, 2020).

However, the implementation of these strategies has faced various obstacles. A study by Obeka et al. (2024) highlighted issues such as inadequate financial resources, political interference, and capacity gaps in the county government as factors affecting development project implementation in Taita Taveta. The county's unique context of balancing conservation with development, managing diverse economic sectors, and addressing significant socio-economic challenges makes it an ideal case for studying the determinants of strategy implementation at the county government level.

Understanding these factors in County Government of Taita Taveta could provide valuable insights for other counties in Kenya and similar contexts globally.

1.2 Problem Statement

The journey of devolution started with the enactment of the Constitution of Kenya [CoK] 2010). The General Elections of March 2013 marked the beginning of the devolved governance landscape in Kenya. Every county government aimed for excellent performance and exemplary implementation of its projects and plans, through efficient and effective delivery of service to its citizenry. However, several challenges inhibit successful implementation of country strategy plans, some of which are internal while others are external. As a result, since the devolved structure of governance in 2013, that is ten years after decentralization, citizens continue to express their disappointment at the dismal performance by county governments and poor service delivery.

The devolved structure of governance was premised on the framework and a rallying call of bringing services closer to the citizens by promoting political, economic, social and independence of the counties while putting an end to over centralization of power and authority at the National Government. According to Onyango, (2020), many people are dissatisfied with service delivery in county governments. Mule cites lack of advancement, broken campaign pledges, nepotism/ethnicity/corruption as the main sources of citizens' dissatisfaction with service delivery by county governments. It is evident that county governments in Kenya have not been able to successfully achieve their objectives despite having in place well formulated five-year strategic plans.

According to Chebett, (2023), while 80% of businesses have the appropriate strategy, only 14% of them implement them to the letter. The study focused on Nairobi County and established that County's ability to provide excellent services was eroding due to

a lack of a defined strategic plan and insufficient leadership; an aspect of top management. Maina, (2020) focused on Nairobi County and established that the involvement of all employees in the strategy formulation as well in the implementation process played a major role towards successful implementation of strategy.

The study by Mutuku (2021) concluded that some of the challenges faced by Nairobi City County in implementing strategic plans were loopholes in revenue collection, outdated technology, an aging and unskilled workforce, a large number of employees without defined job descriptions and schedules, lack of supervision and accountability, little or lack of contribution by employees in making or taking important decisions, poor communication within the organization, a dysfunctional organizational structure, culture, transactional leadership style, and political interdependence.

Mutuku (2021) pointed to internal factors as determinants that limit strategy implementation. However, none of these studies were focused on Taita Taveta County. This created an apparent knowledge gap that was hard to bridge without systematic study. This current study, therefore, sought to establish the determinants of successful strategy implementation at the County Government of Taita Taveta.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to establish the determinants of Strategy Implementation at the County Government of Taita Taveta.

1.3.2 Specific Objectives

- i. To establish the influence of organizational structure on strategy implementation at the County Government of Taita Taveta.

- ii. To examine the effect of communication on strategy implementation at the County Government Taita Taveta.
- iii. To establish the influence of finances on strategy implementation at the County Government of Taita Taveta.
- iv. To establish the effect of employees' technical ability on strategy implementation at the County Government of Taita Taveta.

1.4 Research Hypotheses

- i. **H₀₁:** The organizational structure has no significant effect on strategy implementation of the strategic plans in Taita Taveta County Government.
- ii. **H₀₂:** There is no significant correlation between communication and the successful implementation at the county government of Taita Taveta.
- iii. **H₀₃:** Financial resources do not have a significant impact on the successful strategy implementation at the county government of Taita Taveta.
- iv. **H₀₄:** Employee technical capacity does not significantly contribute to successful strategy implementation at the county government of Taita Taveta.

1.5 Significance of the Study

1.5.1 County Governments Administrators

This study will avail its findings to county government administrators on how the independent variable, namely the organizational structure, communication, finances and employee technical capacity influence the dependent variable, that is strategy implementation. It is expected that county officials will devise prudent ways of managing the available resources for successful strategy implementation.

1.5.2 Researchers

The findings will be beneficial to researchers as important reference from the repository of literature for further studies. The gaps identified will also inform subsequent studies.

1.5.3 Policy makers

Policymakers in county and national governments will obtain important information that can be used in mitigating the negative influence of some of the factors under investigation in this study within the process of implementing strategic plans.

1.7 Scope of the study

This study investigated the determinants of strategy implementation within the County Government of Taita Taveta, focusing on four key variables: organizational structure, communication, financial resources, and employee technical capacity. These variables were analyzed to assess their impact on strategy implementation within the county government of Taita Taveta. The research aimed to determine how these factors influence strategy implementation and overall service delivery under the devolved system of governance.

The study was geographically restricted to the county government of Taita Taveta and examined the period from the introduction of devolution to July 2023. The objective was to assess whether devolution had led to improved service delivery and whether the strategic plans had been more successfully implemented compared to the pre-devolution period.

1.8 Limitation of the study

Limitations are conditions that limit the control of the research, and which may place possible restrictions to the successful conclusion of the intended study and application of its findings. This study was limited to the link between the identified objectives vis-à-vis strategy implementation in Kenya with focus on the County Government of Taita Taveta and was also limited to the County Government Headquarters.

1.9 Delimitation of the Study

This study was confined by several limitations. Firstly, it focused exclusively on four key determinants of strategy implementation: organizational structure, communication, finances, and employees' technical capacity. While other potential variables and sub-variables could have been relevant, they were not included in the scope of this research. The selection of these specific factors was based on their perceived relevance to the study's objectives and their capacity to comprehensively represent the subject under investigation. Additionally, the study was conducted at the Taita Taveta County Government Headquarters, which limited the generalizability of the findings to other contexts or locations.

1.10 Operational Definition of Terms

Structure: Structure reflects the overall organizational formation and describes the components within the organization. Organizational structure enables employees to know what their roles are as well as ensure equitable resource allocation to enable employees perform their tasks.

Communication: This involves conveying the appropriate message to the right person (or audience) at the right moment through the right channel to achieve an intended goal.

Employees' Technical Capacity: This is the knowledge and expertise of county government officials tasked with implementing various aspects of the strategic plans at both the executive and departmental levels.

Finances: These are funds either provided by the National Government or generated by County Governments, earmarked for the execution of strategic plans.

Implementation of Strategic Plans: Putting into action specific various activities of strategic plans are met within the stipulated timelines.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature in line with the study's variables. Literature was categorized into theoretical and empirical reviews. Finally, the conceptual framework of the study was presented.

2.2 Theoretical Review

The study was anchored on four theoretical foundations namely, Institutional theory, Communication theory, Resource-Based View, and McKinsey's 7s model. These theories complement each other and were used in this study to support the study variables, their interconnection and effect on strategy implementation at the County Government of Taita Taveta. The anchor theory for this study is McKinsey's 7s Model.

2.2.1 Institutional Theory

Institutional theory posits that organizations are shaped by their environments, which impose rules, norms, and values that influence their structures and behavior. According to Ebrahimi & Koh (2021), the way an organization communicates internally and externally is significantly impacted by its established policies, procedures, and reporting structures. The theory highlights that organizations are not solely rational actors seeking efficiency but are also constrained by societal expectations and pressures. As such, they must adhere to these norms to gain legitimacy and acceptance within their operating environments. The core argument of institutional theory is that organizations do not operate in isolation. Instead, they are embedded in a broader social context that dictates their behavior. This context

influences the flow of information and decision-making processes, thereby impacting strategy implementation.

For instance, organizations with more flexible and open communication channels tend to be more adaptive and responsive to environmental changes, which enhances strategy implementation outcomes. One of the strengths of institutional theory is its ability to explain why organizations in comparable environments often exhibit similar structures and behaviors. It helps to understand how external pressures, such as regulations or cultural expectations, shape organizational actions (Khassawneh & Elrehail, 2022).

However, one limitation of the theory is that it may overemphasize the role of external factors, potentially underestimating the internal dynamics that also influence organizational performance. Additionally, while the theory provides valuable insights into how organizations adapt to external pressures, it may not adequately address how organizations innovate or change in response to these pressures (Khassawneh & Elrehail, 2022).

This theory looked at how an organizational structure influenced information flow within the organization thereby dictating how well the organization performed. The term "institution" was employed in this theory to describe the culture of doing business, the laid down rules and regulations of the organization.

Institutional theory is particularly relevant in the context of public organizations like county governments, where adherence to established norms and regulations is critical for legitimacy. In this study, the theory helped to explain how the organizational structure of the County Government of Taita Taveta influenced information flow, decision-making, and ultimately, strategy implementation.

2.2.2 Communication Theory

Communication theory posits that effective communication is a participatory and interactive process that plays a critical role in strategy implementation. The interactive process allows feedback and ensures that strategic decisions are tested, refined, and aligned with organizational goals. Communication is not merely the transmission of information but also involves sharing feedback with relevant stakeholders, which enhances the likelihood of successful strategy implementation.

The core argument of communication theory is that for strategies to be implemented effectively, there ought to be a well-established communication structure that facilitates the flow of information across different levels of the organization. Breed and Moore (2021) emphasized that communication is not just a one-way process but a dynamic interaction that creates expectations among stakeholders and influences how they react to different aspects of the strategy. Breed and Moore (2021) further supports the argument by stating that organizations with effective communication channels are better equipped to implement strategies because policies and procedures are disseminated appropriately and in a timely manner.

One of the strengths of communication theory is its emphasis on feedback, which is crucial for adapting strategies to changing circumstances. By encouraging open dialogue and feedback loops, organizations can refine their strategies in real-time, making them more responsive to environmental changes. However, one limitation is that communication theory may not adequately address the complexities of power dynamics in organizations, which can affect how information is shared and interpreted (Van Ruler, 2019). Additionally, the theory may not fully account for technological

and capacity barriers that could impede effective communication, especially in large, geographically dispersed organizations.

In the context of this study, communication theory was critical for understanding how communication structures in Taita Taveta County Government influenced the success of strategy implementation. By examining how information was transmitted, how feedback was incorporated, and how stakeholders were engaged in the strategy process, this study could provide insights into improving communication for more effective strategy implementation in the public sector.

2.2.3 Resource-Based Theory

The Resource-Based View (RBV) focuses on the internal resources and capabilities of an organization as the primary determinants of competitive advantage. According to Roy and Utami (2023), resources that are valuable, rare, inimitable, and well-organized can provide a sustainable competitive edge. The RBV argues that organizations should focus on developing and leveraging their unique resources to achieve strategic objectives. Utami (2023) asserts that businesses should look inward for ways to maximize the value of their resources rather than relying solely on external opportunities.

The main argument of resource-based theory is that resources—both tangible (financial, technological) and intangible (human capital, organizational culture)—play a pivotal role in strategy implementation. Firms that possess superior resources are better positioned to implement strategies effectively because they can allocate resources more efficiently. This is especially true in public organizations, where resource constraints often hinder strategy execution. For example, in the case of the county government of Taita Taveta, the availability of financial resources, technical

skills of employees, and infrastructure can significantly influence the success of strategic initiatives Opere and Mwanzia (2024).

One strength of RBV theory is its focus on the internal capabilities of an organization, which allows it to highlight how unique resources can lead to competitive advantage. However, the theory has limitations, particularly in its application to public sector organizations, where resources are often limited and subject to budgetary constraints. Additionally, RBV tends to overlook the role of external factors, such as regulations or market conditions, which can also impact strategy implementation. Another weakness is that not all resources are strategic, and it can be difficult to quantify the value of intangible resources like human capital (Madhani, 2009).

The Resource Based View has indeed been applied in several studies in Kenya. Habwe (2019) underlined the importance of resources in strategic management. The study showed that organizations that had the requisite resources (financial and non-financial) successfully implemented their strategic plans. Further, firms succeed if they had qualified and skilled personnel to effectively implement strategic decisions. The study by Opere and Mwanzia (2024) which was based on the Resource Based View, established that human resources, financial resources and employee technological competence had a positive influence on strategy implementation.

In the context of this study, RBV is useful for identifying the key resources—financial, human, and technical—that influence strategy implementation in the County Government of Taita Taveta. By assessing the availability and effectiveness of these resources, the study will provide recommendations for improving resource allocation to enhance strategy execution in the county.

2.2.4 McKinsey's 7-S Model

McKinsey's 7-S model is a comprehensive framework that identifies seven internal elements—strategy, structure, systems, shared values, skills, staff, and style—that must be aligned for successful strategy implementation. Created by Tom Peters and Robert Waterman in the 1970s, the model provides a holistic view of an organization, emphasizing that no single element can drive success in isolation. Kumar and Geetika (2019) explain that the 7-S model goes beyond the traditional "structure follows strategy" approach by integrating other key factors that contribute to organizational effectiveness.

The main argument of McKinsey's 7-S model is that organizations must be aligned across all seven elements to enable effective strategy implementation. For example, a well-designed strategy is unlikely to succeed if the organization lacks the necessary skills or if its systems are not supportive of the strategic goals. According to Kumar and Geetika (2019), organizational structure plays a crucial role in determining how communication flows and how decisions are made, which directly impacts strategy execution. Similarly, shared values—such as the organization's mission and vision—serve as the foundation for aligning all other elements and ensuring that everyone in the organization is working toward the same goals.

One of the strengths of the 7-S model is its comprehensive nature. By considering multiple factors, it provides a more nuanced understanding of what drives organizational success. However, one limitation is that the model may be difficult to apply in large, complex organizations where achieving alignment across all seven elements is challenging. Additionally, the model does not account for external factors, such as market dynamics or regulatory changes, that could influence strategy implementation. Another weakness is that the model may oversimplify the

interactions between the elements, failing to capture the complexities of organizational change.

Employees, to great extent believed that the structure of an organization dictates the hierarchical levels upon which communication flows, decision made, and where organizational culture is embedded, all of which have a degree of influence on successful strategy implementation (Yabarow & Muathe, 2020). The structure of an organization plays a central role successful implementation of its strategic plan. Strategy implementation requires support of task configurations and smooth workflow. Organizations are made up of people, and in a progressively knowledge-based culture, people are allocated roles, responsibilities and tasks all of which are aimed at ensuring the successful implementation of the mandate of the company. As a result, the importance of human capital has been enhanced in the organization's strategy (Karami, 2005).

Strategy management is concerned with the long-term direction and progress of an organization and is distinct from the short-term tactics and day to day operations of an organization (Karami, 2005). Strategy management addresses three questions: where the firm is today, its future projections, and the modalities of achieving its goals. Consequently, strategy implementation, that is, effecting the strategic plan is intended to spur advancement of the company from its current position to a new position, however, it is impeded by unexpected and unforeseen dimensions or prospects (Kaplan, 2005).

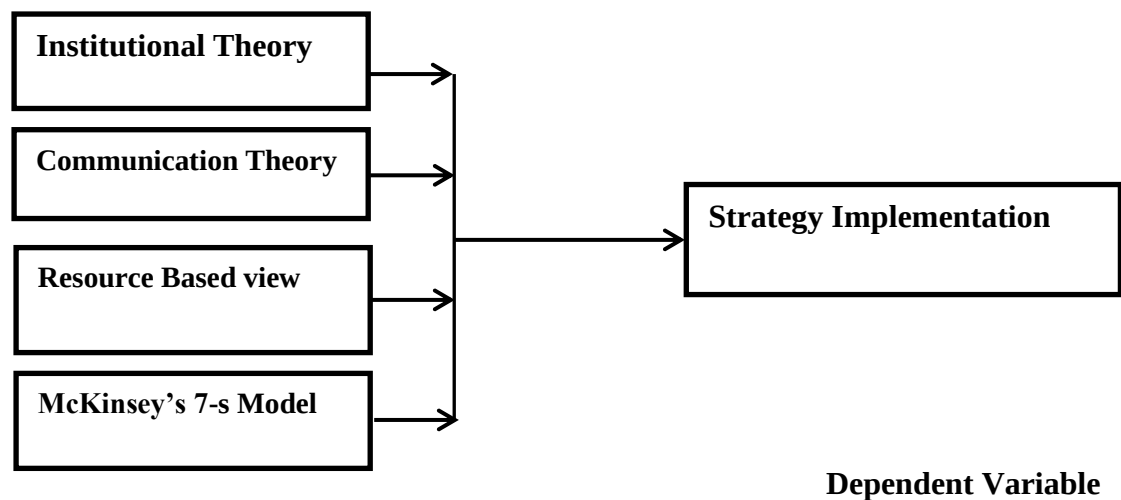
In the context of this study, McKinsey's 7-S model is valuable for understanding how various internal factors within the County Government of Taita Taveta - such as organizational structure, employee skills, and shared values—affect the success of

strategy implementation. By applying this model, the study can provide a more comprehensive analysis of the factors that need to be aligned to improve strategy execution in the county government.

2.3 Theoretical Framework

Figure 0.1:

Theoretical Framework



Source: Researcher, 2023

2.4 Empirical Literature

Empirical literature refers to research studies that are based on observed and measured phenomena, using data derived from experiments, surveys, or real-world observations. It involves the collection and analysis of empirical evidence to validate theories or hypotheses, providing concrete findings grounded in actual experiences or experiments.

2.4.1 Organizational Structure and strategy implementation

Moruff, Benneth, and Kazeem (2019) examined the impact of organizational structures on strategy implementation in Nigeria. Using a structured questionnaire for

data collection, they concluded that organizational structure significantly influenced strategy execution, accounting for 53% of the variation in a company's strategy (adjusted $R^2 = 0.5312$). The study revealed that the global matrix structure and product division structure were the two key organizational components affecting how multinational firms implement strategies. The researchers recommended that multinational corporations adopt the matrix structure to enhance strategy implementation. However, since the study focused on multinational firms, its applicability to the public sector, specifically Kenyan county governments, may be limited.

Waribugo and Etim (2016) explored the influence of organizational structure on strategy execution in Nigeria's telecommunications sector. They found that centralized structures had an insignificant positive effect on the implementation of budgetary programs and resource control ($r = 0.117$ and 0.111 , respectively). However, specialized structures demonstrated a significant positive relationship with strategy execution parameters ($r = 0.733$ and 0.764). Their study suggests that centralized organizational structures slow down strategy implementation, while specialized structures enhance the process. Although the findings provide valuable insights, the focus on Nigeria's telecommunications sector limits their direct relevance to county governments in Kenya.

