

**DETERMINANTS OF IMPLEMENTATION OF
STRATEGIC PLANS BY COUNTY GOVERNMENTS IN
KENYA**

JOHN GITAU KAGUMU

DOCTOR OF PHILOSOPHY

(Strategic Management)

**JOMO KENYATTA UNIVERSITY OF
AGRICULTURE AND TECHNOLOGY**

2018

**Determinants of Implementation of Strategic Plans by County
Governments in Kenya**

John Gitau Kagumu

**A Thesis Submitted in Partial Fulfilment for the Degree of Doctor
of Philosophy in Strategic Management in the Jomo Kenyatta
University of Agriculture and Technology**

2018

DECLARATION

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

Signature Date.....

John Gitau Kagumu

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

Signature Date

Dr. Esther Waiganjo, PhD

JKUAT, Kenya

Signature Date

Prof. Romanus Odhiambo Otieno, PhD

JKUAT, Kenya

DEDICATION

This thesis is dedicated to my late grandparents Sarah Njeri Gitau and Shedrack Gitau, and my mother Rachael Wairimu Gitau for their great contribution to my education in my formative years. They taught me the value of education so that I could have education opportunities they did not have. Their encouragement, moral and Christian teachings have shaped me to what I am today. Thank you for giving me such a solid foundation that has so far enabled me to wither many storms of life.

ACKNOWLEDGEMENT

I am sincerely grateful to the Almighty God for His favour, grace, strength, insight, blessings and enough will power to get to this important stage in my life. This far I have come because of His provisions of good health, finances, and time. Secondly I would like to express my profound gratitude to my supervisors Dr. Esther Waiganjo and Prof. Romanus Odhiambo Otieno for their immeasurable support and advice when writing this thesis. Their critique, patience, effective guidance, studious readership, and perpetual availability for consultation have gone a long way in bringing this thesis to reality. I sincerely thank them for that.

I will forever be indebted to the following special people in my life. To my mother Rachael Wairimu Gitau due to her undying love, prayers and encouragement which enabled me to attain education. To my dear wife Hannah Njeri Gitau, I thank you for your sustained overflow of love, and practical encouragement that has enabled me to overcome the overwhelming challenges of this long academic journey. Then to our lovely children Carol Wairimu, Isabella Njumbi, and Mercy Wacera I most sincerely thank you for enduring my absence at home, and imperfect attention during my many years of study. I thank you all for being there for me when I needed you most, supporting me and giving me hope.

My sincere appreciations also go to all the faculty members and especially those who taught me during the course work section of my PhD study. These are Prof. Mukulu, Prof. Gichira, Prof. Gachunga, Prof. Namusonge, Dr. Waiganjo, Dr. Omondi, and Dr. Kahiri. I thank you very much for equipping me with advanced knowledge from your diverse areas of specialization. May the almighty God bless you all.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES	ix
LIST OF FIGURES	ix
LIST OF APPENDICES	xiv
LIST OF ACRONYMS AND ABBREVIATIONS	xvi
DEFINITION OF TERMS.....	xvii
ABSTRACT.....	xix
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background Information.....	1
1.2 Statement of the problem.....	8
1.3 Objectives of the study.....	11
1.3.1 General Objective.....	11
1.3.2 Specific Objectives.....	11
1.4 Research Hypotheses	11
1.5 Significance of the Study.....	12
1.6 Scope of the study.....	14
1.7 Limitations of the Study	14

CHAPTER TWO	16
LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Theoretical Framework.....	16
2.3 Conceptual Frame work.....	26
2.4 Review of Literature on Variables	29
2.5 Empirical Review	37
2.6 Critique of Existing Literature	48
2.7 Research Gaps.....	50
2.8 Summary.....	53
CHAPTER THREE	55
RESEARCH METHODOLOGY	55
3.1 Introduction	55
3.2 Research Design	55
3.3 Target Population.....	56
3.4 Sampling Frame	57
3.5 Sample and Sampling Technique	59
3.6 Data Collection Instrument	65
3.7 Data Collections Procedure	66
3.8 Pilot Test.....	67
3.9 Data Analysis and Presentation	71

CHAPTER FOUR.....	77
RESEARCH FINDINGS AND DISCUSSION.....	77
4.1 Introduction	77
4.2 Demographic Information	79
4.3 Descriptive Statistics	86
4.4 Determinants of Implementation of Strategic Plans	93
4.5 Organizational Culture and Implementation of Strategic Plans by County Governments in Kenya.....	102
4.6 Leadership Characteristics and Determinants of Implementation of Strategic Plans by County Governments in Kenya	110
4.7 The influence of organizational resources on Implementation of Strategic Plans by the county governments in Kenya.	126
4.8 Organizational structure and Implementation of Strategic Plans by the County Governments.	133
4.9 Descriptive Statistics on Implementation of Strategic Plans	137
4.10 Test for Assumptions of parametric tests	145
4.10.1 Tests for Normality	145
4.10.2 Homoscedasticity test	146
4.10.3 Multicollinearity	147
4.11 Inferential Analysis	148
4.11.1 Pearson Correlation coefficient between Implementation of Strategic Plans and various independent variables.	149
4.11.2 Tests of Hypotheses	153
4.11.3 Influence of Organizational Culture on Implementation of Strategic Plans by County Governments in Kenya	154