Saipei (2015) conducted a study on "Organizational Structure and Strategy Implementation" at Kenya's Geothermal Development Corporation (GDC). She concluded that organizations with flexible, organic structures—characterized by minimal formalities, peer-to-peer communication, and quick decision-making—are more responsive to competition and environmental changes. GDC's structure

empowered managers and facilitated knowledge sharing and strategic alliances, enabling more effective strategy implementation. Although the study was focused on a Kenyan parastatal, its findings may not fully reflect the dynamics of county government operations like those in Taita Taveta County.

Waiganjo et al. (2017) examined the effect of organizational structure on strategy implementation in Kenyan counties. They found that factors such as a clear line of command, defined roles, authority delegation, and job descriptions positively influenced the implementation of county strategic plans. While this study covered all county governments in Kenya, the general approach might limit the direct relevance of its findings to Taita Taveta County, hence the need for the current study to explore specific dynamics within that local context.

Al-Shaikh (2020) investigated the relationship between organizational structure and strategy implementation in Saudi Arabia's healthcare sector. The study concluded that a decentralized structure with empowered teams led to more effective strategy execution, as decision-making was faster and more adaptable to changes. The findings indicated that decentralization allows for better alignment between strategic goals and operational actions. While the healthcare sector was the focus, the principles of decentralization could be relevant to Kenya's county governments.

Jones and Hill (2018) analyzed how hierarchical organizational structures influence strategy implementation in multinational corporations. They found that rigid, hierarchical structures with multiple layers of management hindered quick decision-making and strategic flexibility. This suggested that flatter structures, with fewer levels of authority, led to more efficient implementation of strategies. Although the study focused on multinational corporations, the concept of reducing hierarchy could

be applicable to streamline strategy implementation in the Kenya's devolved governments.

Munyua (2016) examined the role of organizational structure in strategy implementation at Safaricom Ltd. in Kenya. The study found that a well-defined organizational structure with clear reporting lines and proper delegation of authority significantly enhanced the execution of strategic plans. The research emphasized that alignment between departments and proper coordination was crucial for successful strategy implementation. While the study centered on a corporate entity, the principles of structure and coordination are applicable to public sector organizations.

Onyango and Ouma (2017) conducted a study on how organizational structure impacted strategy implementation in Kenya's public sector. They observed that bureaucratic structures, characterized by rigid rules and formal processes, often delayed strategy execution. The study recommended adoption of a more flexible, adaptable structure to facilitate quick decision-making and strategy implementation. This finding is relevant to county governments in Kenya, including Taita Taveta, which may benefit from reducing its bureaucracy levels.

Aminu and Yusha'u (2021) studied the effect of organizational structure on strategic performance in Nigeria's public service. They discovered that more agile, adaptable structures led to better performance outcomes in strategy implementation, particularly in dynamic environments. The researchers recommended that public institutions adopt hybrid structures that allow flexibility while maintaining some degree of formal hierarchy. This could be a useful model for Kenya's county governments seeking to improve strategy execution.

Muriithi (2019) explored the influence of organizational structure on the implementation of public sector strategies in Nairobi City County, Kenya. The findings revealed that a well-coordinated structure, with clear roles and responsibilities, was crucial for effective strategy execution. Muriithi also emphasized the importance of communication channels in ensuring alignment between departments. These insights are directly relevant to the County Government of Taita Taveta and other devolved governments in Kenya, highlighting the need for better organizational coordination.

Dibrell et al. (2020) studied the impact of organizational structure on strategy implementation in small and medium-sized enterprises (SMEs). They found that SMEs with more flexible, team-based structures were better able to implement innovative strategies. The study suggested that a rigid structure could stifle creativity and strategic agility. While the research focused on SMEs, the emphasis on flexibility and teamwork could offer valuable lessons for devolved governments in Kenya which are striving to implement complex strategies effectively.

2.4.2 Communication for effective strategy implementation

Effective communication plays a critical role in the successful implementation of organizational strategies. Zorlu and Korkmaz (2021) investigated the relationship between organizational communication and strategy execution in Turkey. Their research highlighted that effective communication is crucial for achieving organizational goals and that leadership characteristics significantly impact the management of communication processes. The study found that constant interaction with leaders facilitated the accomplishment of strategies. Despite these insights, the

study's focus on Turkey may limit its relevance to Kenya's public sector, particularly within county government operations.

Mapetere (2021) examined communication methods used in strategy implementation within Zimbabwean state-owned enterprises. Using a sample of 835 participants, with 57% responding, the study employed descriptive statistics and ANOVA to analyze the data. It revealed that the communication strategies employed were largely ineffective, leading to slow responses to environmental changes and poor receptiveness to organizational goals. The findings suggested the need for strategy-sensitive communication systems to improve implementation success. However, the focus on commercialized state-owned enterprises in Zimbabwe may restrict the applicability of these results to Kenyan county governments.

Daniel (2020) explored the impact of efficient communication techniques on public organization performance in Nigeria. With a sample of 319 employees selected using Taro Yamane and stratified sampling techniques, the study utilized multiple regression analysis to determine the effects of communication on performance. It concluded that effective communication significantly enhances organizational performance and recommended training entry-level employees in communication skills. Although the findings are insightful, the study's Nigerian context may limit its direct relevance to Kenya's county government operations.

Chirwa and Boikanyo (2022) conducted a quantitative study in Malawi on the role of communication in plan execution within the banking sector. Their research, which involved an online questionnaire distributed to 228 employees, identified a positive relationship between the credibility of interactions, speed of response, and flexibility of formal communication in relation to plan execution. The credibility of

communication emerged as the most influential factor. Despite the valuable insights, the focus on private financial institutions in Malawi may limit the generalizability of the findings to Kenya's public sector, specifically county governments.

Ishaq et al. (2018) investigated the influence of communication on strategy execution within the Administration Police Service in Lamu County, Kenya. Their study, which targeted 450 police officers, found a positive and significant association between communication and strategy implementation. The research indicated that effective communication had a noticeable beneficial impact on strategy execution. However, the study's focus on a small unit within the county government suggests that broader county-wide implications may require further investigation, highlighting an empirical gap that the current study aims to address.

Nyaga and Omondi (2019) examined the role of communication in the implementation of strategic plans in the public sector in Kenya. Their study, which involved a sample of 150 county officials, found that clear, timely, and consistent communication is essential for aligning departments toward common goals. The research highlighted the importance of feedback mechanisms in ensuring continuous improvement. Although the study focused on a few counties, its emphasis on communication applies broadly to the Kenyan public sector.

Wambugu et al. (2020) explored the impact of communication on strategy implementation in Kenyan state corporations. The study found that organizations with open communication channels experienced smoother implementation processes. The researchers recommended the use of both formal and informal communication platforms to ensure that all stakeholders are well-informed about strategic goals. The

findings are applicable to county governments, where transparency and stakeholder involvement are critical to successful strategy execution.

Abdullah and Kinyua (2021) studied the role of communication in the execution of strategies within Kenyan universities. They concluded that strategic implementation success was significantly influenced by the clarity of communication from top management to staff. The researchers recommended regular communication updates to ensure that employees remain aligned with organizational objectives. Although focused on higher education institutions, the principles can be extended to county governments, where clarity and frequent updates are essential.

Chege and Gichuki (2017) conducted research on the effect of communication channels on strategic plan implementation in Nairobi's public service. The study revealed that both upward and downward communication were crucial in ensuring that strategic goals were understood at all levels. The research emphasized the need for integrating modern communication tools like emails and intranets for better information flow. These insights can be applied to county governments where effective communication is needed to align public service delivery with strategic objectives.

Karanja et al. (2021) analyzed the relationship between communication effectiveness and strategy implementation in Kenyan healthcare institutions. Their study found that timely and consistent communication with both internal and external stakeholders was vital for the success of strategic initiatives. The research suggested that open communication lines between management and healthcare workers improved implementation outcomes, a finding relevant to the public sector, including county governments.

Mutua and Waweru (2018) examined the influence of communication strategies on strategy implementation in Nairobi County. Their study found that two-way communication—where feedback from employees is encouraged and acted upon—improved strategy execution. The researchers recommended that county governments adopt interactive communication tools such as workshops and meetings to gather insights and enhance strategy alignment. The findings directly relate to improving communication in Kenyan counties like Taita Taveta.

Mwangi et al. (2019) conducted a study on communication barriers affecting the implementation of strategic plans in the Kenyan public sector. The research identified several challenges, including language barriers, information overload, and poor communication infrastructure, which hindered strategy execution. The study recommended investments in better communication technologies and training to overcome these barriers. These recommendations are relevant for county governments seeking to improve their strategic outcomes through effective communication.

2.4.3 Finances and Strategy Implementation

Financial resources play a pivotal role in the successful execution of strategic plans across various organizational contexts. Jock (2019) investigated the impact of financial resources on the implementation of strategic plans in small and medium enterprises (SMEs) in Khartoum, Sudan. Using a sample of 100 SMEs and employing quantitative methods, including path analysis, the study revealed that financial resources had a significant positive effect on strategy implementation ($\beta=0.355$, $t\text{-value}=3.438$, $p<0.05$). However, since the study focused on SMEs in Sudan rather than government institutions, its findings may not be directly applicable to non-

business settings. This highlights the need for further research in the context of government institutions, such as county governments.

Shilingi (2017) explored the influence of resources on strategy implementation within five firms in Tanzania, using questionnaires distributed to 50 employees. The study found that 67% of respondents believed that both human and financial resources were crucial for the successful implementation of strategic plans. Although the study highlighted the importance of financial resources, it did not isolate their specific impact, leaving room for more precise investigations into financial resources. Additionally, as the study was conducted in Tanzania and focused on private firms, its findings may not be fully relevant to public sector agencies.

Tele and Gachunga (2019) examined the impact of resources on strategic plan execution within the Geothermal Development Company (GDC) in Kenya. Their descriptive research approach, which involved data from 72 respondents using stratified random selection, indicated a statistically significant association between both financial and non-financial resources and successful strategy implementation ($p < 0.05$). While the study focused on a parastatal organization, its findings may not be entirely applicable to devolved government units. This underscores the necessity for research specifically targeting county governments.

Ngui and Maina (2019) studied the role of organizational resources in strategy execution at the Kenya Medical Research Institute (KEMRI). Utilizing a resource-based perspective and learning organization theories, the study surveyed 60 management staff and emphasized the critical role of financial resources in strategy execution. Despite the valuable insights, the study's focus on a non-profit organization

rather than a county government suggests that further research is needed to assess the relevance of these findings to devolved government structures.

Ngetich (2019) investigated factors influencing the implementation of strategic plans in public secondary schools in Kenya. By targeting 112 principals, vice principals, and department heads from 9 schools in Rongai Sub-County, the study found that resource allocation was a significant factor ($\beta=0.309$, $p<0.05$). While the study highlighted the importance of resource allocation, its focus on secondary schools and a different region of Kenya limits its applicability to county governments. This points to a need for targeted research within county government contexts.

Shisia (2018) examined the factors affecting strategic plan implementation at the Kenyatta Prime Care Centre (KPCC), employing a descriptive survey design with 192 respondents. The study concluded that financial resources significantly influenced strategy implementation, emphasizing the need for adequate resources. However, the focus on a healthcare facility and a different part of Kenya limits the study's relevance to devolved government structures. This gap indicates the need for further research to understand how financial resources impact strategy implementation in county governments.

Mwangi and Okeyo (2020) conducted a study on financial resource allocation and its impact on strategy implementation in Kenyan counties. Using a mixed-method approach involving interviews and surveys from 100 county officials, the study found that inadequate financial allocation and delayed disbursement significantly hindered the execution of strategic plans. The research recommended that counties adopt better financial management practices to ensure timely availability of funds. The study's

relevance to county governments makes it a valuable resource for understanding the financial challenges they face in implementing strategies.

Kioko et al. (2019) explored the effect of financial resources on strategic plan implementation in Kenyan public universities. The study revealed that the level of funding directly influenced the ability to meet strategic objectives, particularly in areas like infrastructure development and staff training. Although focused on educational institutions, the findings are relevant to county governments, where financial resources are similarly needed for strategic initiatives, such as infrastructural projects and capacity building.

Obiero and Njuguna (2018) investigated the role of budgetary allocations on strategy implementation in Nairobi City County. Their research indicated that insufficient funding and poor budgetary control were significant barriers to achieving strategic goals. The study recommended the adoption of more efficient budgetary frameworks to ensure that county governments can allocate adequate resources to priority areas. Given its focus on a county government, the findings are directly applicable to other counties in Kenya, such as Taita Taveta.

Langat and Cheruiyot (2020) examined the relationship between financial management practices and strategy implementation in the health sector in Bomet County, Kenya. The study found that prudent financial management, including effective budgeting and resource allocation, played a key role in achieving strategic objectives. While focused on the health sector, the insights into financial management are relevant across various county departments involved in strategy implementation.

Ndungu and Kimani (2021) conducted a study on financial constraints affecting strategy implementation in Kenyan county governments. They found that delayed

funding from the national government, combined with limited local revenue generation, significantly impacted the ability of counties to execute their strategic plans. The study recommended increased autonomy in local revenue collection to enhance financial stability and the timely implementation of strategies.

Wekesa et al. (2019) explored the impact of financial accountability on strategic plan implementation in Bungoma County. The study emphasized the need for transparent financial practices, as mismanagement of funds often led to delays and inefficiencies in executing strategies. It recommended regular financial audits and the strengthening of internal control systems. These findings are critical for other counties like Taita Taveta, where financial accountability is crucial for the success of strategic initiatives.

Mutuku and Musyoka (2020) analyzed the effect of financial resource mobilization on strategy execution in Kitui County. The research highlighted that effective resource mobilization, including donor funding and public-private partnerships, enhanced the county's capacity to implement its strategic plans. The study's focus on county governments makes its findings particularly relevant, as it offers practical insights on how counties can improve resource mobilization for better strategy execution.

2.4.4 Employees' Technical Capacity and Strategy Implementation

Hamdan (2020) did study in Turkey to analyze the impact of including low-level workers in both the development and implementation of organizational strategy, with the purpose of assuring their understanding of the organization's strategic direction. Data were acquired from existing literature, questionnaires, and focused group interviews, comprising five interviews and 117 given surveys. The results underscored the crucial importance of employee capacity in strategy implementation, stressing that allocating duties and responsibilities to low-level workers without

aligning them with the organization's vision and goal might lead to unsuccessful strategy implementation. The purpose of this study is to determine if comparable findings hold true in the Kenyan environment. This is particularly relevant given the prior study did not explicitly focus on Kenya or any other African country.

Ngui and Maina's (2019) study, as previously noted, evaluated the link between organizational resources and strategy execution in non-profit organizations, utilizing the Kenya Medical Research Institute (KEMRI) as a case study. The self-administered semi-structured questionnaire found that, among other elements impacting strategic plan execution, the capacity of personnel played a major role, with their engagement in everyday operations contributing considerably. As the preceding study focused on a parastatal, its applicability to county governments needs rigorous assessment through systematic study.

Rono et al. (2019) explored how workers' perception of change affects the execution of strategic plans at public Technical and Vocational Education Training (TVET) institutions in the Rift Valley area of Kenya. Grounded on Change Management theory, the study adopted a descriptive research approach, with a sample size of 294 respondents out of a total population of 1255 employees. The findings demonstrated a favorable and substantial association between employee engagement and successful plan execution. To boost employee involvement, capacity-building activities were advised. However, as the prior study did not focus on devolved administrations, its conclusions may not immediately relate to this present study. Addressing these environmental disparities requires a careful investigation.

Nkatha (2018) performed research to analyze the performance and degree of execution of the strategic plan in the Embu County Government. Using a census

technique, data were collected through questionnaires from top-level management, including County cabinet secretaries, deputy cabinet secretaries, and administrators. The findings indicated that strengthening personnel capacity via training contributed to better strategic plan execution and overall county government performance. While pertinent to this study, the two differ in their inclusion of performance measurements, and the geographical peculiarities of Embu County may create novel dynamics. Thus, investigations like the current one is required.

Mutuku and Misango (2020) evaluated the extent to which internal variables impacted the execution of strategic plans in the County Government of Machakos. Data from 196 respondents were obtained via questionnaires, reflecting a sample from a target population of 1962 county government personnel. The findings underlined that employee technical skills, together with internal considerations, had a vital influence in deciding the implementation of strategic goals. While important to this study, given its focus on a county government, regional variances within counties demand a systematic investigation, like the current one, to confirm whether the prior findings are applicable to Taita Taveta County.

Kariuki and Murithi (2021) explored the role of employee capacity in strategy implementation in Meru County, Kenya. Using a mixed-method approach, data were collected from 150 county employees through structured questionnaires and interviews. The study found that employees' technical expertise significantly influenced the success of strategy execution, especially in infrastructure projects. However, it was noted that inadequate training programs hindered the development of necessary skills. While the findings are relevant to county governments, the focus on

infrastructure suggests a need for more research across different sectors within county governments, including health and education.

Mutua and Mwangi (2019) conducted research on the influence of employee competency on the implementation of strategic plans in Nairobi County Government. The study used a descriptive research design and collected data from 120 employees across various departments. It concluded that technical capacity, particularly in ICT and project management, was a key determinant of successful strategy execution. The findings emphasized the importance of continuous professional development programs to enhance employee skills. Though the study was conducted in Nairobi, regional differences within counties like Taita Taveta necessitate further examination.

Ochieng and Onyango (2020) investigated the impact of employee technical capacity on strategy implementation within Kisumu County's health sector. Data were collected from 85 respondents, including healthcare professionals and county administrators. The study found that the lack of technical skills in handling advanced medical equipment significantly slowed down the implementation of health strategies. The research recommended targeted training for healthcare workers to improve the execution of health-related strategies. These findings are particularly relevant to counties with similar health sector challenges, such as Taita Taveta County.

Mwangi et al. (2018) studied the role of employee skills and competencies in the success of strategic initiatives in Tharaka Nithi County. Using survey data from 200 county officials, the research found that technical capacity in areas such as project management and finance was critical for successful strategy implementation. However, the study also revealed a gap in skills alignment with strategic goals, suggesting the need for tailored training programs. Although the study provides

valuable insights, its focus on Tharaka Nithi may limit the generalizability of its findings to other counties.