4.11.4. Influence of Leadership characteristics on Implementation of Strategic Plans by County Governments in Kenya.....	159
4.11.5. Influence of Organizational Resources on Implementation of Strategic Plans by County Governments in Kenya.....	163
4.11.6. Influence of Organizational Structure on Implementation of Strategic Plans by	167
4.11.7. Multiple Linear Regression	171
4.11.8 Aggregated Research Model.....	172
4.11.9 Overall model significance	172
4.11.10 Responses to open ended questions.....	175
CHAPTER FIVE	178
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	178
5.1 Introduction	178
5.2 Summary of major Findings.....	178
5.3 Conclusions	184
5.4 Recommendations	186
5.4.1 Recommendations for County Government Managers	186
5.4.2 Policy Recommendations	189
5.4.3 Contribution to New Knowledge	190
5.4.4 Contribution to Theory and Practice.....	191
5. 5 Areas for Further Research.....	192
REFERENCES.....	194
APPENDICES	212

LIST OF TABLES

Table 3.1 Sampling Frame	59
Table 3.2 Sample Size	60
Table 3.3: sample size	64
Table 3.4: Operationalization of the Study Variables	75
Table 4.1: Pilot Study Reliability Results using Cronbach Alpha	78
Table 4.2: Response Rate	79
Table 4.3 Develop Strategic Plans	87
Table 4.4 Time Period Covered	89
Table 4.5 Features that Characterize Planning Process.....	90
Table 4.6 Implementation Happen Within Stipulated Time	91
Table 4.7: How often are the Strategic Plans Reviewed	93
Table 4.8 Determinants of Implementation of Strategic Plans	94
Table 4.9 Influence of Aspects of Organizational Culture on Determinants of Implementation of Strategic Plans by County Governments in Kenya	102
Table 4.10: The management level in the organization where the decisions on implementation of strategies occur or seem to occur.....	112
Table 4.11 Level of involvement in implementation of Strategic Plans	114
Table 4.12: Assessment on the influence of various aspects of leadership on Implementation of Strategic Plans by the county governments in Kenya	115
Table 4.13: The flow of communication in the organization	124
Table 4.14 The mode of receiving information on strategic objectives	125
Table 4.14: Assessment on the role of the following aspects of organizational resources on Implementation of Strategic Plans by the county government	127
Table 4.15: Assessment on the role of the following aspects of organizational structure on Implementation of Strategic Plans by the county government	133
Table 4.16: Extent to which Implementation of development projects has been influenced by the independent variables	138

Table 4.17: Extent to which public participation by County Governments has been influenced by the independent variables	141
Table 4.18: Extent to which financial viability and management has been influenced by the independent variables.....	143
Table 4.19: Multicollinearity between dependent and independent variables	148
Table 4.20 Correlation Analysis.....	149
Table 4.21: Pearson Correlation between Organizational culture and Implementation of Strategic Plans.....	150
Table 4.22: Pearson Correlation between leadership characteristics and Implementation of Strategic Plans	151
Table4.23: Pearson Correlation between Organizational Resources and Implementation of Strategic Plans	152
Table 4.24: Pearson Correlation between Organizational structure and Implementation of Strategic Plans	153
Table 4.25 Model summary for Organizational culture and Implementation of Strategic Plans by County Governments.....	154
Table 4.26 ANOVA for Organizational Culture and Implementation of Strategic Plans by County Governments	155
Table 4.27 Regression Coefficients for Organizational Culture and Implementation of Strategic Plans by County Governments.	156
Table 4.28: Model Summary for Leadership characteristics and Implementation of Strategic Plans by County Governments in Kenya.....	159
Table 4.29 ANOVA for Leadership Characteristics and Implementation of Strategic Plans by County Governments.....	160
Table 4.30 Regression Coefficients for Leadership Characteristics and Implementation of Strategic Plans by County Governments	160
Table 4.31 Model Summary for Organizational Resources and Implementation of Strategic Plans by County Governments	163

Table 4.32: ANOVA for Organizational Resources and Determinants of Implementation of Strategic Plans by County Governments in Kenya.....	164
Table 4.33 Regression Coefficients for Organizational Resources and Implementation of Strategic Plans by County Governments.	164
Table 4.34 Model Summary for Organizational Structure and Implementation of Strategic Plans by County Governments	167
Table 4.35 ANOVA for Organizational Structure and Implementation of Strategic Plans by County Governments.....	168
Table 4.36 Regression Coefficients for Organizational Structure and Implementation of Strategic Plans by County Governments.	168
Table 4.37 Model Summary for the whole model	172
Table 4.38: ANOVA for the Overall Model	172
Table 4.39 Regression Coefficients for the Overall Model	173
Table 4.44: Factors hindering the implementation process.....	175
Table 4.45: In you opinion what do you think needs to be done to improve on strategy	176
Table 4.46: The main resources in the county.....	177

LIST OF FIGURES

Figure 1 Conceptual Frame work.....	28
Figure 4.1 Respondent’s gender.....	80
Figure 4.2: Respondent’s age bracket	81
Figure 4.3: Respondent’s highest level of education	83
Figure 4.4: Respondent’s current designation within the county Government	83
Figure 4.5: Number of years the respondent has worked for the county Government...	85
Figure 4.6: Number of years the respondent had worked in the current position.....	86
Figure 4.7 Development of Strategic Plan	87
Figure 4.8 Time Frame for strategic plans	88
Figure 4.9: Implementation Accuracy.....	92
Figure 4.10: Influence of Organizational Culture on Implementation of Strategic Plans	95
Figure 4.11 Influences of Leadership Characteristics on Implementation of Strategic Plans.....	97
Figure 4.12 Influence of Organizational Structure on Implementation of Strategic Plans.....	99
Figure 4.13: Influence of Organizational Resources on Implementation of Strategic Plans.....	101
Figure 4.14: The role of Norms and Beliefs in Implementation of Strategic Plans....	103
Figure 4.15: The role of Team work on Implementation of Strategic Plans.....	105
Figure 4.16: The role Level of commitment on Implementation of Strategic Plans...	106
Figure 4.17: The role of understanding strategy and Implementation of Strategic Plans	107
Figure 4.18: The role of Communication on Implementation of Strategic Plans.....	108
Figure 4.19: The role of Ethical Practices on Implementation of Strategic Plans	109
Figure 4.20: The influence of Organizational Culture on Implementation of Strategic Plans.....	110
Figure 4.21: Levels of decision making by County Government officials	111

Figure 4.22: Mean of the Level at which Decisions on Implementation of Strategic Plans take Place.....	113
Figure 4.23: Mean of aspects of leadership on Implementation of Strategic Plans.....	117
Figure 4.24: Influence of Leadership on Implementation of Strategic Plans	119
Figure 4.25: Influence of Style of Leadership on Implementation of Strategic Plans	120
Figure 4.26: Leadership as an important driver to Implementation of Strategic Plans	121
Figure 4.27: Level of Positive effect of Leadership on Implementation of Strategic Plans	122
Figure 4.28: Effect of communication on Implementation of Strategic Plans.....	123
Figure 4.29: The flow of communication in the organization	125
Figure 4.30: The mode of receiving information on strategic objectives	126
Figure 4.31 Contribution of Human Resource on Implementation of Strategic Plans	128
Figure 4.32: The effect of Finances on Implementation of Strategic Plans.....	130
Figure 4.33: The effect of Information Communication Technology on Implementation of Strategic Plans	131
Figure 4.34: Resource allocation and its influence on Implementation of Strategic Plans	132
Figure 4.35: The effect of Line of command on Implementation of Strategic Plans .	134
Figure 4.36: Responsibility and Authority on Implementation of Strategic Plans.....	135
Figure 4.37: The effect of Organizational Structure on Implementation of Strategic Plans.....	137
Figure 4.38: Influence of Independent Variables on Development Projects	140
Figure 4.39: Influence of the Independent Variables on Public Participation.....	142
Figure 4.40: Influence of the Independent Variables on Financial Viability.....	145
Figure 4.41: Test for Normality on Implementation of Strategic Plans.....	146
Figure 4.42: A scatter plot of standardized predicted values against standardized residuals	147

Figure 4.43 Scatter Plot for Organizational culture and Implementation of Strategic Plans.....	158
Figure 4.44: A scatter Plot showing Leadership characteristics and Implementation of Strategic Plans.....	162
Figure 4.45: A Scatter Plot for Organizational Resources and Implementation of Strategic Plans.....	166
Figure 4.46: A scatter Plot showing Organizational Structure and Implementation of Strategic Plans.....	170

LIST OF APPENDICES

Appendix 1: Questionnaire	212
Appendix 2: List of counties in Kenya Arranged in Alphabetical Order	225
Appendix 3: Letter of Introduction	227
Appendix 4: Letters from the Department of Etlm	228
Appendix 5: Letter from Board of Postgraduate Studies.....	229
Appendix 6: Research Permit	230
Appendix 7: Letter From County Government of Kiambu	232
Appendix 8: Letter from County Government Of Kirinyaga	233
Appendix 9: Letter from County Government Of Muranga.....	233
Appendix 10: Letter from County Government Of Nyandarua.....	235
Appendix 11: Letter from County Government Of Nyeri	236
Appendix 12: Letter from County Commissioner Muranga.....	237
Appendix 13: Letter from County Commissioner Kirinyaga	238
Appendix 14: Letter from County Commissioner Nyandarua.....	239