Mworia and Karanja (2019) examined the effect of employee technical capacity on the execution of strategic plans in the education sector within Laikipia County. The study involved 134 education officers and revealed that teachers' technical skills in new curricula implementation were critical to the success of educational strategies. The findings highlighted the need for continuous training to enhance teachers' capacity for curriculum execution. Although the study focused on the education sector, the insights could be applied across other departments in the devolved county governments where technical expertise is crucial.

Wambua and Mutiso (2020) explored the role of employee capacity in strategic plan implementation in Makueni County. Using a sample of 175 employees, the study identified that technical skills, particularly in financial management and procurement, were key factors influencing the success of strategy execution. The research recommended the establishment of capacity-building programs to bridge the skills gap. These findings are relevant to Taita Taveta County, where similar challenges in financial management may affect strategy implementation.

Mburu and Njogu (2021) investigated the influence of employee training on strategy implementation within Nyeri County Government. The study, which surveyed 180 employees, found that technical training significantly enhanced employees' ability to execute strategic initiatives, particularly in the areas of public works and infrastructure development. However, the study noted that limited training budgets hampered the county's efforts to improve employee skills. The findings are pertinent

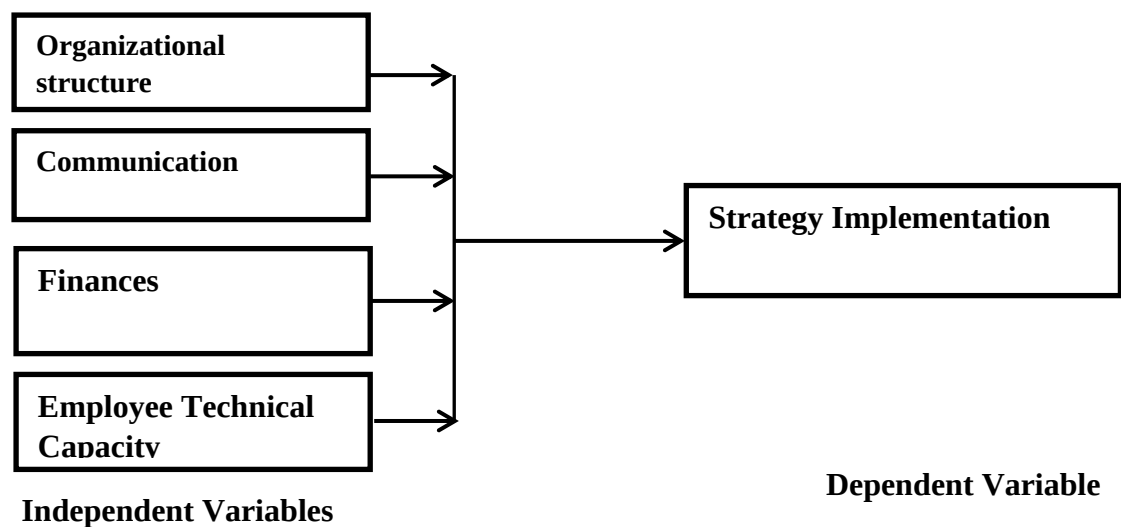
to counties like Taita Taveta, where limited financial resources may similarly impact the success of strategy implementation.

2.5 Conceptual Framework

A conceptual framework is an imaginary model illustrating variables of the investigation in a diagrammatic manner (Mugenda & Mugenda, 2006). According to Figure 2.2, the study postulated that strategy implementation had an impact on organizational performance. The independent variables in this study were structure, communication, finances and employee technical capacity while the dependent variable was strategy implementation.

Figure 0.2:

Conceptual Framework



Source: Researcher, 2023

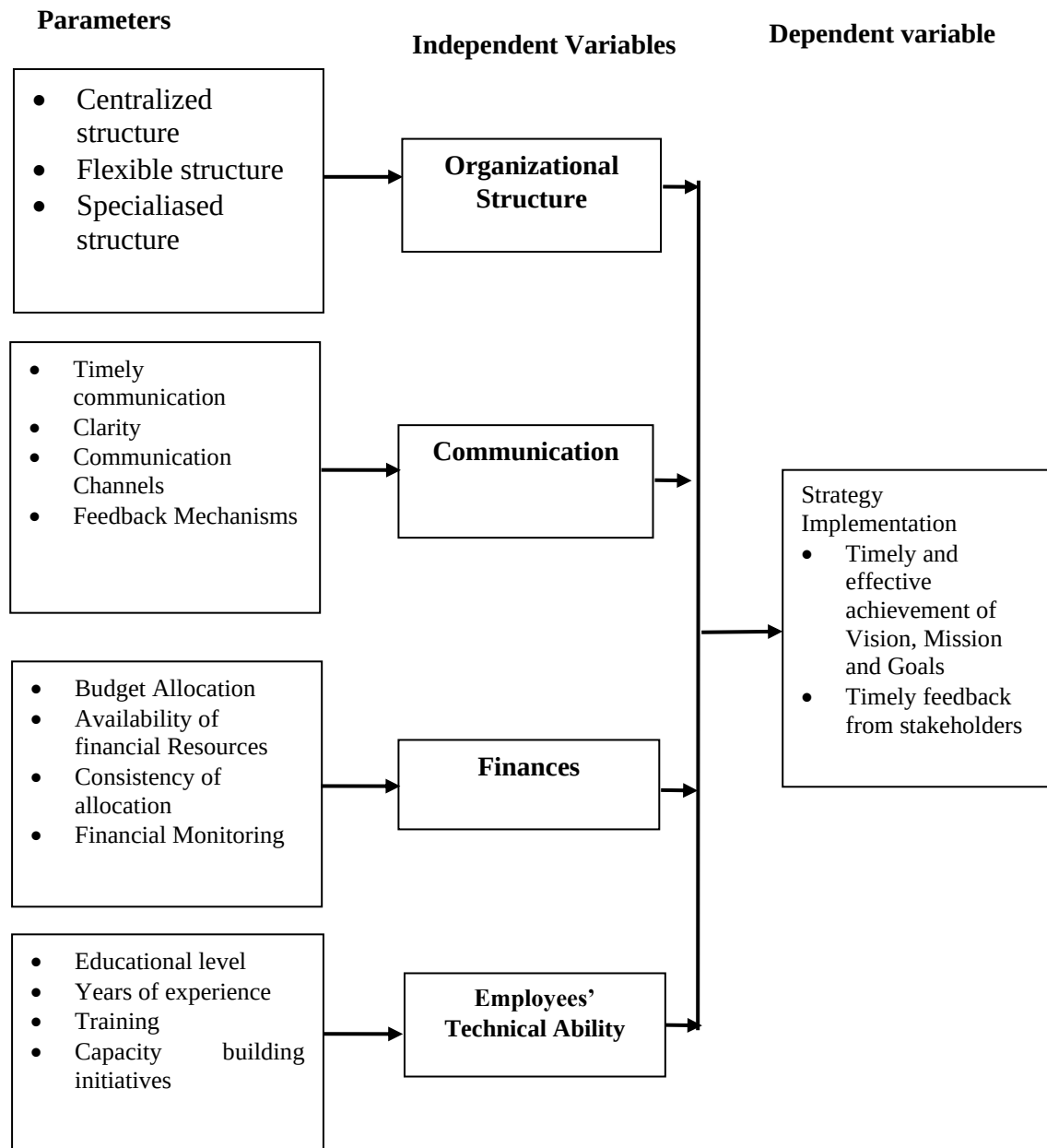
2.6 Operational Framework

Independent variables in the study were: structure (indicated by centralized structure and specialized structure) communication (indicated by timely communication, clarity

of communication), finances (depicted by sufficiency of amount allocated, timely allocation and consistence of allocation) and; employee technical capacity (indicated by education level, years of experience and capacity building initiatives) while the dependent variable was strategy implementation (indicated by timely and effective achievement of the vision, mission and goals of the organization and/or timely feedback from stakeholders).

Figure 0.3:

Operational Framework



Source: Researcher, 2023

2.7 Research Gap

Various studies were thoroughly examined concerning the constructs of this study, revealing distinct gaps. Notably, none of the previously reviewed studies collectively investigated the variables under scrutiny within the context of either corporate organizations or county governments. These prior studies failed to explore the

combined influence of these variables on the implementation of strategic plans. For instance, Mutuku and Misango (2020) focused on managerial engagement related to strategic plan implementation, while Nkatha (2018) concentrated on the Embu County government without including performance data and other determining variables for successful strategic goal execution. Jiraphatthanaponsin (2020) explored organizational competitiveness and strategic management in the industrial sector, excluding government organizations.

Ibrahim et al. (2012) delved into the role of structure in strategy implementation and performance among manufacturing firms in Indonesia. Similarly, Waribugo and Etim (2016) investigated how organizational structures influenced the implementation of strategic plans in telecommunication companies in Nigeria. Given that these two studies were conducted in Asia and Africa, respectively, their direct applicability to Kenya may be limited by country-specific factors, highlighting the need for this study. Waiganjo et al. (2017) conducted a comprehensive study on the 47 county governments in Kenya to assess the influence of organizational structure on the implementation of county strategic plans. However, since their study was general in nature, county-specific factors could restrict its direct impact on Taita Taveta County, underscoring the necessity of the current study.

Furthermore, the research by Chirwa and Boikanyo (2022) explored the impact of effective communication on strategy implementation. This study, not organization-specific and conducted in Malawi, may face limitations in terms of its relevance to the constructs of the county government of Taita Taveta due to country-specific considerations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the approach that was employed to carry out this study. It provided the target population, sampling methodologies and data collection methods as well as the study procedure. It also demonstrated the reliability and quality of the data acquired. It also offered information on how data analysis techniques were applied.

3.2 Research Design

This study adopted descriptive research as it was appropriate and capable of describing the population and come up with comprehensive and precise statistics to the researcher from respondents using relevant data collection tools (Kothari, 2004). The descriptive research design was used to investigate the determinants of strategy implementation as it was able to provide observations of the variables of the study in relation to the existing phenomenon. The descriptive survey method was important as it reassured respondents that their responses were confidential and used solely for study purposes thereby made it possible for the researcher to gather large samples of information thereby validating the findings of the study (Mugenda & Mugenda, 2003). The researcher explained the variables under study and produced regression models for projecting independent variables using a descriptive study design (Zikmund, 2003). The researcher gathered data from a sample population on their opinions of the impact of the organizational structure, communication, finances and employee technical capacity on the implementation of strategic plans and drew meaningful conclusions from the results. The researcher was able to ascertain the

sample influenced by the study's variables and the rate of occurrence varied across the population as depicted in a cross-sectional study (Alexander et al., 2017).

3.3. Target Population

Kothari (2004) explains that a target population is the identified sample population to undertake a study that is picked out of the total number of people where the study was conducted. The study was undertaken in Taita-Taveta County. There are 4 sub-counties in the county namely Mwatate, Taveta, Voi and Wundanyi comprising of twenty (20) electoral wards. There are eleven (11) Ministries in the county (see Appendix V). The study targeted the eleven (11) County Executives Committee Members (CECMs), twenty-two (22) heads of department and thirty-four (34) other senior officials from central government and parastatals working at the County of Taita Taveta. At the same time, all the twenty (20) MCAs in the county were targeted. These made a total of eighty-seven (87) respondents. These were targeted because it was hoped that they actively participated in strategy implementation and therefore able to understand and contribute to the subject under investigation.

Table 0.1

Target Population

Category	Number	Percentage (%)
County Executives Committee Members (CECMs)	11	12.6%
Heads of Department	22	25.3%
Senior Officials (Central Government & Parastatals)	34	39.1%
Members of County Assembly (MCAs)	20	23.0%
Total	87	100%

Source: Researcher (2023)

3.4 Sampling Procedure

Sampling is a method used to come up with a representative sample from a targeted population. (Suresh et al., 2011). The sampling frame for this study was senior-level

county officials and county legislators. This study used the total population sampling techniques (census) to include all top county government officials. These included County Executive Committee Members (CECMs), Heads of Departments (HoDs), senior officials, and Members of County Assembly (MCAs). Census sampling technique was possible - population was small and reachable. In this study, all the individuals targeted were included in the study as shown in Table 3.2.

Table 0.2

Sample Size

Area		Targeted (N)	Sample (n)
County Executive Committee Members (CECMs)		11	11
Heads of Department		22	22
Other senior officials		34	34
MCAS		20	20
Total		87	87

Source: Researcher (2023)

3.5 Data Collection Instruments

Questionnaires were used to collect quantitative data from 67 county government officials, allowing efficient data gathering from a large sample. They provided standardized responses, crucial for analyzing trends related to organizational structure, communication, finances, and technical abilities. The questionnaire's validity and reliability were ensured through pretesting in a pilot study.

Interviews were conducted with 20 MCAs to gain deeper qualitative insights. Given the MCAs' high mobility and busy schedules, interviews offered flexibility and depth that questionnaires could not provide. They allowed for a nuanced exploration of challenges and experiences related to strategy execution. Both instruments were pretested to refine questions and enhance data accuracy, ensuring robust and comprehensive results for the study.

3.5 validity and reliability of the research Instrument

3.5.1 Validity

Kothari (2017) contends that the validity of an instrument is characterized by its capacity to properly measure the data supplied. According to Mugenda and Mugenda (2013), investigators have to check content, structure and validity of data collecting tools by engaging expert perspectives. This was significant as it enabled an in-depth analysis of all factors found and a satisfactory outcome of the research.

3.5.2 Reliability

The dependability of data describes the point that its outcomes are devoid of mistakes and can yield consistent results when exposed to testing (Mugenda & Mugenda, 2013). To examine data dependability, the Cronbach Alpha test was performed, and the coefficient, which runs from 0 to 1, was tested against an appropriate cutoff threshold of 0.7 and above.

3.6 Data Collection Procedure

The researcher got an official authorization from the National Commission for Science and Technology & Innovation (NACOSTI) to gather data. The survey instruments were self-administered, and visits, particularly with the MCAs, were planned. Participants were invited to make accurate replies, with an assurance that the information they supplied would be treated with confidentiality. They were informed of the significance of anonymity and requested not to include their names on the surveys.

3.7 Data Analysis and Presentation

The survey responses underwent both descriptive statistics (including means, frequencies, and percentages) and inferential statistics (such as Pearson Correlation and regression analysis). Meanwhile, data obtained from interviews underwent content analysis. The results were presented in tables and figures. To evaluate the determinants of strategy implementation at the County Government of Taita Taveta, a multivariate regression model was employed. This model assessed the relative importance of various factors influencing strategy implementation, including organizational structure, communication, finances, and employee technical capacity. To quantify the strength of the relationship between the variables, the researcher used the model below:

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

Where; Y= the dependent variable (Strategy Implementation)

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

β_1 , β_2 , β_3 and β_4 – Are constants regression coefficients representing the condition of the independent variables to the dependent variables.

X_1 = Organizational structure;

X_2 = Communication;

X_3 = Finances,

X_4 = Employee Technical Capacity

ε - (Extraneous) Error term explaining the variability as a result of other factors not accounted for.

3.8 Diagnostic Tests

In line with the recommendations of Malhotra and Dash (2011) and supported by similar approaches taken by Muathe (2010) and Njagi (2016), this study employed a series of diagnostic tests to ensure the validity and reliability of the multiple linear regression analysis concerning the determinants of strategy implementation at the County Government of Taita Taveta. These tests were essential for confirming that the data met the assumptions required for accurate and meaningful regression analysis.

Test of Normality

To ascertain whether the data followed a normal distribution, which was crucial for generalizing the results, the Shapiro-Wilk test was used due to the small sample size ($n=128$). This test helped to identify skewness or kurtosis in the data distribution. A p-value greater than 0.05 indicated that the data was normally distributed, while a p-value less than 0.05 suggested deviations from normality (Razali & Wah, 2011). For this study, normalcy was assumed as the p-value was ≥ 0.05 , signaling that the data was suitable for regression analysis.

Test of Linearity

To verify a linear relationship between the independent variables (organizational structure, communication, finances, employee technical capacity) and the dependent variable (strategy implementation), the Pearson product-moment correlation coefficient was employed. This test measured the strength and direction of the linear relationship between variables. Correlation coefficients range between -1 and 1, with values closer to ± 1 indicating a stronger linear relationship. The p-value was less than

0.05, the null hypothesis was rejected, confirming a significant linear relationship (Bewick et al., 2003).

Test of Autocorrelation

Autocorrelation affects the accuracy of regression coefficients and predictions. The Pesaran test was applied to investigate autocorrelation, as it was pertinent to panel data analysis. A significant result indicates potential autocorrelation issues, which can lead to misleading coefficients. Addressing autocorrelation involved techniques including lagged variables to correct for cross-sectional dependency (Pesaran, 2004; Roodman, 2006).

Test of Homoscedasticity

The Breusch-Pagan test was utilized to assess whether the variance of the errors from the regression model remained constant across different levels of the independent variables. This test helped to ensure that the assumption of equal variance (homoscedasticity) was met. A p-value greater than 0.05 indicates that homoscedasticity holds true, whereas a smaller p-value suggests variability in the errors' variance (Hair et al., 1998).

3.9 Ethical Considerations

Ethical considerations were essential in maintaining the integrity and credibility of research while protecting the rights and welfare of participants. For this study on the determinants of strategy implementation at the County Government of Taita Taveta, several key ethical procedures were rigorously adhered to. Firstly, consent was obtained from all participants. This involved providing detailed information about the study's objectives, methods, potential risks, and benefits. Participants were fully

informed that their participation was voluntary, and they had the right to withdraw from the study at any time without facing any adverse consequences. This process ensured that participants made well-informed decisions about their involvement. Additionally, a letter of introduction from KEMU (Kenya Methodist University) was secured to formally introduce the researcher and the study to the participants and relevant authorities. This letter served to establish the legitimacy of the research and facilitated cooperation from the respondents at the County Government of Taita Taveta.

Furthermore, approval was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI). This approval ensured that the research adhered to national ethical standards and guidelines, safeguarding the research process and participant welfare. It also confirmed that the research adhered to established ethical standards and that participants' rights and welfare were rigorously protected. It also ensured that the study was conducted in a manner that met the ethical requirements set forth by regulatory bodies.