LIST OF ACRONYMS AND ABBREVIATIONS

CDF	Constituency Development Fund
CEO	Chief Executive Officer
CIDP	County Integrated Development Plan
CoK	Constitution of Kenya
ICPAK	Institute of Certified Public Accountants of Kenya
LA's	Local Authorities
LASDAP	Local Authority Service Delivery Action Plan
LATF	Local Authority Transfer Fund
MCA:	Member of County Assembly
PARLSCOM	Parliamentary Service Commission
PESTEL	Political Economic Social, Technological and Legal
RBV	Resource Based View Theory
RMLF	Road Maintenance Levy Fund
SPSS	Statistical Package for Social Sciences
SWOT	Strengths Weaknesses Opportunities and Threats
TA	Transition Authority

DEFINITION OF TERMS

Communication: The process of passing/channelling information from one entity (person, group, place, level) to another with the aim of accomplishing specific objectives (Burns, 2004)

Culture: Behaviour, tradition, habits, beliefs, and life style, of a group of people, clan or society (Pearce & Robinson, 2003)

Management: Planning, organizing, staffing, directing and controlling an organization (a group of one or more people or entities) or effort, for the purpose of accomplishing desired goals and objectives efficiently and effectively (Burns, 2005).

Organizational Culture: Organizational culture is a system of assumptions, values, norms and attitudes manifested through symbols, which the members of an organization have developed and adopted through mutual experience and which help them to determine the meaning of the world surrounding them and how to behave in it (Janićijević, 2011).

Leadership Characteristics: Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent (Northouse, 2007)

Organizational Resources: are all assets that are available to a firm to use during the production process. These are human resource, financial resources, physical resources, and information resources ((Lewis, 2003)

Organizational Structure: Organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met (Lewis, 2003)

Strategic management: A management philosophy that uses the strategic planning process and the resulting strategic plan as its foundation. It brings strategic plan to life and incorporates the plan in decision – making, control, and evaluation. Strategic management as a process focuses on the long term health of an organization. It primarily relies on the integration of strategic planning, resource allocation, and control and evaluation processes to achieve strategic goals. (Mintzberg, 2004)

Strategic Plan: A step by step guide, created by a business or organization, to map out how it will reach goals, and set a foundation for the entire organization (Mintzberg, 2004)

Strategic planning: A systematic process envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. (Pearce & Robinson, 2003)

Strategy Implementation: Translating strategy into action. It involves organization of the firm's resources (programs, budgets, and procedures) and motivation of the staff to achieve objectives (Mintzberg, 2004)

Strategy: is the direction and scope of an organisation over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Johnson, Scholes & Whittington, 2008)

ABSTRACT

This study sought to explore the determinants influencing implementation of strategies by county governments in Kenya. In particular the study used the five counties of central Kenya as the study area. The guiding objectives of this study were: to establish the influence of organizational culture on implementation of strategies by county governments in Kenya, to determine the influence of leadership on the implementation of strategies by county governments in Kenya, to establish the influence of resources on the implementation of strategies by county governments in Kenya and finally, to examine the influence of organizational structure on implementation of strategies by County Governments in Kenya. The target population was 506 senior personnel drawn in all the five counties who included; County Executive, Sub- county Administrators, Members of County Assembly, and Ward Administrators from whom a sample size of 215 was drawn through stratified probability sampling based on different strata and then random sampling from each strata. This study adopted a cross-sectional survey research design. Data was collected using a semi- structured questionnaire. The data collected was analysed using descriptive and inferential statistics. Qualitative responses were analysed using content analysis. Descriptive and inferential analysis techniques were used. The descriptive technique involved generation of frequencies, mean and percentages while inferential analysis technique involved establishing significant linear relationship between the dependent variable and the independent variables. Pearson's correlation analysis and regression analysis were performed under the inferential analysis. The ANOVA F-statistic was used to test the research hypothesis for the regression coefficients for each variable to be equal to zero. The data was presented in form of tables, graphs, and charts. All the four independent variables were found to have a significant influence on the dependent variable which was Implementation of Strategic Plans by the county governments in Kenya. Organizational Structure had the greatest influence, followed by Leadership Characteristics with organizational Culture and Organizational Resources came last. It is a major recommendation of this study that county governments in Kenya should employ use of Information Technology, recruit staff on merit, motivate their employees, align their structure with the strategy being implemented, have the right leadership style among other recommendations. On resource allocation the county governments should allocate resources to the projects that have a direct influence on the lives of the county resident

CHAPTER ONE

INTRODUCTION

1.1 Background Information

A county is a geographical region of a country used for administration or other purposes in certain modern nations, (Brookers, 2005). The term is derived from the old French word *cont'e* or *cunt'e* denoting a jurisdiction under the sovereignty of a count or viscount (Onions, 1966). The term was introduced by the Normans from France who conquered the Saxons of England in the 11th century, (<https://www.visionofbritain.org.uk>). The Normans introduced the 'county' to England as territorial division with administrative, political and legal functions, superseding the Anglo-Saxon 'Shires' dating from the tenth century, each governed by an Earl. (http://www.visionofbritain.org.uk/types/type_page.jsp?unit_type=ANC_CNTY)

In most of the English speaking states the term county evolved to designate an administrative division of national government. A county usually, but not always, contain cities, towns, townships, villages or other municipal corporations. Outside the English speaking countries, an equivalent of the term county is often used to describe sub-national jurisdictions that are structurally equivalent to counties in the relationship they have with their national government, but which may not be administratively equivalent to counties in predominantly English speaking countries. The spread of the use of the term county to other parts of the world was mainly through colonization of most parts of the world by Britain. (http://www.visionofbritain.org.uk/types/type_page.jsp?unit_type=ANC_CNTY).

Many countries of the world have county systems of government. In Australia counties are used in the administration of land titles. They do not generally correspond to levels of government, but are used in identification of parcels of land. In Canada the five provinces are divided into counties which are used for political and administrative purpose. The Peoples Republic of China has a county system of government which is the third level of government after the provinces and prefecture. The People's Republic of

China has a total of 1,464 counties. Iran is another country with a county system of government and its counties are known as *shashrestan*. The United States of America too uses a county system of government. However, in the USA counties are administrative divisions within a state. The USA has 50 states and 1,142 counties and county equivalents. Another country with county system of government is Norway. The Norwegian county system is similar to that of Kenya. Norway has 19 counties which form administrative identities called county municipalities. Each county has its county council which carry out functions such as education, health and local road systems.

In Africa devolved systems are practised in form of local government authorities or federal systems (Ronald, 2002). Countries such as Liberia, Nigeria, Ethiopia, Uganda, and South Africa, among others have such systems (Burugu, 2010). In Liberia, the country is divided into 15 counties, each with a governor and each county elects a senator to the Liberian senate. In Uganda, the devolved system of government is in form of local government and aims at reducing the work load of central officials in remote areas, bringing political and administrative control, improving accountability, and effectiveness in local governments. In the Republic of South Africa the devolved system ensures provision of services to communities on a sustainable manner, promotes social and economic development among other functions. In Rwanda, its devolved system places planning, financial, management, and service provision to the local leadership (Kauzya, 2007).

The county governments in Kenya are a form of decentralized government system where authority and power are devolved from the central government; this is also referred to as devolution. Many democratic countries of the world have in recent years adopted devolution as a system of decentralization in order to accelerate development. Before independence decentralization was in form of local authorities. Local Authorities (LA) were introduced by the colonial government in 1950, but were always controlled by the central government (Cifuentes, M., 2008). According to Cifuentes (2008) LA's had little or no power as much of the power was vested in the Minister for Local Government,

with various national sector departments and ministries being given the ultimate responsibility for service delivery.

At independence in 1963 decentralization was strengthened through the adoption of what came to be referred to as the “Majimbo Constitution” (Nyanyom, 2010). This independence constitution decentralized government to eight regions each of which had its regional assembly. However, in 1964 KADU (Kenya African Democratic Union) the party which supported decentralization dissolved itself and joined KANU (Kenya African National Union). The regions were now replaced with Local Governments which were placed under the minister for Local Government. Between 1964 and 1970, the Kenyan government did away with the regional governments, centralized authority over finances, and abolished the senate (Kangu, M. 2012). By 1970’s any characteristics of decentralization were removed and by 1980’s decision making was centred on the executive. In the 1980’s failure by the central government to deliver services to the Kenyans made the government to attempt to introduce some aspects of decentralization (Nyanyom, 2011). In 1999, due to a lot of pressure from the opposition, the KANU government introduced some reforms in the local government in an attempt to address regional disparities in economic development. The notable ones, according to Kimenyi, (2013), were the Local Authority Transfer Fund (LATF) created through the LATF Act No 8 of 1998; the Road Maintenance Levy Fund, (RMLF) created through the Kenya Roads Act, 2007; the Rural Electrification Fund, created through the Energy Act of 2006; and, the Constituency Development Fund (CDF), created through the CDF Act of 2003.

Despite these efforts to address the inequality in resource distribution, there was still political pressure demanding for more local autonomy in resource utilization. Even though the Local Authorities Transfer Fund (LATF) and the Local Authority Service Delivery Action Plan (LASDAP) were initiated during Moi’s time in 1999 and 2000 respectively, it was only really under the third president’s rule that the two kicked into action. LATF was established to “enable local authorities to improve local service delivery, improve financial management and accountability systems and reduce local

authorities outstanding debts”, whereas the LASDAP is a three-year rolling Programme of projects and actions showing a LA’s prioritization of facilities and services (Oyugi, & Kibua, 2008).