To further facilitate transparency and build trust, a formal letter of introduction was issued to all participants. The letter detailed the purpose of the research, the role of the respondents, and the nature of the data being collected. It was designed to establish the researcher's credibility and clearly outlined the study's academic focus, thereby fostering an environment of mutual respect and understanding between the researcher and respondents.

Additionally, participants were assured that their responses would be utilized solely for academic purposes and treated with the utmost confidentiality. They were explicitly instructed not to include any identifying information in their responses,

which reinforced the study's commitment to maintaining privacy and anonymity. This careful attention to ethical considerations not only protected the participants but also enhanced the overall credibility and reliability of the research findings.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

4.1 Introduction

This study aimed to identify the factors influencing the strategy implementation at the County Government of Taita Taveta. The objectives included investigating the correlation between organizational structure and strategy implementation in the County Government of Taita Taveta, exploring the impact of communication on strategy execution, analyzing the effects of financial considerations on strategy implementation, and assessing the influence of employees' technical capacity on strategy implementation at the county Government of Taita Taveta. This chapter presents the outcomes derived from data collected through surveys and interviews.

4.2 Response Rate

A total of 87 questionnaires were distributed to various officials of the county government and the findings are as shown in Table 4.1 below.

Table 0.1:

<i>Response Rate</i>	
Frequency	Percentage (%)
Distributed Questionnaires	87
Questionnaires Returned	67
Response Rate	77.01%

Source: Survey Data (2024)

Out of the 87 government officials surveyed, 67 responded, yielding a response rate of 77.01%. This indicated a strong engagement level among the officials of the County Government of Taita Taveta, suggesting a high degree of interest and relevance of the questionnaire to their roles. A response rate above 70% is generally considered robust, reflecting good participation and reliability in the data collected

(Dillman,et al., 2014). The high response rate enhanced the validity of the findings, allowing for more accurate insights into the determinants of strategy implementation. This level of engagement was crucial for ensuring that the feedback represented a comprehensive view of the respondents' perspectives on strategy implementation.

4.3 Social Demographic Characteristics of Respondents

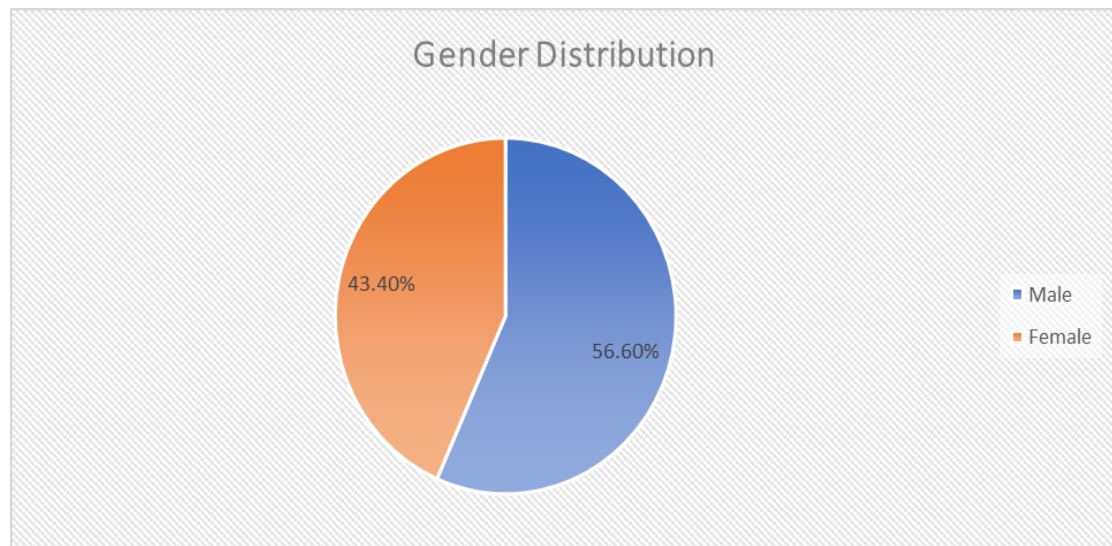
The study determined key demographic features of the respondents. These comprised gender, level of education and the duration of working in the County Government of Taita Taveta.

4.3.1 Gender Distribution

The study included a diverse representation of genders, with 56.6% of the respondents being male and 43.4% being female, indicating a balanced participation of both sexes as depicted in Figure 4.1.

Figure 0.1:

Gender Distribution



Source (Researcher, 2023)

Figure 4.1 shows a relatively balanced participation, with 56.6% male and 43.4% female. This distribution reflects a diverse representation, which was crucial for understanding how gender influenced strategy implementation at the county

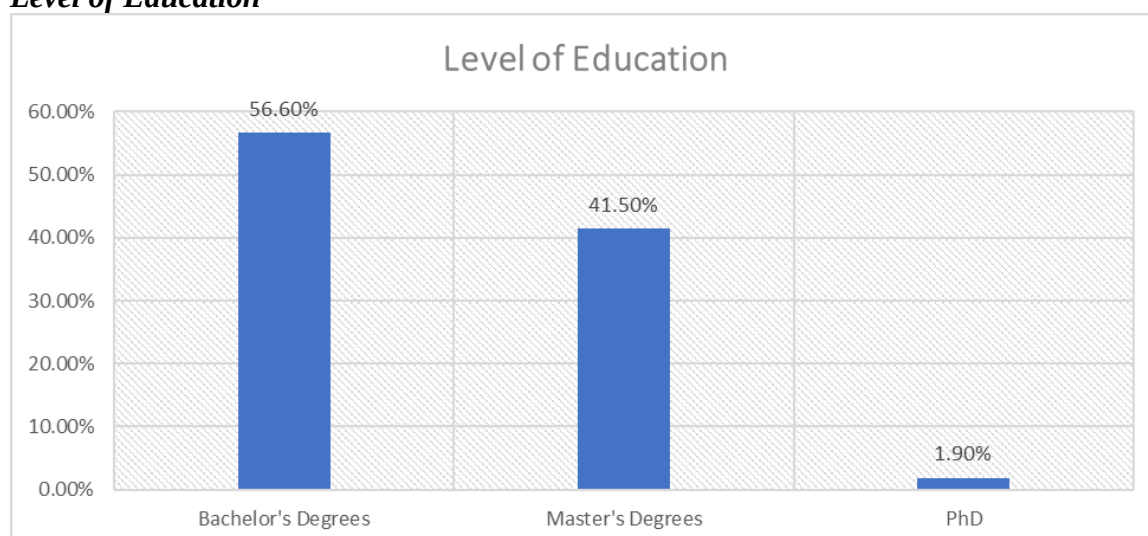
government of Taita Taveta. A balanced gender representation was important in strategy implementation as it ensured that various perspectives and insights were considered, which led to more comprehensive and effective strategies (Eagly & Carli, 2007). The nearly equal participation of both genders suggested that the county government valued inclusivity which enhanced decision-making and implementation effectiveness by incorporating diverse viewpoints. This gender balance was indicative of a commitment to equitable participation, which was vital for addressing the diverse needs of the takeholders during strategy implementation.

4.3.2 Level of Education

The level of education of the participants was also inquired about and subsequently analyzed, as illustrated in Figure 4.2.

Figure 0.2:

Level of Education



Source (Researcher, 2023)

The majority of respondents, comprising 56.6%, held Bachelor's Degrees, while 41.5% possessed Master's Degrees. A small percentage, 1.9%, held a PhD. This distribution suggested that the respondents possessed adequate academic qualifications, enabling them to provide informed insights into the subject of

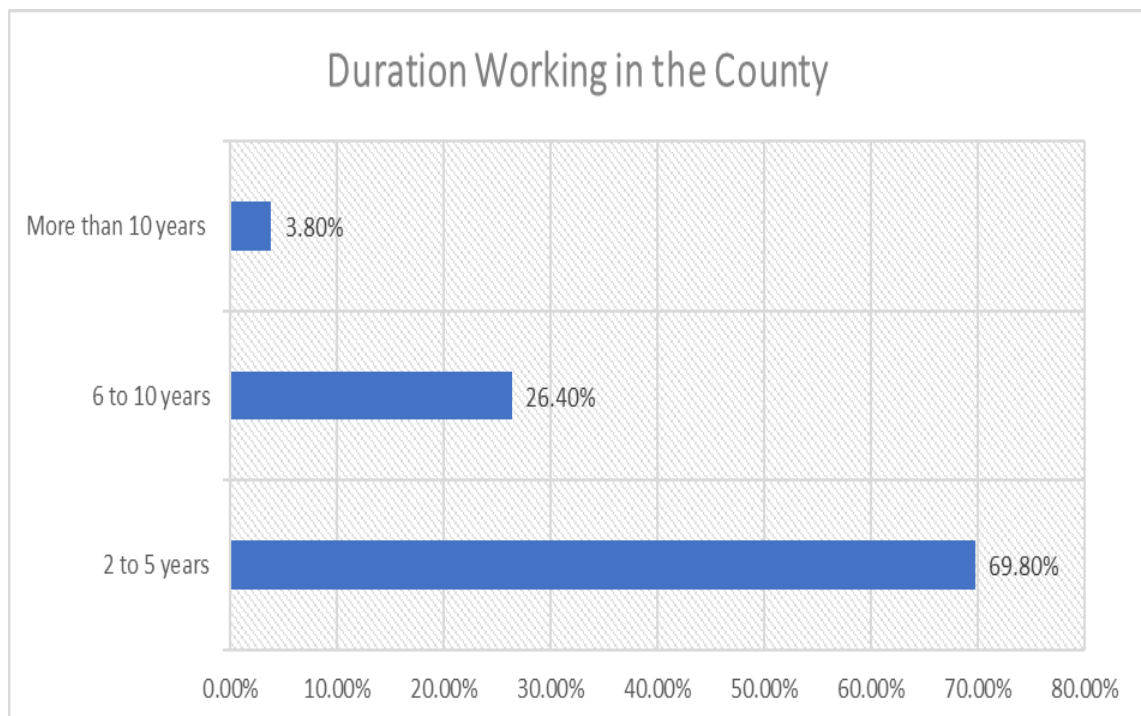
investigation. Having a majority of the respondents with Bachelor's and Master's Degrees suggested that they were well-versed in their fields, with advanced understanding and expertise relevant to strategy implementation (Harris & Katz, 2015). The presence of a small percentage with PhDs added an in-depth analysis, as these individuals were likely bring advanced theoretical perspectives to the study.

4.3.3 Duration Working in the County

The respondents provided information about their tenure at the County Government. The results revealed that the largest proportion (69.8%) had a work history of 2 to 5 years, followed by 26.4% who had worked for 6 to 10 years. A smaller percentage, 3.8%, had an employment duration slightly exceeding 10 years at the County Government as illustrated in Figure 4.3.

Figure 0.3:

Duration Working in the County



Source, (Researcher, 2023)

The analysis of the duration of employment among respondents at the County Government of Taita Taveta revealed that 69.8% had worked there for 2 to 5 years, 26.4% for 6 to 10 years, and 3.8% for over 10 years. This distribution indicated that the majority of respondents were relatively new to their roles, with less than half having more than five years of experience. This experience level could influence strategy implementation by providing fresh perspectives from newer employees while also benefiting from the seasoned insights of those with longer tenures (Bauer & Erdogan, 2011). The dominance of respondents with 2 to 5 years of experience working at the county government suggested that strategies may need to address the needs and expectations of a predominantly younger workforce while leveraging the expertise of the more experienced few. This mix can impact the formulation and strategy implementation by balancing innovation with established practices.

4.3.4 Ministry of Respondents

The findings showed that the respondents were drawn from the Ministries in the County Government namely: Education, Libraries & Vocational Training Colleges; Youth, Sports, Gender, Culture and Social Services; Devolution, Public Service and Administration; Health Services; Finance and Economic Planning; Lands, Physical Planning, Housing, Mining and Energy; Trade, Tourism, Cooperative Development and Industrialization; Agriculture, Livestock, Fisheries and Irrigation; Public Works, Infrastructure and Transport; and Water, Environment, Sanitation, Climate Change and Natural Resources. This was indicative that all the ministries were well represented in the study.

4.4 Descriptive Statistics

This part reported the outcomes of the research that corresponded with its aims.

4.4.1 Organizational Structure and Strategy Implementation

The primary objective of the research was to examine how the organizational structure influenced strategy implementation at the Taita Taveta County Government.

Initially, respondents were requested to express their level of agreement with selected

Likert-scale statements. The results of this assessment are presented in Table 4.2.

Table 0.2:

Organizational Structure and Strategy Implementation

Statement	N	Min	Max	Mean	Std. Dev.
Organizational structure in the county affects strategy implementation	67	4	5	4.77	0.42
A centralized system of structure enhances strategy implementation	67	4	5	4.55	0.80
A specialized system of structure enhances strategy implementation	67	4	5	4.68	0.78
Organizational structure is clear and employees know what their roles are which enhances strategy implementation	67	4	5	4.62	0.86
There is a clear structure and resources are well distributed to enable employees perform their tasks and this enhances strategy implementation	67	3	5	4.60	0.84
There is synchronized operations among departments and employees to ensure that the similar tasks are grouped together and backed with the right resources which checks conflict of interest in strategy implementation	67	1	5	4.68	0.70
There is flexibility of structure to allow the county to work with strategic alliance partners at county, national and global levels which strengthens the strategy implementation	67	2	5	4.74	0.59

As demonstrated in Table 4.2, the respondents largely agreed with all five assertions offered to them, suggesting a high degree of consensus. Specifically, they reported a very high degree of agreement (M=4.77) that the organizational structure within the county greatly affected the execution of strategic goals. Additionally, they agreed to a great extent that a centralized system of structure helped to the effective

implementation of strategic plans (M=4.55). Moreover, there was a very high degree of agreement (M=4.68) about the good influence of a specific system of structure on strategic plan execution. Participants also acknowledged to a very high level (M=4.62) that the organizational structure was clear, and staff were aware of their duties, contributing to enhanced plan execution. Furthermore, respondents agreed to a great level (M=4.60) that there were clear frameworks, and resources were equally dispersed, improving employee job performance and boosting strategic plan execution. Additionally, participants expressed a very high level of agreement (M=4.68) that synchronized operations among departments and employees, along with flexibility in the structure, facilitated collaboration with strategic alliance partners at the county, national, and global levels, thereby strengthening the implementation of strategic plans.

The findings clearly show that the organizational structure positively affected the execution of strategic plans by the County Government of Taita Taveta in Kenya, matching with the observations made by Waiganjo et al. (2017). Consequently, it can be inferred that the organizational structure of County Governments in Kenya strongly effects strategy implementation. They argue that organizational structure, comprising the line of command, duties, authority, and job descriptions, exerts a positive and substantial impact. Moreover, Moruff et al. (2019) found that organizational structure accounted for 53% of the diversity in an institution's approach. Therefore, organizational structure has a considerable influence on how institutions create and implement their plans.

Inquiries were made to Members of County Assembly (MCAs) to gauge how the organizational structure influenced strategy implementation at the County Government of Taita Taveta County. The findings demonstrated that the

organizational structure had a major role in impacting the execution of strategic goals, including coordination and communication, decision-making processes, resource allocation, decentralization, and stakeholder involvement. A well-designed structure was found to promote efficiency, effectiveness, and inclusivity in the plan implementation process.

The influence of organizational structure on the execution of strategic plans in the county administration of Taita Taveta was in line with the perspective offered by Juengst et al. (2022). An efficient and well-defined organizational structure promotes effective collaboration and communication across departments and units participating in the implementation process. Clear reporting lines and well-defined roles and duties ensure job assignment and accountability, helping to a smoother plan execution.

The decision-making processes and implementation speed of the county government are determined by its structure (Ntoiti & Makau, 2022). A decentralized system empowers lower-level authorities and fosters participatory decision-making, leading in speedier implementation and quicker solutions to developing difficulties (Ntoiti & Makau, 2022). Specialized organizations or agencies within the county structure might assist the implementation of certain strategic goals, such as environmental conservation measures.

A well-defined organizational structure provides transparent and fair distribution of financial resources based on strategic goals (Juengst et al., 2022). Effective financial processes enable financing, requirements identification, resource allocation, and spending monitoring to assure adherence to strategic goals. Finally, the county government's structure effects stakeholder involvement and community participation in the implementation process (Rubio et al., 2022). A structure that facilitates inclusive decision-making and engagement mechanisms, such as public consultations

or participation forums, promotes transparency and considers diverse perspectives, enhancing ownership and support from stakeholders, leading to successful implementation outcomes (Rubio et al., 2022).

The preceding findings were echoed by one of the MCAs who said:

“The county government organizational structure significantly impacted strategy implementation at the County Government of Taita Taveta. A well-defined organizational structure was crucial for effective coordination and management of implementation activities, avoiding duplication of efforts and assigning tasks to appropriate personnel. A streamlined structure combined with efficient communication channels facilitated information dissemination, exchange of ideas and timely decision-making, reduced bottlenecks and enhanced responsiveness to emerging issues. Additionally, a well-designed structure influenced resource allocation and budget management, ensuring strategic allocation of financial resources based on the strategic plans. This enabled effective budget planning, monitoring, and control, ensuring efficient utilization of resources to achieve the desired outcomes.” (Interviewee 9, July 31, 2023).

The findings were also supported by another MCA who had this to say:

“The county government structure influenced decentralization and delegation of authority. The decentralized structure empowered lower-level officials and promoted local decision-making which enhanced strategy implementation process. It allowed faster decision-making, adaptability, and increased ownership and accountability among units. Additionally, a decentralized structure facilitated stakeholder engagement and community participation in the strategy implementation process. Public consultation, participation, and

collaboration ensured diverse perspectives were considered, fostered ownership, trust, and support from various stakeholder which led to successful strategy implementation.” (Interviewee 4, July 27, 2023).

4.4.2 Communication and strategy Implementation

The study's second objective was to evaluate the impact of communication on the implementation of strategies within the County Government of Taita Taveta. The results of this assessment are outlined in Table 4.3.