In December 2002 Kenyans voted for a new government under the National Alliance of Rainbow Coalition (NARC) on the platform of a new Constitution. The new government gave new momentum to decentralization by attempting to bring a new constitution. However the initial draft produced by the Constitution of Kenya Review Commission, with some provisions for devolution, also appeared to concentrate powers in the Presidency, which was an initial point of contention in the independence constitution. This first draft constitution was therefore rejected by Kenyans through a referendum in 2005.

The post-election ethnic clashes of December 2007 and January 2008 provided the final push for the introduction of the decentralized system of government in Kenya through what came to be popularly known as devolution (Jennings Michael, 2008). This was through the coming into power of the coalition government which was formed after the signing of the National Accord and Reconciliation signed in 2008. The coalition government now worked for a new constitution and presented a new constitutional draft, which was approved through a referendum on 4th August 2010, and promulgated on 27th August 2010. The adoption of the 2010 constitution provided for a system of devolved government that had clear separation of power between the national government and the county governments (Grest, 2010).

The 2010 Constitution established forty-seven county governments, based on the districts established by the Provinces and Districts Act of 1992. A new and historical development was the guarantee of 15 per cent of national revenues to be transferred to county governments on an unconditional basis. Similarly, the assignment of major state functions in the areas of health and agriculture among others to county governments gave a new impetus to devolution. These provisions for devolution in the constitution emerged from a historical debate and struggle over the proper balance of power and resources between the central and local governments. The Transition Authority (TA)

was set up to carry out a detailed assignment of functions (Kimenyi, Mwangi & Meaghar, 2004).

The counties were to draw their strategic plans based on Vision 2030 and carryout the flagship projects therein in accordance to the counties. However, the counties have been facing a myriad of challenges as it was brought out during the Governors Annual Conferences in Naivasha, Kwale, and Kisumu (Republic of Kenya, 2015). Some of the challenges highlighted from these conferences are: lack of political good will from the National Government; inadequate funding; inability to absorb funds; bloated workforce; deteriorating goodwill from the public due to corruption allegations and dismal performance as indicated by the reports of the Auditor General. At the same time the public has been fighting for dissolution of some county governments due to poor implementation of strategies, for example, Embu and Makueni Counties. Indeed, Kenya's devolution structure presents massive challenges for political, development, and administrative restructuring by encouraging fragmentation of the state along partisan, regional and ethnic lines or is seen as 'decentralizing corruption', leaving citizens worse off as the newly established counties fail to put in place the systems needed for effective and transparent service delivery. This therefore raises a need to interrogate the working of county governments in Kenya and more especially in relation to implementation of their strategies.

1.1.1 Implementation of Strategic Plans

According to Campbell, Stonehouse, and Houston, (2002), implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Campbell *et al.* 2002). The concept and practice of implementing strategies has been embraced worldwide and across various sectors because of its perceived contribution to organizational effectiveness and improvement in performance by organizations (Thompson & Strickland, 2007). Today, organizations both public and private have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations. Steiner (1979) noted that the framework for formulating and

implementing strategies requires a strong backbone in the formulation process. However, he observed that due to the misunderstanding of the factors that influenced the implementation process, adoption of strategic management often led to incomplete implementation. Strategic Plans are therefore a means to the end of achievement of organization objectives. Non-implementation renders strategic planning valueless.

1.1.2 Determinants of Implementation of Strategic Plans

According to Finkelstein (2003), there are four circumstances that lead to strategic planning success or failure. These are: launching new ventures, promoting innovation and change, managing mergers and acquisitions, and responding to new environmental pressures. These according to Finkelstein pose a real potential for failure of implementing strategic plans by organizations. Miller (1990) further submits that organizations' strength, growth, and success depend on how well they implement their strategic plans. According to Miller there are four key factors that influence the success or failure of implementing strategic plans by any organization. These factors are: leadership, organizational culture, power and politics, and organizational structure.

According to Li Yang, Guohui, and Eppler (2008) the factors that affect Implementation of Strategic Plans in any organization whether for profit or not-for-profit can be classified or divided into three; soft, hard and mixed factors, (Li Yang, *et.al.*2008). Soft factors (or people-oriented factors) include the people or executors of the strategy, the communication activities (including content and style issues) as well as the closely related implementation tactics, the consensus about and commitment to the strategy. The hard (or institutional) factors include the organizational structure and the administrative systems. The way in which the strategy was developed and articulated (strategy formulation) contains hard and soft factors alike and is thus considered a mixed factor. Relationships among different units/departments and different strategy levels is also treated as a mixed factor. Whether the factors are soft, hard or mixed there are about nine factors that influence organizations in their efforts to implement strategies. The nine factors are; resources, leadership, communication, resistance to change, organizational

culture, disconnect in planning and implementation, employee motivation, and information communication technology, (Li Yang, *et al* 2008).