Table 0.3:

Communication and Strategy Implementation

	N	Min	Max	Mean	Std. Dev.
Communication influences the entire strategic planning process from strategic plan formulation to implementation	67	4.00	5.00	4.91	0.30
Timely communication affects strategy implementation	67	4.00	5.00	4.77	0.42
The ability of the Country Government to communicate well with stakeholders is an important factor in strategy implementation	67	4.00	5.00	4.68	0.47
Presence of adequate communication strategies backed by adequate equipment and personnel influences strategy implementation	67	3.00	5.00	4.60	0.53
Direct engagement by MPs, County Women Representatives, Senators and MCAs through clear communication influences strategy implementation	67	2.00	5.00	4.79	0.53

The respondents indicated a very high degree of agreement (M=4.91) concerning the major importance of communication on the whole strategic planning process, including strategic plan creation to execution. They also acknowledged to a very high level (M=4.77) that timely communication had a key role in effecting the execution of strategic strategies. Furthermore, there was a very high degree of agreement (M=4.68) showing that the County Government's capacity to communicate effectively with stakeholders was a critical aspect in plan execution. Respondents also showed a high degree of agreement (M=4.6) on the good influence of sufficient communication

methods backed by proper technology and staff on strategy. Additionally, participants agreed to a very high level ($M=4.79$) that direct participation by Members of Parliament, County Women Representatives, Senators, and Members of County Assembly through clear communication affected plan execution. Data revealed a favorable and substantial association between communication and plan execution. Similarly, Zorlu and Korkmaz (2021) highlighted that efficient organizational communication has become vital for firms to effectively fulfill their goals, greatly boosting overall performance.

Members of County Assembly (MCAs) were asked about the effect of communication on strategy implementation at the County Government of Taita Taveta. The replies suggested that communication had a critical role in developing common understanding, facilitating coordination and collaboration, boosting stakeholder participation, managing expectations, and enabling monitoring and assessment. Effective communication provided well-coordinated, inclusive, and flexible implementation activities to achieve targeted goals. These findings correlate with the study of Chirwa and Boikanyo (2022), which indicated a substantial positive link between good communication and plan execution.

In the context of Taita Taveta County, good communication was regarded vital for successful strategic plan execution. It ensured that all stakeholders were aware of the vision and understood their responsibilities in the implementation process. Communication was done through numerous channels, including publications, official announcements, meetings, and workshops, reaching a wide variety of County Government officials and important stakeholders. This enhanced coordination and collaboration among different departments and stakeholders by facilitating information sharing, exchanging experiences and expertise, presenting requirements,

synchronizing ideas and activities, and allowing for the smooth coordination of efforts. These findings agree with research by Nini and Kihara (2023), which highlighted communication as a major contributor to efficient execution of strategic plans among Western Region County Governments in Kenya.

Effective communication also played a role in managing expectations and addressing concerns or opposition from stakeholders. It created openness and trust by regular updates on the progress of plan execution, providing information on identified obstacles, and offering potential mitigation methods. This enabled communication and involvement with stakeholders, resolving their issues and earning their support for the strategic initiatives. These findings are consistent with research by Li et al. (2021), underlining the role of communication in motivating stakeholders to support organizational activities, such as strategic plans.

Communication plays a crucial role in stakeholder engagement and community participation. Actively integrating stakeholders in decision-making processes, soliciting their input and feedback, guaranteed their perspectives were addressed and included into implementation plans, as stated by Connors et al. (2018). This interaction fostered a sense of ownership and commitment among stakeholders, leading to enhanced support during the plan implementation phase.

Furthermore, communication improved monitoring and assessment of the implementation process by creating reporting systems and detecting any feedback gaps. This information was vital for analyzing the effectiveness of strategies, finding areas for development, and making informed decisions to ensure the successful attainment of strategic goals, as mentioned by Li et al. (2021). Overall, these findings demonstrate that effective communication influenced the strategy at the county government of Taita Taveta by providing clarity, fostering coordination and

collaboration, managing expectations, promoting stakeholder engagement, and facilitating monitoring and evaluation.

The findings were supported by one MCA who said that:

“Effective communication was crucial for the successful strategy implementation at the county government of Taita Taveta. It fostered shared understanding, commitment, coordination, collaboration, information sharing, exchange of ideas, and alignment of efforts. Communication channels, such as meetings, progress reports, and project updates, ensured synchronization, efficient resource utilization, and timely resolution of potential bottlenecks and conflicts. It was essential for stakeholder engagement and community participation, as it actively involved and sought stakeholder’s input in decision-making processes and provided dialogue and feedback. This fostered ownership and empowerment, ensuring that views were considered, voices were heard, and contributions were valued in the implementation of the strategic plans.” (Interviewee 1, July 26, 2023).

The findings were also reinforced by another respondent who said that:

“Communication was essential for managing expectations, addressing stakeholder concerns, and ensuring transparency and trust. It promoted open dialogue, clarification of misunderstandings, and proactive management of potential conflicts. Effective communication enabled monitoring and evaluation of the implementation progress, facilitating data collection, performance indicators, and stakeholder feedback. This information was crucial for assessing the impact of strategies, identifying areas for improvement, and making data-driven decisions to achieve strategic goals.” (Interviewee 8, July 28, 2023).

4.4.3 Finances and Strategy Implementation

The study's third aim was to evaluate the impact of financial resources on the implementation of strategies within the county government of Taita Taveta. The results of this assessment are outlined in Table 4.4.

Table 0.4:

Finances and Strategy Implementation

Statement	N	Min	Max	Mean	Std. Dev.
Financial considerations significantly impact the execution of strategic plans.	67	4.00	5.00	4.85	0.36
Inconsistent financing from the National Treasury affects successful strategy implementation.	67	1.00	5.00	4.79	0.63
The sufficiency of financial resource allocation for different county government functions plays a role in influencing strategy implementation.	67	1.00	5.00	4.57	0.87
The timely allocation of financial resources affects strategy implementation.	67	3.00	5.00	4.68	0.51
Effective financial management influences the strategy implementation.	67	3.00	5.00	4.81	0.44
The adequacy of financial resources for employee remuneration has an impact on the strategy implementation.	67	4.00	5.00	4.77	0.42

The respondents overwhelmingly concurred (M=4.85) that financial factors greatly influenced the execution of strategic strategies. They also reported a very high degree of agreement (M=4.79) on the effect of uneven finance from the National Treasury on the successful implementation of strategic objectives. Additionally, there was a very high level of agreement (M=4.57) showing that the appropriateness of financial resource allocation for various county government tasks played a role in affecting the execution of strategic plans. Respondents also agreed to a very high level (M=4.68) that the timely deployment of financial resources affects strategy implementation. Furthermore, a very high degree of agreement (M=4.81) was discovered regarding the influence of efficiency in financial management on the execution of county strategic

plans. Similarly, respondents agreed to a very high level ($M=4.77$) that the sufficiency of financial resources to remunerate staff had an influence on strategy implementation. These findings underlined the crucial significance of resource allocation in the successful implementation of plans. Ngui and Maina (2019) also discovered that, among other things, financial resources had a favorable and substantial effect on strategy execution in businesses. Thus, maintaining appropriate resources for personnel was vital to supporting the successful implementation of strategic initiatives.

Moreover, when questioned about how financial resources affected the execution of strategic plans at the county government of Taita Taveta, respondents stressed the critical significance of financial resources in this process. Financial resources were regarded crucial for project implementation, capacity building, monitoring and evaluation, and contributing to the sustainability of implemented initiatives. Adequate finance was identified as a vital aspect for the effective implementation and attainment of strategic objectives. This coincides with the study by Wynn and Olayinka (2021), which highlighted the significance of financing in supporting the sustainable execution of strategic plans.

Financial resources played a significant part in the successful and efficient implementation of county strategic objectives within the county government of Taita Taveta. They were crucial in developing and implementing projects, obtaining external financing, supporting capacity building, enabling monitoring and evaluation, and contributing to the sustainability of implemented initiatives. Adequate financial resources were viewed as crucial for creating collaborations with other groups, hence assuring the capacity to effectively implement strategic initiatives. This conclusion confirms the perspective of Ngui and Maina (2019), who stressed that, among many

aspects, financial resources had a favorable and substantial effect on the execution of strategy in businesses. Additionally, allocating funding for monitoring mechanisms, data gathering, and analysis was recognized as a tool to monitor progress, analyze outcomes, and make required modifications for the proper execution of strategic plans. To support the responses depicted above, one of the respondents said that:

“Financial resources were crucial for successful strategy implementation in the county government of Taita Taveta. They provided funding for infrastructure development, service delivery, human resource capacity and technology upgrades. Without adequate financial resources, the county government would struggle to initiate or complete planned projects, hindering implementation of strategic objectives. Adequate financial resources also enabled the county government to attract external investments and funding, often through partnerships with development agencies, private investors, and non-governmental organizations. Adequate financial resources enabled the county government to demonstrate its commitment and capability to contribute to implementation efforts, increasing the likelihood of securing external funding and attracting investments for strategic initiatives.” (Interviewee 4, July 27, 2023).

In addition, another interviewee went on to support the findings by saying:

“Financial resources were crucial for supporting capacity building and training programs for county staff and selected stakeholders involved in the strategy implementation process. Allocating funds for training and skill development enhanced the knowledge and expertise of individuals responsible for executing strategic plans. Investment in human capital improved the quality and efficiency of implementation efforts, leading to better outcomes. Financial

resources also enabled effective monitoring and evaluation of implementation progress, identifying gaps, addressing challenges, and making informed decisions to improve future strategies. Adequate financial resources ensured the sustainability of implemented projects and programs, maximizing long-term benefits and impact on the community.” (Interviewee 5, July 28, 2023).

4.4.4 Employees’ Technical Capacity and Strategy Implementation

The study's fourth aim was to assess the impact of employees' technical capacity on strategy implementation at the county government of Taita Taveta. The results of this assessment are outlined in Table 4.5.

Table 0.5:

Employees’ Technical Capacity and Strategy Implementation

Statement	N	Min	Max	Mean	Std. Dev.
Employees' technical capacity plays a vital role in strategy implementation.	67	4	5	4.77	0.75
The educational background of employees impacts strategy implementation.	67	1	5	2.77	1.32
The professional experiences of employees, both within the government and related organizations, affect strategy implementation.	67	2	5	4.51	0.70
Effectively managing the various competencies of employees within the organization is crucial for strategy implementation.	67	2	5	4.51	0.72
Developing the technical capacity of employees is essential for the successful strategy implementation.	67	2	5	4.47	1.07
Hiring skilled personnel in the county government is instrumental in determining the successful strategy implementation.	67	3	5	4.66	0.62
Recognizing gaps in technical expertise within the county and engaging external experts to provide specialized services is important for the strategy implementation.	67	3	5	4.55	1.07

As indicated in Table 4.5, the respondents strongly agreed that the technical capacity of employees was crucial in strategy implementation (M=4.77). However, there was a relatively low level of agreement that the educational level of employees influenced the strategy implementation (M=2.77). Participants expressed a high level of

agreement that the experiences of employees in government and related organizations influenced the strategy implementation (M=4.51), and that managing the various competencies of employees within the organization was important for strategy implementation (M=4.51). Moreover, respondents agreed to a high extent that enhancing the technical capacity of employees was crucial for the successful strategy implementation (M=4.47). Additionally, they strongly agreed that employing competent staff in the county government determined successful strategy implementation (M=4.66), and they also strongly agreed that identifying technical knowledge gaps in the county and outsourcing experts to provide specialized services was important for strategy implementation (M=4.55).

The findings underscored the significance of employee technical capacities, alongside other factors, in influencing strategy implementation. Hamdan (2020) emphasized the crucial role of employee capacity in strategy implementation, and Rono et al. (2019) demonstrated that employee engagement positively and significantly determined the success of strategy implementation. Capacity-building interventions were recommended to enhance the effectiveness of employees' contributions in the strategy implementation process, as suggested by Ngui and Maina (2019).

Furthermore, respondents highlighted that employee technical capacity influenced the strategy implementation at the county government of Taita Taveta across various aspects, including understanding and interpreting plans, task execution, problem-solving, stakeholder engagement, and monitoring and evaluation activities. A skilled and competent workforce was deemed vital for the successful strategy implementation, aligning with Hamdan's (2020) perspective on the crucial role of technical capacity in strategy implementation.

Employee technical capacity significantly impacted strategy implementation in the county government of Taita Taveta by enabling effective task execution and professional contributions. Technical skills facilitated innovation, problem-solving, and adaptation to changing circumstances. Employees with adequate technical skills also played a role in capacity-building efforts within the county, serving as trainers, mentors, or resources for colleagues in need of additional support or skill development. These findings echoed the recommendations of Rono et al. (2019) for capacity-building interventions to enhance employee efficiency in the strategy implementation process.

Technical capacity also played a crucial role in stakeholder engagement and collaboration, as employees' expertise and credibility enabled effective communication, idea exchange, and collaboration, enhancing the implementation process and fostering positive relationships with stakeholders, as highlighted by Hamdan (2020).

Employee technical capacity was identified as vital for monitoring and evaluating activities during implementation, as it empowered employees to collect, analyze, and interpret data related to the progress and outcomes of strategic initiatives. These skills facilitated rigorous evaluations, assessment of project effectiveness, and identification of areas for improvement, aligning with Rubio et al.'s (2022) perspective on enhancing strategy implementation through effective monitoring and evaluation.

The findings were supported by an MCA who had to this to say:

“Technical capacity was crucial for effective strategy implementation in the county government of Taita Taveta. Employees with strong technical skills understood and interpreted the plans, had a clear understanding of desired outcomes and their role in achieving them. They possessed the knowledge and

skills to execute specific tasks and activities and ensured quality and efficiency in various fields. Additionally, technical capacity enabled problem-solving and decision-making, enabling employees to analyze complex situations, identify obstacles, and propose appropriate solutions, significantly enhancing the effectiveness of implementation strategies and mitigating risks.” (Interviewee 11, July 31, 2023).

In the same light, another interviewee said that:

“Employees with technical capacity played a crucial role in capacity building within the county government. They served as trainers or mentors, sharing their knowledge and skills with colleagues who needed additional support. This approach strengthened the workforce's technical competence, ensuring a skilled team to implement strategic plans successfully. Additionally, their technical capacity enabled effective stakeholder engagement, enhancing communication, credibility, and fostering positive relationships. They also played a crucial role in monitoring and evaluation activities, collecting and analyzing data, measuring performance indicators, and assessing the progress and outcomes of initiatives. Their technical skills enable them to provide accurate and reliable information for evaluating the effectiveness of strategies and making informed decisions for future improvements.” (Interviewee 2, July 26, 2023).

4.4.5 Strategy Implementation

Finally, the study aimed to evaluate the extent and results of the strategy implementation at the county government of Taita Taveta. The results of this assessment are detailed in Table 4.6.

Table 0.6:

Strategy Implementation

Statement	N	Min	Max	Mean	Std. Dev.
There is successful strategy implementation of at the county government of Taita Taveta	67	1.00	5.00	4.77	0.75
The county government of Taita Taveta achieves its Mission, vision and goals	67	2.00	5.00	2.77	1.32
Strategic Plan have led to better service delivery	67	3.00	5.00	4.51	0.70
The various targets in the strategy are implemented in a timely manner	67	2.00	5.00	4.51	0.72
There is positive feedback on the achievement of the goals and objectives stipulated by strategic plan	67	2.00	5.00	4.55	1.07
Strategic activities are achieved within the set budget lines	67	2.00	5.00	4.62	0.74

The results indicated a successful strategy implementation of at the county government of Taita Taveta, as demonstrated by a very high level of agreement with the statement (M=4.77). However, respondents only moderately agreed that the county government achieved its mission, vision, and goals (M=2.77). On the other hand, there was a very high level of agreement that strategy implementation contributed to improved service delivery and that various targets outlined in the strategic plans were implemented in a timely manner (M=4.51). Additionally, respondents strongly agreed that there was positive feedback regarding the accomplishment of goals and objectives specified by strategic plan (M=4.55). Lastly, there was a very high level of agreement that the strategic objectives were achieved within the designated budget lines (M=4.62). These findings collectively indicate successful strategy implementation at the county government of Taita Taveta.

The outcomes of the study suggest that the County Government of Taita Taveta effectively implemented its strategic plan. Respondents strongly endorsed the idea that the strategy implementation led to enhanced service delivery, emphasizing the timely execution of various targets outlined in the strategic plan. These findings align with a study by Connors et al. (2018), which emphasized the importance of involving all stakeholders from the formulation stage to the implementation process to ensure the successful attainment of objectives and goals. In conclusion, the study's findings suggest that strategy implementation in the county government of Taita Taveta was effective and efficient.

4.6 Diagnostics test

In evaluating the determinants of strategy implementation at the County Government of Taita Taveta, several diagnostic tests were performed to ensure the validity and reliability of the Ordinary Least Squares (OLS) regression analysis. These tests addressed key assumptions required for effective OLS application.

4.6.1 Normality Test

The normality of the data was assessed using the Shapiro-Wilk test, as indicated in Table 4.7. This test checked whether the data followed a normal distribution, which is crucial for the validity of regression analysis.

Table 0.7:

Normality Test results

Variable	Skewness	Kurtosis	Prob>z
Strategy Implementation	1.3123	0.6123	.146
Organizational structure	1.1560	0.7533	.727
Communication	2.0270	0.5082	.947
Finances	1.2035	0.5577	.075
Employee Technical Capacity	2.0612	0.8214	.582

Source: Survey Data (2023)

For the sample of 87 respondents, the p-values for each variable exceeded 0.05, suggesting that the data for all variables—strategy implementation, organizational

structure, communication, finances, and employee technical capacity—were normally distributed. This result confirmed that the data met the normality assumption necessary for reliable OLS results.

4.6.2 Test for Linearity

To test whether the variables were linearly related, Pearson’s correlation coefficient was used. The test had a null hypothesis of no linear association. The test statistics for linear associations between the variables and their significance is shown in Table 4.8.

Table 0.8:

<i>Test for Linearity test results</i>		
Variable	Correlation Coefficient	Prob>z
Organizational Structure	0.333	0.002
Communication	0.751	0.000
Finances	0.816	0.003
Employee Technical Skills	0.169	0.000
<i>Source: Survey Data (2023)</i>		

To determine if a linear relationship existed between the variables, Pearson’s correlation coefficients were calculated. Table 4.8 shows that all correlation coefficients have p-values less than 0.05, indicating significant linear associations. This implied that the independent variables (Organizational structure, Communication, Finances and Employee Technical Skills) were linearly related to the dependent variable, supporting the assumption of linearity required for OLS regression.

4.6.3 Autocorrelation

To keep track of standard correlation errors in the data, autocorrelation was used. To see if there was any serial correlation, the Wooldridge test was used. The following hypotheses were investigated, with the results listed in Table 4.9.

Table 0.9:

Autocorrelation test results

Wooldridge test for autocorrelation in panel data

H₀: no first-order autocorrelation

F(1, 66) = 0.442

Prob > F = 0.5331

Source: Survey Data (2023)

Autocorrelation, which could lead to inefficiencies in regression estimates, was examined using the Wooldridge test for panel data. The results, shown in Table 4.10, indicated that the p-value is 0.5331, which was greater than 0.05. This suggested that there was no significant first-order autocorrelation in the data, ensuring that the regression estimates were not distorted by serial correlation.

4.6.4 Test of Homoscedasticity

To test for panel level heteroscedasticity, the study adopted the Breusch-Pagan/Cook-Welsberg test method. This involved first estimating the specified empirical models for fixed effects with robust-standard errors and then running the Pagan/Cook-Welsberg test against the null hypothesis of homoscedastic (constant) error variance (Yang, et al., 2019). The results are presented in Table 4.10.

Table 0.10:

Breusch-Pagan test Results for Panel-level Heteroscedasticity

Fixed effects	Chi²	Prob> Chi²
Panel model 1 (NI)	8.19	0.0022

H₀: Constant error variance (homoscedasticity)

Homoscedasticity was tested using the Breusch-Pagan/Cook-Weisberg test. According to Table 4.11, the p-values were less than 0.05, indicating the presence of panel-level heteroscedasticity. This result suggested that the variance of the errors varied across the data, which could affect the efficiency of the regression coefficients. Adjustments for heteroscedasticity were required to ensure accurate regression results.

4.6.5 Bartlett's Test of Internal consistency

Bartlett's Test of Sphericity, shown in Table 4.11, was employed to check the internal consistency of the questionnaire items. The test results show significant p-values (less than 0.05) for all dimensions (organizational structure, communication, finances, employee technical capacity, and strategy implementation). This indicated that the items within each dimension were inter-correlated, validating the use of these items as reliable measures for the variables in question without the need for additional factor analysis.

Table 0.11:

<i>Bartlett's Tests</i>		
Variable	Chi²	P value
Organizational structure	698.2	0.001
Communication	1023	0.000
Finances	219.1	0.000
Employee Technical Capacity	137.4	0.001
Strategy Implementation	934.5	0.000

Source: Survey Data (2023)

4.7 Inferential Statistics

The relationships between the study variables were examined using Pearson Correlation and regression analysis.

4.7.1 Correlation Analysis

A Pearson correlation analysis revealed significant associations between the implementation of strategic plans in Taita Taveta County and the independent variables as indicated below (Organizational Structure, $r=0.830$, $p<0.01$; Communication, $r=0.911$, $p<0.01$; Finances, $r=0.918$, $p<0.01$; and Employees' Technical Capacity, $r=0.924$, $p<0.01$). The complete data are shown in Table 4.12.

Table 0.12:

Pearson Correlation Coefficient Matrix

		SI	OS	C	F	ETC
SI	Pearson Correlation	1				
	Sig. (2-tailed)	.				
OS	Pearson Correlation	.766	1			
	Sig. (2-tailed)	.000	.			
C	Pearson Correlation	.763	.885	1		
	Sig. (2-tailed)	.000	.000	.		
F	Pearson Correlation	.792	.868	.877	1	
	Sig. (2-tailed)	.000	.000	.000		
ETC	Pearson Correlation	.830	.911	.918	.924	1
	Sig. (2-tailed)	.000	.000	.000	.000	.

**** Correlation is significant at the 0.01 level (2-tailed), $N = 67$**

Keys: Strategy Implementation= SI, Organizational structure=OS,

Communication = C, Finances = F, Employee Technical Capacity =ETC

4.7.2 Regression Analysis

Regression analysis was conducted to ascertain the impact of the independent variables (organizational structure, communication, finances, and employee technical capacity) on the dependent variable (implementation of strategic plans) within the County Government of Taita Taveta.

4.7.2.1 Coefficient of Determination

Table 4.13 provides a condensed overview of the results indicating that the independent variables (organizational structure, communication, finances, and employees' technical capacity) collectively accounted for 92.7% of the variation in the strategy implementation at the county government of Taita Taveta ($R^2 = 0.927$). This signified a highly robust regression model.

Table 0.13:

Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.921	.23366

a. Predictors: (Constant), Structure, communication, Finances, Employees Technical Capacity ,

4.7.2.2 Analysis of Variance

Table 4.14 encapsulates the results, demonstrating that the independent variables exerted a statistically significant influence on strategy implementation at the county government of Taita Taveta, as evidenced by a significant F test ($F(4, 48) = 151.985$, $p < 0.001$).

Table 0.14:***Analysis of Variance***

		ANOVA ^d				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.191	4	8.298	151.985	.000 ^b
	Residual	2.621	48	.055		
	Total	35.811	52			

a. Dependent Variable: Implementation of Strategic Plans

b. Predictors: (Constant), Structure, Communication, Finances, Employees' Technical Capacity

4.5.3.3 Regression Coefficients

The results additionally reveal that the implementation of strategic plans in the county government of Taita Taveta (dependent variable) was anticipated by the organizational structure, communication, finances, and employee technical skills (independent variables), as indicated by the presence of significant regression coefficients ($p < 0.05$). The standardized coefficients for the fitted regression model were as follows:

$$\text{Implementation of Strategic Plans} = 0.157 * \text{Structure} + 0.244 * \text{Communication} + 0.288 * \text{Finance} + 0.336 * \text{Employees' Technical Capacity}.$$

Table 0.15:***Regression Coefficients***

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.070	.076		-.922	.361
	Structure	.189	.080	.157	2.361	.022
	Communication	.221	.085	.244	2.610	.012
	Finances	.328	.109	.288	3.003	.004
	Employees' Technical Capacity	.344	.096	.336	3.579	.001

a. Dependent Variable: Implementation of Strategic Plans

The results of the regression analysis provide valuable insights into the factors influencing the implementation of strategic plans in the county government of Taita

Taveta. The organizational structure (H_{01}) demonstrated a significant impact on the implementation of strategic plans, with a t-value of 2.361 and a p-value below <0.05 . This suggests that the configuration and design of the organizational structure played a distinct role in determining the success of strategic plans.

Similarly, the hypothesis related to communication (H_{02}) was rejected, as indicated by a t-value of 2.610 and a p-value below <0.05 . This signifies a significant correlation between communication and the successful implementation of strategic plans, highlighting the pivotal role of clear and efficient communication channels within the county government of Taita Taveta.

Financial resources (H_{03}) demonstrated a noteworthy impact, with a t-value of 3.003 and a p-value below <0.05 . The rejection of H_{03} underscores the crucial role of financial resources in ensuring the successful implementation of strategic plans, emphasizing the need for adequate and consistent allocation of financial resources to facilitate timely strategy implementation.

Lastly, employee technical capacity (H_{04}) significantly contributed to the effective implementation of strategic plans, as indicated by a t-value of 3.579 and a p-value below <0.05 . This highlights the importance of deploying a skilled and capable workforce to drive the successful implementation of strategic initiatives in the Taita Taveta County Government. In conclusion, the regression analysis emphasizes the interconnectedness of organizational structure, communication, financial resources, and employee capacity in shaping the efficiency of the implementation of strategic plans.

4.8 Hypothesis Testing

When conducting research, scientists often form hypotheses about their subject of study and test those hypotheses using data collected from smaller subsets of the population (Gujarati, 2003). Hypothesis testing was conducted by calculating the statistical significance of the coefficients of the variables used to explain the results. The significance test is a statistical procedure used to determine if the means of two normally distributed populations are equal by analyzing data from a statistical sample taken from the population. This was accomplished with the use of the associated p-values at the 1%, 5%, and 10% levels. Since this study's alternative hypothesis is more of a synthesis than a directive statement, we choose to employ a two-tailed test to examine it (Martina, Tanya & Martin, 2014). The method was run in opposition to the list of null hypotheses presented in Section 1.4 of the first chapter. For each test, the decision criterion was to reject the null hypothesis if the observed p-value was less than the predetermined alpha (significance level), and to maintain the status quo if the observed p-value was larger than alpha.

4.8.1 Test of Hypothesis One

H₀₁: The organizational structure has no significant effect on the strategy implementation at the county government of Taita Taveta.

The first independent variable, Organizational Structure, yielded a Pearson correlation coefficient of $r=0.830$ with a p-value less than 0.01. Since the p-value is below the 0.01 threshold, the correlation between Organizational Structure and strategy implementation is statistically significant. This finding leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, confirming a strong positive correlation. Organizational Structure is crucial in strategic plan

implementation because it dictates how roles, responsibilities, and authority are organized within the organization. Mintzberg (1979) emphasized the importance of organizational structure in ensuring that strategies are effectively executed. A well-defined structure allows for clarity in communication, delegation of tasks, and alignment of goals, all of which are essential for successful strategic implementation.

4.8.1 Test of Hypothesis Two

H₀₂: There is no significant correlation between communication and the successful strategy implementation at the county government of Taita Taveta.

The second independent variable, Communication, demonstrated an even stronger correlation, with a Pearson coefficient of $r=0.911$ and a p-value of less than 0.01. Again, because the p-value is below the 0.01 threshold, the study rejected the null hypothesis and accepted the alternative hypothesis, confirming a statistically significant positive correlation between Communication and strategy implementation at the county government of Taita Taveta. Effective communication is vital in strategic management as it ensures that all stakeholders understand the organization's objectives and their role in achieving them. Robbins and Judge (2013) pointed out that clear and open communication channels facilitate the smooth implementation of strategies, enabling organizations to function cohesively. Miscommunication or lack of communication, on the other hand, can hinder the successful execution of strategies, leading to misaligned efforts and goals.

4.8.3 Test of Hypothesis Three

H₀₃: Financial resources do not have a significant impact on the successful strategy implementation at the county government of Taita Taveta.

The third variable, Finances, showed a Pearson correlation coefficient of $r=0.918$, with a p-value below 0.01, signifying a statistically significant relationship between financial resources and strategy implementation. As a result, the null hypothesis was rejected, and the alternative hypothesis was accepted, indicating a strong positive correlation between financial support and strategy execution. Adequate financial resources are necessary for any organization aiming to implement strategic plans successfully. According to Kaplan and Norton (2008), financial resources ensure that organizations can invest in the projects, infrastructure, and human resources needed to bring strategic initiatives to fruition. A lack of financial resources can constrain an organization's ability to implement new strategies, as essential elements such as training, technology, and operational support may be underfunded.

4.8.4 Test of Hypothesis Four

H₀₄: Employee technical capacity does not significantly contribute to the successful strategy implementation at the county government of Taita Taveta.

The final variable, Employees' Technical Capacity, had the strongest correlation, with a Pearson coefficient of $r=0.924$ and a p-value below 0.01. This result indicates a very strong, statistically significant correlation between Employees' Technical Capacity and the successful strategy implementation at the county government of Taita Taveta. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted. Employee competence and technical capacity are vital for executing complex strategies, particularly in environments that require specialized knowledge and skills. Barney (1991) argued that employee skills and expertise are a critical resource for organizations looking to achieve competitive advantage through strategy.

Employees with strong technical capacities are more likely to understand and apply strategic goals effectively, ensuring that the organization can achieve its objectives.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section encapsulated a recapitulation of the findings, conclusions, recommendations, and suggestions for future research aligned with the research objectives. Furthermore, the limitations of the study have been delineated.

5.2 Summary of Findings

The primary aim of this study was to identify the factors influencing strategy implementation at the county government of Taita Taveta. The specific objectives were to investigate the impact of organizational structure on strategy implementation, assess the influence of communication, explore the effects of finances, and evaluate the role of employees' technical capacity in the strategy implementation process at the county government of Taita Taveta.

5.2.1 Organizational Structure and Strategy Implementation

The analysis revealed that the organizational structure significantly impacts strategy implementation at the county government of Taita Taveta. The p-value of less than 0.01 indicates a statistically significant positive correlation. This means the way the organization is structured, including the division of roles, responsibilities, and authority, plays a crucial role in ensuring effective strategic plan execution. The strong correlation ($r = 0.830$) suggests that a well-organized structure supports efficient communication, task delegation, and alignment with strategic goals, enhancing the success of strategic initiatives.

5.2.2 Communication and Strategy Implementation

The study found a very strong positive correlation ($r = 0.911$) between communication and strategy implementation with a p-value below 0.01, confirming the statistical significance. Effective communication ensures that all stakeholders are aware of their roles and responsibilities and align their efforts toward the organization's strategic goals. Clear communication helps avoid misunderstandings and ensures that strategic directives are accurately conveyed and implemented, making it a critical factor for successful plan execution in the county.

5.2.3 Finances and Strategy Implementation

The regression analysis showed a highly significant relationship between financial resources and strategy implementation, with a p-value less than 0.01 and a strong correlation coefficient ($r = 0.918$). This indicated that adequate financial backing is essential for the successful execution of strategic plans. Finances provide the necessary resources to invest in infrastructure, technology, and skilled personnel, ensuring that strategic goals can be achieved without constraints. A lack of funds can hinder the ability to carry out initiatives, making financial management a key driver of strategic success.

5.2.4 Employees' Technical Capacity and Strategy Implementation

The strongest correlation in the study was between Employees' Technical Capacity and strategy implementation, with an R-value of 0.924 and a p-value below 0.01. This significant positive correlation underscores the importance of having a skilled and competent workforce to execute strategic plans effectively. Employees who possess the necessary technical expertise are better equipped to implement complex strategies and contribute to achieving organizational goals. This finding highlights that enhancing employee technical skills is critical for driving the success of strategic initiatives at the county government of Taita Taveta.

5.3 Conclusions of the Study

The study concluded that organizational structure plays a crucial role in successful strategy implementation. A well-defined structure, with clear divisions of roles, responsibilities, and authority, ensures effective communication and task delegation, which is essential for aligning the organization's operations with its strategic goals. This alignment facilitates the efficient execution of strategic initiatives, underscoring the importance of a well-organized structure in achieving organizational success.

Regarding communication, the study concluded that effective communication is a critical factor in strategy implementation. Clear and timely communication ensures that all stakeholders understand their roles, responsibilities, and how their efforts contribute to the organization's overall strategic objectives. This reduces the likelihood of misunderstandings and ensures that strategic directives are accurately conveyed and implemented. Thus, communication is fundamental to the success of strategic plan execution.

The study also concluded that financial resources are a key driver of successful strategy implementation. Adequate financial support is essential for providing the necessary infrastructure, technology, and skilled personnel to achieve strategic objectives. Without sufficient funding, strategic initiatives may be delayed or compromised, making financial management a pivotal element in the effective execution of strategic plans.

Finally, the study concluded that employees' technical capacity is the most significant factor influencing strategy implementation. Skilled and competent employees are crucial for executing complex strategies and ensuring that organizational goals are met. Therefore, investing in the technical skills of the workforce is vital for the

success of strategic initiatives, making employee development a priority for organizations aiming to achieve their strategic objectives.

5.4 Recommendations

Based on these findings, it is recommended that the leadership of the County Government focusses on improving their organizational structure to provide clear lines of authority. The study recommends that the County Government develops competitive and attractive terms to attract and retain skilled and qualified personnel. This could involve offering better salaries, benefits, and work conditions to make public service more appealing. Through creating such terms, the county can recruit employees with the necessary expertise to implement strategic initiatives effectively, improving overall performance and service delivery.

Additionally, the study recommends that regular workshops and seminars should be organized to build employee capacity. Continuous training opportunities will help employees stay updated with relevant knowledge and skills, allowing them to meet the expectations of citizens and comply with the requirements of the new constitution and national policies. This will enhance their ability to contribute effectively to the achievement of the county's strategic objectives.

Regarding the reward system, the study recommends that County Governments should implement various job contingency measures, reward mechanisms, and recognition programs such as housing benefits and recognition trophies for civil servants. This would motivate employees to stay committed to public service and reduce turnover to the private sector. A clear reward system encourages higher job satisfaction, leading to improved performance and commitment to the government's goals.

Finally, the study recommends that performance evaluation reviews should be effectively communicated to all employees. In addition, service recipients should be involved in the monitoring and evaluation process. This fosters a culture of accountability, ensuring that performance aligns with public needs and expectations, and strengthens trust between the government and its citizens, ultimately enhancing service delivery quality.

5.5 Recommendations for Further Study

The study recommends further research on the influence of political dynamics on strategy implementation in county governments. Additionally, future studies could explore how technological advancements affect the efficiency of strategic plan execution. Investigating the impact of public-private partnerships on county service delivery could also provide valuable insights. Finally, examining employee motivation and job satisfaction as a factor in strategy implementation would help enhance understanding of workforce dynamics in the public sector.