On the African context studies noted that many firms create strategic plans which are rarely implemented according to the planned schedules (Aosa, 1992; Fubara, 1986). Even though Aosa (1992) looked into the implementation issue, he mainly took focus of large manufacturing private firms whose set up is very different from that of county governments. This creates a gap of carrying out a study on Determinants of Implementation of Strategic Plans by government institutions. Some organizations that implement strategic plans may never gain the benefits, including the promise of better performance, because they half-heartedly engage in the practice or totally fail to implement their strategic plans all together, (Bryson 2004).

1.1.3 County Governments in Kenya

When Kenyans voted overwhelmingly for the new Constitution in 2010, this marked a critical moment in the nation's history. Embedded in the Constitution was a dramatic vision of transformation of the Kenyan state through new accountable and transparent institutions, inclusive approaches to Government, and a firm focus on equitable service delivery for all Kenyans through county Governments (World Bank 2012). Thus, devolution formed the running thread and indeed, the cornerstone of the new Constitutional dispensation. Article 6 (2) describe the Government at two levels: National and County Governments (CoK, 2010). The two levels are described as being distinct and inter-dependent and should therefore conduct their mutual relations on the basis of consultation and cooperation.

Each county is required to develop a five-year County Integrated Development Plan (CIDP) with clear goals and objectives, an implementation plan with clear outcomes, provisions for monitoring and evaluation; and clear reporting mechanisms. The County Government Act provided an outline on the development of the CIDP. For instance each CIDP should have an institutional framework which must include an organization chart

for the county. Important features of this section include: County Vision and Mission for the period; projected investment initiatives, development programs such as infrastructure, physical, social, economic, and institutional programs; proposed projects, plans and programs to be implemented and Measurable key performance indicators (ICPAK, 2014).

The promulgation of the Constitution of Kenya 2010 (CoK, 2010) on 27th August 2010, paved the way for the realization of the “dream” system of governance in Kenya. Chapter 11 of CoK 2010 provides for the setting up of the County governments. Chapter 11 of CoK 2010 divided Kenya into 47 counties. The same chapter also spells out the various principles of devolved government that includes democratic ideals and the separation of powers. Schedule 4 of the constitution (CoK 2010) delineates agriculture, health services, water, county planning and development, pre-primary education, county public works, among others as functions to be undertaken by county governments. These devolved government functions form the main part of the county strategic plan that is now a major challenge to the county governments to implement. This formed the main purpose for this research, to find out the Determinants of Implementation of Strategic Plans by the County Governments in Kenya.

1.2 Statement of the problem

According to Bell, Dean, and Gottschalk (2010), strategy execution is commonly the most complicated and time consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Since we have a high failure rate of Implementation of Strategic Plans the rationale of this study was to investigate the Determinants of Implementation of Strategic Plans. Thus, was important to study the Determinants of Implementation of Strategic Plans by county governments in Kenya. This was done using the four independent variables of organizational culture, leadership characteristics, organizational resources and organizational structure.

Since the roll-out of county governments after the 2013 general elections, a section of Kenyan citizens have expressed dissatisfaction with the performance of the county governments. According to Mule, (2015), over half of the sampled citizens or 53% stated that they were dissatisfied with the county governments, 28% were neither satisfied nor dissatisfied and only 18% stated that they were satisfied. The respondents gave their main reason for dissatisfaction as follows, 54% of the respondents cited lack of development, while 19% stated that there were unfulfilled campaign promises, and 13% stated the reason for discontentment as nepotism/ethnicity/corruption. This clearly indicates that county governments have not achieved their objectives despite having strategies in place and five year strategic plans (Khaunya, Wawire, & Chepng'eno, 2015). The authors further submit that the implementation of the county strategies is facing challenges.

Additionally some counties in the region such as Kiambu, Muranga and Nyeri had been rocked by wrangles between MCAs and governors. The Kiambu the governor had been embroiled in disagreements with M.C.A's over the county budget, slow implementation of development projects and high taxation by the county government. The governor had been accused of failing on development. Some M.C.A.'s had also accused the governor of compromising the County Assembly and asked the public to hold M.C.A.'s to account. Other leaders had accused the 87 County Assembly Members of being compromised by the governor (Wainaina, 2016). Some M.C.A.'s had claimed that the Auditor General's reports have accused the county of misappropriation of funds but the Assembly had not shown interest in digging out the truth. In Nyeri, the Governor, was away for treatment overseas for about three months. Later the M.C.A's impeached him in September 2016 though he was later exonerated by the Senate. In Murang'a County Governor was impeached on 21st October 2015 after members of the County Assembly voted for his removal, 34 MCAs were in support of the motion while 15 MCAs opposed the motion. The MCAs accused the county boss of misusing cash and failing to manage the county's debt. However the Senate rejected the reasons advanced by the Murang'a County Assembly for his removal from office and therefore the governor continued

serving the people of Murang'a County (Wambui, 2015). All these reasons made the central Kenya region a fertile ground for this study.