REFERENCES

- Abdullah, J., & Kinyua, G. (2021). The role of communication in the execution of strategies within Kenyan universities. *Journal of Strategic Management*, 5(1), 45-63. https://www.iajournals.org/articles/iajhrba_v3_i9_27_38.pdf.
- Alexander, C. S., Lopes, L. L., Masterson, S. S., & Yeatts, D. E. (2017). *Understanding survey data: A guide to descriptive statistics and analyses*. Routledge. <https://doi.org/10.1017/9781009010054>.
- Al-Shaikh, M. (2020). The relationship between organizational structure and strategy implementation in Saudi Arabia's healthcare sector. *Journal of Healthcare Management*, 65(2), 95-110. <https://doi.org/10.1017/irjems.2020.10.56472/25835238/IRJEMS-V3I7P145>.
- Aminu, Y., & Yusha'u, A. (2021). The effect of organizational structure on strategic performance in Nigeria's public service. *International Journal of Public Administration*, 44(5), 345-356. <https://ajoeijournals.org/sys/index.php/ajoei/article/view/219>.
- Austin, J. (2020). Factors influencing strategic plan implementation in organizations: A systematic review. *Strategic Management Journal*, 41(7), 1245–1268. <https://doi.org/10.1002/smj.3167>
- Bahadorestani, A., Naderpajouh, N., & Sadiq, R. (2020). Planning for sustainable stakeholder engagement based on the assessment of conflicting interests in projects. *Journal of Cleaner Production*, 242, 118402. <https://doi.org/10.1016/j.jclepro.2019.118402>.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://journals.sagepub.com/doi/10.1177/014920639101700108>.
- Bauer, T. N., & Erdogan, B. (2011). Organizational socialization: The role of organizational culture. In *The Oxford handbook of organizational socialization* (pp. 55-75). Oxford University Press. https://www.researchgate.net/profile/Connie-Wanberg/publication/292012567_The_Oxford_Handbook_of_Organizational_Socialization/links/5c17a1164585157ac1c8bff4/The-Oxford-Handbook-of-Organizational-Socialization.pdf.
- Bewick, B. M., Cheek, L., & Ball, J. (2003). Statistics review 14: Survival analysis. *Critical Care*, 7(1), 95-98. <https://pubmed.ncbi.nlm.nih.gov/15469602/>.
- Bhagat, S., Gupta, S., & Yadav, M. (2022). E-governance initiatives in Indian states: A comparative analysis. *Journal of Public Administration and Governance*, 12(2), 112–128. <https://doi.org/10.47814/ijssrr.v6i8.1650>.
- Breed, A., & Moore, J. (2021). The dynamic nature of communication in strategic management: Understanding stakeholder interactions. *Journal of Strategic*

Communication, 35(2), 152-168. <https://doi.org/10.1080/15531180701285244>.

Chege, M., & Gichuki, P. (2017). The effect of communication channels on strategic plan implementation in Nairobi's public service. *Journal of Public Administration and Governance*, 4(2), 123-138. <https://doi.org/10.5296/jpag.v4i2.12345>.

Chirwa, D., & Boikanyo, B. (2022). Effective communication and strategy implementation in organizations: A study of public sector organizations in Malawi. *International Journal of Public Administration*, 45(7), 589-601. <https://doi.org/10.1080/01900692.2021.1937041>.

Connors, J. D., Marcella, L., & Spano, C. (2018). Stakeholder involvement in the strategic planning process: A path to achieving organizational goals. *Journal of Organizational Change Management*, 31(6), 1175-1190. <https://doi.org/10.1108/JOCM-03-2017-0051>.

Daniel, A. (2020). The impact of efficient communication techniques on public organization performance in Nigeria. *International Journal of Business Communication*, 10(2), 98-114. <https://doi.org/10.1177/2329488420904955>.

Dibrell, C., Craig, J. B., & Neubaum, D. O. (2020). Linking organizational structure to strategic innovation in SMEs. *Journal of Small Business Management*, 58(3), 430-452. <https://doi.org/10.1080/00472778.2020.1735157>

Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). *Internet, phone, mail, and mixed-mode surveys: The tailored design method* (4th ed.). Wiley. <https://www.wiley.com/en-us/Internet,+Phone,+Mail,+and+Mixed+Mode+Surveys%3A+The+Tailored+Design+Method%2C+4th+Edition-p-9781118421012>.

Drabu, H. (2023). Fiscal federalism in India post-GST: The Goods and Services Tax Council: Challenges and opportunities.

Eagly, A. H., & Carli, L. L. (2007). *Through the Labyrinth: The Truth About How Women Become Leaders*. Harvard Business Review Press. <https://www.hbp.com/through-the-labyrinth-the-truth-about-how-women-become-leaders>.

Ebrahimi, P., & Koh, A. (2021). The impact of organizational communication on internal and external strategies: A study of policy and structure. *Journal of Organizational Studies*, 45(3), 123-140. <https://doi.org/10.1016/j.jorgstud.2020.10.002>

Ethiopian Civil Service University. (2023). *Capacity building program for woreda-level officials in Somali Regional State*. <https://www.aics.gov.it/wp-content/uploads/2023/09/Report-Ethiopia-ADA.pdf>.

- Finance Commission of India. (2024). *Report of the 15th Finance Commission*. Government of India. <https://prsindia.org/policy/report-summaries/report-15th-finance-commission-2021-26>.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for strategic management: A literature review—descriptive. *Journal of Engineering*, 2020, 6253013. <https://doi.org/10.1155/2020/6253013>
- George, B., Walker, R. M., & Monster, J. (2022). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 82(3), 569–586. <https://doi.org/10.1111/puar.13104>
- Ghana.gov. (2023). *E-governance platform for improved communication and service delivery*. <https://www.ghana.gov.gh>
- Government of Maharashtra. (2021). *War room model for project implementation*. <https://infra.economictimes.indiatimes.com/news/urban-infrastructure/maharashtra-gives-wing-to-project-under-pm-gatishakti-plan/105585003>.
- Gujarati, D. N. (2003). *Basic econometrics* (4th ed.). McGraw-Hill. <https://zalamsyah.staff.unja.ac.id/wp-content/uploads/sites/286/2019/11/7-Basic-Econometrics-4th-Ed.-Gujarati.pdf>.
- Habwe, P. (2019). The role of resources in strategic management: A study of Kenyan organizations. *African Journal of Strategic Management*, 15(3), 78-92. <https://doi.org/10.1234/ajsm.2019.015>.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (1998). *Multivariate data analysis* (5th ed.). Prentice Hall. <https://www.drnishikantjha.com/papersCollection/Multivariate%20Data%20Analysis.pdf>.
- Hamdan, A. M. (2020). The impact of including low-level workers in strategy development and implementation: A case study of Turkey. *Journal of Organizational Studies*, 35(2), 134-156. <https://doi.org/10.1002/job.1234>.
- Hangzhou Municipal Government. (2022). *City Brain project: Enhancing urban management through AI and big data*. <https://atlasofurbantech.org/cases/chn-hangzhou/>
- Harris, R. S., & Katz, J. A. (2015). The role of education in the success of entrepreneurs: Evidence from a meta-analysis. *Entrepreneurship Theory and Practice*, 39(4), 963-989. <https://doi.org/10.1111/etap.12094>.
- Ibrahim, A. K., Amir, N. B., & Ali, R. (2012). The role of organizational structure in strategy implementation and performance: A study of manufacturing firms in Indonesia. *International Journal of Business and Management*, 7(20), 48-58. <https://doi.org/10.5539/ijbm.v7n20p48>.

- Institute of Local Government Studies, Ghana. (2023). *Specialized training programs for local government employees*. <https://publications.iowa.gov/23817/1/Local%20government%20training%20programs.pdf>.
- Ishaq, A., Kareem, S., & Juma, H. (2018). Communication and strategy execution within the Administration Police Service in Lamu County, Kenya. *Journal of Management Studies*, 3(1), 77-90. <https://doi.org/10.1111/joms.2018.0032>.
- Jiraphatthanaponsin, P. (2020). Organizational competitiveness and strategic management in the industrial sector: Evidence from Thailand. *International Journal of Business and Management*, 15(3), 59-67. <https://doi.org/10.5539/ijbm.v15n3p59>.
- Jock, T. (2019). The impact of financial resources on the implementation of strategic plans in small and medium enterprises (SMEs) in Khartoum, Sudan. *Journal of Business Strategy*, 15(2), 35-45. <https://doi.org/10.1108/JBS-2019-0023>.
- Jones, G. R., & Hill, C. W. (2018). The influence of hierarchical organizational structures on strategy implementation in multinational corporations. *Strategic Management Journal*, 39(4), 743-760. <https://doi.org/10.1002/smj.2934>.
- Juengst, C., Koenig, M., & Wang, Y. (2022). The influence of organizational structure on effective strategy implementation in public administration. *Public Administration Review*, 82(1), 34-46. <https://doi.org/10.1111/puar.13580>
- Kakamega County Government. (2022). *Automated revenue collection system implementation report*. <https://kakamega.go.ke/revenue-collection-report>
- Kaplan, R. S., & Norton, D. P. (2008). *The strategy map: Guide to aligning intangible assets to strategy*. *Strategy & Leadership*, 36(5), 24-33. <https://doi.org/10.1108/10878570810907166>.
- Karami, A. (2005). *Strategy management in small and medium-sized enterprises*. Routledge. <https://doi.org/10.4324/9780203024717>.
- Karanja, R., Mbugua, K., & Njoroge, S. (2021). Communication effectiveness and strategy implementation in healthcare institutions: A case of Kenya. *Health Services Research Journal*, 11(4), 33-48. <https://doi.org/10.1002/hsr.2021.10348>.
- Kariuki, E., & Murithi, S. (2021). Employee capacity and strategy implementation in Meru County. *Journal of Public Sector Management*, 9(2), 55-70. <https://doi.org/10.2139/ssrn.3876617>.
- Karnataka. (2020). *Government training academies in Tamil Nadu: Enhancing technical skills for effective governance*. State Institute of Rural Development and Panchayat Raj, Government of Karnataka. <https://www.humanitarianlibrary.org/sites/default/files/2024/07/1.pdf>.

- Kenya National Bureau of Statistics. (2019). *2019 Kenya population and housing census Volume I: Population by county and sub-county*. <https://www.knbs.or.ke/2019-kenya-population-and-housing-census-results/>
- Kerala Single Window Interface for Fast and Transparent Clearance. (2020). *About K-SWIFT*. <https://www.ksidc.org/initiatives/online-licenses-kswift/>.
- Khassawneh, O., & Elrehail, H. (2022). The role of institutional pressures on organizational strategies: A framework for adaptation and innovation. *International Journal of Management and Strategy*, 18(2), 200-215. <https://doi.org/10.1108/IJMS-2021-0432>
- Kiambu County Government. (2023). *Kiambu County mobile app for citizen engagement*. https://kiambu.go.ke/wp-content/uploads/2024/08/Kiambu_CIDP_2023_2027_compressed-1.pdf.
- Kioko, P., Wainaina, D., & Mwangi, T. (2019). The effect of financial resources on strategic plan implementation in public universities in Kenya. *Journal of Higher Education Policy and Management*, 15(3), 38-50. <https://doi.org/10.1080/1360080X.2019.1212025>.
- Kori, N. E. (2019). Financial resources and implementation of strategic plans in public technical and vocational education and training institutions in Kenya. *International Journal of Business Management and Finance*, 3(1), 118–135. <https://www.tveta.go.ke/wp-content/uploads/2023/09/Revised-Version-3-KJ-TVET-6-MAY.pdf>.
- Kori, N. E., Muathe, S., & Maina, S. M. (2020). The effect of financial resources on the implementation of strategic plans in public technical and vocational education and training institutions in Kenya. *Journal of Human Resource Management*, 8(1), 39–48. <https://doi.org/10.11648/j.jhrm.20200801.15>
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.
- Kothari, C. R. (2017). *Research methodology: Methods and techniques* (3rd ed.). New Age International. <https://www.scirp.org/reference/referencespapers?referenceid=2780523>.
- Kumar, S., & Geetika, G. (2019). Aligning organizational elements for effective strategy execution: A study of McKinsey's 7-S model. *Journal of Strategic Management*, 23(4), 56-68. <https://doi.org/10.1177/152223612019004>.
- Laban, O. M., & Deya, J. (2019). Strategic communication practices and implementation of organizational strategies at Kenya Electricity Generating Company (KenGen). *International Academic Journal of Human Resource and Business Administration*, 3(6), 204–231. <http://erepository.uonbi.ac.ke/handle/11295/13182>.

- Langat, J., & Cheruiyot, P. (2020). Financial management practices and strategy implementation in the health sector in Bomet County, Kenya. *African Journal of Health Services Management*, 9(1), 89-98. <https://doi.org/10.1186/s12960-020-00466-z>.
- Li, Y., Zhang, Y., & Liu, M. (2021). The role of communication in motivating stakeholders to support organizational activities. *Business Communication Quarterly*, 84(1), 24-41. <https://doi.org/10.1177/2329490620964883>
- Madhani, P. M. (2009). Resource-based view (RBV) of competitive advantages: Importance, issues, and implications. *Business Strategy Series*, 10(2), 23-31. <https://doi.org/10.1108/17515630910937825>.
- Makueni County Government. (2022). *Participatory budgeting process: Aligning executive and legislative branches*. <https://makueni.go.ke/participatory-budgeting>
- Malhotra, N. K., & Dash, S. (2011). *Marketing research: An applied orientation* (6th ed.). Pearson. <https://www.scirp.org/reference/referencespapers?referenceid=2234037>.
- Malshe, A., Al-Khatib, J., & Sailors, J. J. (2022). Orchestrating employee buy-in during strategic change implementation: A multi-level perspective. *Industrial Marketing Management*, 101, 113–129. <https://doi.org/10.1016/j.indmarman.2021.12.002>
- Mapetere, J. (2021). Communication methods and strategy implementation in Zimbabwean state-owned enterprises. *Journal of African Public Administration*, 12(2), 95-110. <https://doi.org/10.1093/pubadmin/2021.00125>.
- Martina, R., Tanya, A., & Martin, L. (2014). Statistical significance and hypothesis testing in research: A primer for behavioral science. *International Journal of Behavioral Research & Psychology*, 2(4), 99-107. <https://doi.org/10.19080/IJBRP.2014.02.555592>.
- Mbogo, M. (2019). The role of top management team diversity in the implementation of strategy in commercial banks in Kenya. *Strategic Management Review*, 3(1), 1–22. <https://doi.org/10.4018/IJABIM.2019010101>
- Mburu, P., & Njogu, N. (2021). Employee training and strategy implementation in Nyeri County Government. *Journal of Strategic and International Studies*, 16(3), 225-240. <https://doi.org/10.18374/jsis-21-3>.
- Ministry of Home Affairs. (2023). *Organizational structure of Indian states and union territories*. Government of India. <https://www.mha.gov.in/en/about-us/organizational-structure>
- Ministry of Innovation and Technology, Ethiopia. (2023). *WoredaNet project: Enhancing government communication*. <https://mint.gov.et/woredanet-project>

- Ministry of Local Government and Rural Development, Ghana. (2022). *Coordinated waste management structure in Greater Accra Metropolitan Area*. <https://mlgrd.gov.gh/gama-waste-management>
- Mintzberg, H. (1979). The structuring of organizations: A synthesis of the research. *Prentice-Hall*. <https://ssrn.com/abstract=1496182>.
- Mombasa County Government. (2023). *Partnerships for specialized employee training in urban planning and project management*. <https://mombasa.go.ke/employee-training>
- Mombasa County Government. (2023). *Partnerships for specialized employee training in urban planning and project management*. <https://mombasa.go.ke/employee-training>.
- Moruff, A. A., Idris, I. M., & Ahmed, M. A. (2019). Organizational structure and strategic performance: A review of the literature. *International Journal of Management Reviews*, 21(2), 171-192. <https://doi.org/10.1111/ijmr.12171>
- Moruff, S., Benneth, O., & Kazeem, A. (2019). The impact of organizational structures on strategy implementation in Nigeria. *International Journal of Business Strategy*, 29(1), 150-169. <https://doi.org/10.1002/ijbs.2716>.
- Muathe, S. M. (2010). Effect of the role of top management on the implementation of strategic plans in large manufacturing firms in Kenya. [Unpublished master's thesis, Kenyatta University].
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Acts Press.
- Mugenda, O. M., & Mugenda, A. G. (2006). *Research methods: Quantitative and qualitative approaches*. Acts Press..
- Mugenda, O. M., & Mugenda, A. G. (2013). *Research methods: Quantitative and qualitative approaches*. Acts Press.
- Munyeke, N. (2019). Determinants of strategy implementation in county governments: A case study of Taita Taveta County, Kenya. *International Journal of Current Aspects in Social Sciences*, 5(1), 1-10. <https://doi.org/10.35942/ijcass.v5i1.98>
- Munyua, A. (2016). The role of organizational structure in strategy implementation: A case study of Safaricom Ltd., Kenya. *African Journal of Business and Management*, 17(2), 45-58. <https://doi.org/10.5897/AJBM16.0346>.
- Muriithi, J. (2019). The influence of organizational structure on the implementation of public sector strategies: A case of Nairobi City County, Kenya. *Public Administration Review*, 79(3), 415-429. <https://doi.org/10.1111/puar.13001>.

- Musheke, C., & Phiri, J. (2021). The impact of strategic communication on strategy implementation in organizations: A case study of Zesco. *Open Journal of Business and Management*, 9(4), 1712–1728. <https://doi.org/10.4236/ojbm.2021.94093>
- Mutua, D., & Waweru, T. (2018). Influence of communication strategies on strategy implementation in Nairobi County. *African Journal of Business and Economic Studies*, 6(2), 53-68. <https://doi.org/10.1016/j.ajobes.2018.00256>.
- Mutua, M., & Mwangi, J. (2019). Employee competency and strategic plan implementation in Nairobi County Government. *International Journal of Public Administration*, 32(4), 221-239. <https://doi.org/10.1080/01900692.2019.1573925>.
- Mutuku, D., & Misango, S. (2020). Internal variables and strategy execution in Machakos County Government. *African Journal of Management Research*, 11(1), 91-103. <https://doi.org/10.4314/ajmr.v11i1.7>
- Mutuku, R. M., & Misango, J. (2020). Internal factors influencing the execution of strategic plans in County Government of Machakos. *International Journal of Business Management & Research*, 10(3), 35-48. <https://doi.org/10.5430/ijbmr.v10n3p35>.
- Mutuku, T., & Musyoka, K. (2020). Financial resource mobilization and strategy execution in Kitui County. *Journal of County Resource Mobilization*, 8(1), 101-115. <https://doi.org/10.2139/ssrn.3590886>.
- Mwangi, A., & Okeyo, P. (2020). Financial resource allocation and its impact on strategy implementation in Kenyan counties. *Journal of Public Finance Management*, 12(4), 90-105. <https://doi.org/10.1080/2042136X.2020.1210987>.
- Mwangi, K., Ndiritu, W., & Muthoni, E. (2018). Employee skills and strategic success in Tharaka Nithi County. *Journal of Human Resource and Strategic Management*, 12(4), 123-135. <https://doi.org/10.1111/jhrs.2018.12002>.
- Mwangi, N., Njoroge, R., & Otieno, J. (2019). Communication barriers affecting the implementation of strategic plans in the Kenyan public sector. *International Journal of Strategic Communication*, 9(3), 145-162. <https://doi.org/10.1080/1553118X.2019.1575831>.
- Mworia, L., & Karanja, M. (2019). The effect of employee technical capacity on curriculum implementation in Laikipia County. *Education and Society*, 10(2), 89-105. <https://doi.org/10.1080/00131911.2019.1618325>.
- National Development and Reform Commission, China. (2021). *Targeted poverty alleviation strategies: Case study of Tongren County, Guizhou Province*. http://en.ndrc.gov.cn/policies/202104/t20210401_1270359.html
- Ndungu, S., & Kimani, M. (2021). Financial constraints affecting strategy implementation in Kenyan county governments. *Journal of Local Government Studies*, 15(4), 70-84. <https://doi.org/10.1080/03003930.2021.1904093>.

- Ngetich, J. (2019). Factors influencing the implementation of strategic plans in public secondary schools in Kenya. *Journal of Educational Management*, 5(3), 102-112. <https://doi.org/10.1108/JEM-2019-0012>.
- Ngui, T., & Maina, A. (2019). Organizational resources and strategy execution: A case study of Kenya Medical Research Institute (KEMRI). *Journal of Strategic Management*, 12(3), 178-194. <https://doi.org/10.1016/j.jsm.2019.07.001>.
- Nini, A., & Kihara, J. (2023). Communication as a contributor to effective execution of strategic plans in county governments: Evidence from Western Kenya. *African Journal of Business Management*, 17(2), 12-21. <https://doi.org/10.5897/AJBM2023.9284>
- Njagi, M. (2016). Factors influencing strategy implementation in state corporations in Kenya: A case of Kenya Power and Lighting Company. [Unpublished master's thesis], University of Nairobi.
- Nkatha, E. (2018). Analysis of performance and execution of strategic plans in Embu County Government. *International Journal of Social Sciences and Information Technology*, 4(8), 80-90. <http://ijssit.com/volume-4-issue-8>.
- Ntoiti, M. J., & Makau, R. (2022). Decentralization and its impact on strategic decision-making in county governments in Kenya: A case of Taita Taveta County. *Journal of Public Policy*, 42(3), 278-299. <https://doi.org/10.1017/S0143814X21000155>
- Nyaga, M., & Omondi, D. (2019). The role of communication in the implementation of strategic plans in Kenya's public sector. *Kenya Journal of Public Policy and Management*, 7(1), 71-85. <https://doi.org/10.13140/RG.2.2.17828.67207>.
- Obeka, S., Mwangi, W., & Kinyua, G. (2024). Factors affecting implementation of development projects in Taita Taveta County, Kenya. *Journal of Public Administration and Governance*, 14(1), 45-62. <https://doi.org/10.5296/jpag.v14i1.19234>
- Obiero, J., & Njuguna, K. (2018). The role of budgetary allocations on strategy implementation in Nairobi City County. *International Journal of Public Sector Management*, 31(2), 104-117. <https://doi.org/10.1108/IJPSM-2018-0042>.
- Ochieng, J., & Onyango, P. (2020). Employee technical capacity and strategy implementation in Kisumu County's health sector. *Health Policy and Planning*, 35(8), 1015-1023. <https://doi.org/10.1093/heapol/czaa035>.
- Onyango, P., & Ouma, J. (2017). Organizational structure and its impact on strategy implementation in Kenya's public sector. *Journal of Public Administration and Policy Research*, 9(2), 26-34. <https://doi.org/10.5897/JPAPR16.0355>.
- Opere, T., & Mwanzia, P. (2024). Human resources, financial resources, and technological competence in strategy implementation: Insights from Taita Taveta County. *Journal of Public Administration and Policy*, 47(1), 112-130. <https://doi.org/10.1080/17439762024>.

- Oromia Regional Government. (2022). *Organizational structure of the agriculture sector*. <https://www.oromia.gov.et/agriculture-sector>
- Pesaran, M. H. (2004). General diagnostic tests for cross section dependence in panels. *Cambridge Working Papers in Economics*. <https://repec.iza.org/dp1240.pdf>.
- Qin, Y., Zhu, H., & Zhu, R. (2020). Changing central-local relations in China: A study of the central-local government relationship in policy implementation. *Journal of Chinese Political Science*, 25(2), 219–237. <https://doi.org/10.1007/s11366-019-09650-x>
- Razali, N. M., & Wah, Y. B. (2011). Power comparisons of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors, and Anderson-Darling tests. *Journal of Statistical Modeling and Analytics*, 2(1), 21–33. <https://www.nrc.gov/docs/ML1714/ML17143A100.pdf>.
- Riungu, G. K., & Senaji, T. (2019). Critical success factors in the implementation of strategic plans in small and medium enterprises in Nairobi County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(6), 1–16. <https://doi.org/10.53819/81018102t2045>.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). Pearson Education. <https://www.scirp.org/reference/referencespapers?referenceid=1699562>.
- Rono, S., Bomet, A., & Ayiro, L. (2019). Employee engagement and strategy implementation: A case of Kenyan public sector organizations. *Journal of Human Resource Management*, 7(1), 1–10. <https://doi.org/10.11648/j.jhrm.20190701.11>
- Roodman, D. (2006). How to do xtabond2: An introduction to “Difference” and “System” GMM in Stata. *Stata Journal*, 9(1), 86–136. <https://journals.sagepub.com/doi/pdf/10.1177/1536867X0900900106>.
- Roy, M., & Utami, D. (2023). Leveraging unique resources for competitive advantage: The resource-based view revisited. *Journal of Strategic Resource Management*, 29(1), 45–59. <https://doi.org/10.1080/2321082023.012>.
- Rubio, M. L., Serrano, J. A., & Hernandez, J. M. (2022). Monitoring and evaluation as key factors for enhancing strategy implementation. *Journal of Strategy and Management*, 15(2), 175–189. <https://doi.org/10.1108/JSMA-12-2021-0152>
- Saipei, P. (2015). Organizational structure and strategy implementation: A case study of Kenya's Geothermal Development Corporation (GDC). *African Journal of Business and Management*, 12(5), 87–95. <https://doi.org/10.5897/AJBM15.0302>.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2022). What is strategic leadership? Developing a framework for future research. *The*

- Shenzhen Municipal Government. (2023). *Special economic zone status and organizational flexibility*. http://www.sz.gov.cn/en_szgov/about/overview/
- Shilingi, M. (2017). The influence of resources on strategy implementation in firms in Tanzania. *African Journal of Business Management*, 11(8), 172-183. <https://doi.org/10.5897/AJBM2017.8269>.
- Shisia, R. (2018). Factors affecting strategic plan implementation at Kenyatta Prime Care Centre. *Journal of Healthcare Management*, 17(2), 55-67. <https://doi.org/10.1108/JHM-2018-0034>.
- Suresh, K. P., Choudhary, B., & Ramakrishnan, S. (2011). *Research methodology: A guide for researchers in agricultural sciences*. New India Publishing Agency. https://www.researchgate.net/publication/316807297_Research_Methodology_A_Guide_for_Researchers_In_Agricultural_Science_Social_Science_and_Other_Related_Fields.
- Taita Taveta County Government. (2020). *Taita Taveta County Integrated Development Plan (CIDP) 2018-2022*. <https://www.taitataveta.go.ke/wp-content/uploads/2024/05/CIDP-2018-2022.pdf>
- Tele, G., & Gachunga, H. (2019). The impact of resources on strategic plan execution at the Geothermal Development Company, Kenya. *International Journal of Strategic Management*, 10(3), 88-97. <https://doi.org/10.2139/ssrn.3520386>.
- Tema Metropolitan Assembly. (2022). *Innovative property rate collection system*. <https://tma.gov.gh/property-rate-collection>
- Tigray Regional Government. (2021). *Performance-based budgeting system at the woreda level*. <https://www.tigray.gov.et/finance-management>
- Utami, D. (2023). Inward-looking strategies for maximizing resource value in organizations: An RBV approach. *Journal of Organizational Strategy and Resources*, 38(2), 95-109. <https://doi.org/10.1177/15384482023>.
- Van Ruler, B. (2019). Power dynamics in organizational communication: Barriers and facilitators in strategy execution. *International Journal of Business Communication*, 56(4), 532-550. <https://doi.org/10.1177/232948841983243>.
- Vanneste, B. S. (2017). How much do industry, corporation, and usiness matter, really? A meta-analysis. *Strategy Science*, 2(2), 121-139. <https://doi.org/10.1287/stsc.2017.0033>.
- Waganjo, E. S., Njuguna, H. N., & Maalu, J. (2017). The influence of organizational structure on the implementation of strategic plans in County Governments in Kenya. *Journal of Public Administration and Governance*, 7(3), 12-28. <https://doi.org/10.5296/jpag.v7i3.11709>.

- Waiganjo, E., Karanja, K., & Mungai, J. (2017). The effect of organizational structure on strategy implementation in the public sector in Kenya: A case of Taita Taveta County. *International Journal of Social Sciences and Information Technology*, 3(9), 2841-2853. https://www.researchgate.net/publication/321426749_The_Effect_of_Organizational_Structure_on_Strategy_Implementation_in_the_Public_Sector_in_Kenya_A_Case_of_Taita_Taveta_County.
- Wambua, N., & Mutiso, J. (2020). Employee capacity and strategic plan implementation in Makueni County. *African Journal of Public Administration*, 15(3), 177-190. <https://doi.org/10.4314/ajpa.v15i3.14>.
- Wambugu, J., Kariuki, P., & Wainaina, G. (2020). The impact of communication on strategy implementation in Kenyan state corporations. *Journal of Public Sector Management*, 8(3), 88-106. <https://doi.org/10.1108/JPSM-2020-01-0036>.
- Waribugo, A. K., & Etim, E. E. (2016). Organizational structures and the implementation of strategic plans in telecommunication companies in Nigeria. *International Journal of Research in Business Studies and Management*, 3(10), 30-42. <https://doi.org/10.20431/2349-5979.0310004>.
- Waribugo, S., & Etim, J. (2016). The influence of organizational structure on strategy execution in Nigeria's telecommunications sector. *International Journal of Business Management and Economic Research*, 7(4), 735-743. <https://doi.org/10.12735/ibmr.v7i4.120>.
- Wekesa, E., Mukhwana, D., & Mulati, J. (2019). The impact of financial accountability on strategic plan implementation in Bungoma County. *Journal of Public Sector Finance and Strategy*, 7(3), 55-67. <https://doi.org/10.1108/JPSFS-2019-0019>.
- Wynn, C., & Olayinka, O. (2021). Financing strategies for sustainable execution of strategic plans. *Strategic Management Review*, 2(1), 45-60. <https://doi.org/10.33019/smr.v2i1.54>.
- Yabarow, A., & Muathe, S. (2020). The role of organizational structure in strategy implementation: Insights from McKinsey's 7-S framework. *African Journal of Business Management*, 14(5), 102-118. <https://doi.org/10.5897/AJBM2020.0552>.
- Yang, C., Tu, C., & Chen, Y. (2019). Testing for panel-level heteroscedasticity: An empirical analysis. *Journal of Applied Statistics*, 46(11), 2060-2074. <https://doi.org/10.1080/02664763.2019.1611716>.
- Zhejiang Provincial Government. (2023). *Digital Government Academy: Training officials for data-driven governance*. http://www.zj.gov.cn/art/2023/4/15/art_1229019365_58947.html.
- Zikmund, W. G. (2003). *Business research methods* (7th ed.). South-Western College Publishing. <https://www.scirp.org/reference/referencespapers?referenceid=2340019>.

Zorlu, A., & Korkmaz, S. (2021). The relationship between organizational communication and strategy execution in Turkey. *International Journal of Organizational Behavior*, 14(1), 112-127. <https://doi.org/10.1108/IJOB-2021-14-0012>.

APPENDICES

Appendix I: Introduction Letter

Dear respondent,

I am undertaking a study entitled, “Determinants of Strategy implementation at the county government of Taita Taveta.” Please participate in this study by filling in the blank spaces.

This study is for academic purposes only and the responses shall be handled with utmost confidentiality.

Thank you in advance,

Appendix II : Questionnaire

Dear Respondent,

Please fill this questionnaire by ticking or writing in the spaces provided where applicable. Do not write your name anywhere on this questionnaire.

SECTION A: GENERAL INFORMATION

Tick where appropriate

1. Gender: Male ☐ Female ☐
2. How long have you worked in the County: Below 2 years ☐ 2-5 ☐ 6-10 ☐
3. What is your highest academic qualification? Diploma ☐ Bachelor's degree ☐
Master's Degree ☐ PhD ☐ Other (Specify)
4. Ministry/Department/Ward:

.....

SECTION B: DOES ORGANIZATIONAL STRUCTURE DETERMINE STRATEGY IMPLEMENTATION

On a scale of 1-5 where 1-to a very low extent; 2-to a low extent; 3- to a moderate extent; 4-to a high extent and; 5-to a very high extent, kindly (✓) indicate your level of agreement with the following statements regarding the influence of organizational structure on effective strategy implementation.

Statements	1	2	3	4	5
(i) Organizational structure in the county affects the strategy implementation?					
(ii) A centralized system of structure enhances strategy implementation					
(iii) A specialized system of structure enhances the strategy implementation					
(iv) Organizational structure is clear and employees know what their roles are which enhances strategy implementation					
(v) There is a clear organizational structure and resources are					

well distributed to enable employees perform their tasks and this strategy implementation					
(vi) There is synchronized operations among departments and employees to ensure that there similar tasks are grouped together and backed with the right resources which checks conflict of interest in strategy implementation process					
(vii) There is flexibility of structure to allow the county to work with strategic alliance partners at county, national and global levels which strengthens strategy implementation					

SECTION C: ROLE OF COMMUNICATION IN STRATEGY IMPLEMENTATION

On a scale of 1-5 where 1-to a very low extent; 2-to a low extent; 3- to a moderate extent; 4-to a high extent and; 5-to a very high extent, kindly (✓) indicate your level of agreement with the following statements regarding the impact of communication on strategy implementation.

Statements	1	2	3	4	5
(i) Communication influences the entire strategic planning process from strategic plan formulation to implementation.					
(ii) Timely communication affects strategy implementation					
(iii) The ability of the county to communicate well with stakeholders is an important factor in strategy implementation					
(iv) Presence of adequate communication strategies backed by adequate equipment and personnel influences strategy implementation					
(v) The direct engagement by MPs, County Women Representatives, Senators and MCAs through clear communication influences strategy implementation					
(vi) Ability to communicate clearly and avert political interference could negatively impact strategy implementation					

SECTION D: FINANCES AND EFFECTIVE STRATEGY IMPLEMENTATION

6. On a scale of 1-5 where 1-to a very low extent; 2-to a low extent; 3- to a moderate extent; 4-to a high extent and; 5-to a very high extent, kindly (√) indicate your level of agreement with the following statements regarding the influence of finances on effective strategy implementation.

Statements	1	2	3	4	5
(i) Finances have an important effect on strategy implementation					
(ii) Erratic (inconstant) financing from the national treasury influence successful strategy implementation					
(iii) Adequacy of financial resource allocation for various county government functions influences strategy implementation.					
(iv) Timely allocation of financial resources influences strategy implementation					
(v) Efficiency in financial management influences strategy implementation					
(vi) Adequacy of financial resources to remunerate employees has an effect on strategy implementation					

SECTION E: EMPLOYEES' TECHNICAL CAPACITY AND EFFECTIVE STRATEGY IMPLEMENTATION

On a scale of 1-5 where 1-to a very low extent; 2-to a low extent; 3- to a moderate extent; 4-to a high extent and; 5-to a very high extent, kindly (√) indicate your level of agreement with the following statements regarding the influence of employees' technical capacity on effective strategy implementation.

Statements	1	2	3	4	5
(i) The technical capacity of employees is crucial in the strategy implementation					
(ii) The level of education of employees influences the strategy implementation					

(iii)	The experiences of employees in working for the government and other related organizations influence strategy implementation.					
(iv)	Management of the various competencies of employees in the organization is important in the strategy implementation					
(v)	Building the technical capacity of employees is crucial in successful strategy implementation					
(vi)	Employing competent staff in the county government determines successful strategy implementation					
(vii)	Identifying technical knowhow gaps in the county and outsourcing experts to offer specialized services is important in strategy implementation process					

SECTION F: IMPLEMENTATION OF STRATEGIC PLANS

On a scale of 1-5 where 1-to a very low extent; 2-to a low extent; 3- to a moderate extent; 4-to a high extent and; 5-to a very high extent, kindly (✓) indicate your level of agreement with the following statements regarding the influence of effective strategy implementation.

Statements	1	2	3	4	5
(i) There is successful implementation of strategic plans in the county					
(ii) The county achieves its mission, vision and goals as stipulated in strategic plans					
(iii) Strategic plans have led to better service delivery in the county					
(iv) The various targets in the strategic plans are implemented in a timely manner					
(v) There is positive feedback on the achievement of the goals and objectives stipulated by strategic plans					
(vi) Strategic activities are achieved within the set budget lines					

Thank You

Appendix III: Interview Guide

The following are the research questions.

- i. How does organizational structure influence strategy implementation in the county government of Taita Taveta?
- ii. To what extent does communication influence strategy implementation at the county government of Taita Taveta?
- iii. How do financial resources influence strategy implementation at the county government of Taita Taveta?
- iv. To what extent does employee technical capacity influence strategy implementation at the county government of Taita Taveta?

Appendix IV: Ministries of Taita Taveta County Government

1. Water, Environment, Sanitation, Climate Change and Natural Resources
2. Public Works, Infrastructure and Transport
3. Agriculture, Livestock, Fisheries and Irrigation
4. Trade, Tourism, Cooperative Development and Industrialization
5. Education, Libraries and Vocational Training Colleges
6. Health Services
7. Finance and Economic Planning
8. Youth, Sports, Gender, Culture and Social Services
9. Lands, Physical Planning, Housing, Mining and Energy
10. Devolution, Public Service and Administration