Obiga, (2014) carried out research on "Challenges of Implementation of Strategic Plans at the Nairobi County Government." From the findings the study concluded that level of management skills or Leadership Characteristics influences the Implementation of Strategic Plans to great extent. The study concluded that the organizational structure influences Implementation of Strategic Plans in the county government. This was through bureaucratic bottlenecks, differentiated roles that lead to specialization, number of reporting lines, implementation challenge, type of the structure with the flat structure allowing implementation, harmony of reporting lines and employee placement. Obiga (2014) recommended that a study should be done on factors affecting effective implementation of devolved governments in Kenya. It is this gap that this study seeks to bridge.

Another study on devolved governments was by Opano, Shisia, Sang, and Josee, (2015), who did a study on Kisii County Government. The researchers identified involvement of stakeholders and financial resources to be the main Determinants of Implementation of Strategic Plans in Kisii County. The researcher recommended that a study should be carried out in form of a countrywide survey that involves other counties. It is this gap that this study made a deliberate effort to focus on but in a different context and concept from what the previous studies focused on. Given the importance of Implementation of Strategic Plans, this study sought to fill this gap by seeking answers to the question: "what are the Determinants of Implementation of Strategic Plans by County Governments in Kenya?"

1.3 Objectives of the study

1.3.1 General Objective.

The general objective of this study was to investigate the Determinants of Implementation of Strategic Plans by county governments in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were:

1. To establish the influence of organizational culture on Implementation of Implementation of Strategic Plans by County Governments in Kenya.
2. To determine the influence of leadership characteristics on the Implementation of Implementation of Strategic Plans by County Governments in Kenya.
3. To establish the influence of organizational resources on Implementation of Implementation of Strategic Plans by County Governments in Kenya.
4. To examine the influence of organizational structure on Implementation of Implementation of Strategic Plans by County Governments in Kenya.

1.4 Research Hypotheses

The study sought to test the following hypotheses:

H₀₁: There is no significant influence of organizational culture on strategic Plans implementation by County Governments in Kenya.

H₀₂: Leadership characteristics have no significant influence on Implementation of Strategic Plans by County Governments in Kenya.

H₀₃: Organizational resources have no significant influence on strategic Plans implementation by County Governments in Kenya.

H₀₄: Organizational structure has no significant influence on Implementation of Strategic Plans by County Governments in Kenya.

1.5 Significance of the Study

This study came at a time when the county governments were at their infancy stage and were only trying to crawl. They were striving to find their footing after being introduced by the 2010 constitution and actualized after the 2013 general elections. This study therefore could be of great benefit to the following stakeholders:

a) Policy Makers

To the policy makers both at National and County government level, the study findings will form a good point of reference. The study could give them an insight into the issues ailing implementation of strategic plans by county governments. The policy makers can use the recommendations from this study to offer solution to the challenges facing county governments in their implementation of strategic plans.

b) Future Research

The study will form a point of reference in future studies on strategic planning practices and implementation of strategic plans by county governments. The literature will be valuable to research for academic purposes as various researchers will use the findings as their point of reference and as empirical reference. In addition the study has added value to the existing body of knowledge in the running of county governments in Kenya, Africa, and globally.

c) The County Governments of Kenya

The County governments can use the findings of this study in making major policies regarding their management. The study findings are expected to be of benefit to the County governments in Kenya in their strategic management endeavours. The County Governments would benefit by assessing, evaluating, and reviewing their strategic planning practices as tools of growth and survival in the face of the changing environment. The study also sheds light to the County Governments in Kenya in identifying how strategies can be implemented to realize optimum results of their goals and objectives.

d) The National Government

The study findings may be of use to the National Government as it highlights the factors that influence the implementation of strategies by county governments in Kenya. The achievement of Vision 2030 is heavily dependent on the performance and the success of implementation of strategies by the county governments. This is because in their strategic planning the counties are guided by the Vision 2030 which acts as the blue print for their planning. The findings of this study are therefore a guide to the National Government on shortcomings of the County Governments in the implementation of strategies and enable it to give appropriate guidance. This may ensure sustainable growth of devolved institutional structures and achievement of vision 2030.

e) Residents of the Counties

The residents of the counties may find the results of this study useful as they shed light on the factors that determine the implementation of strategies by their County Governments. The findings enlighten them on their role of public participation on the projects to be carried out by their county governments and on meeting their financial obligations for better service delivery. Through the findings of this study the residents become aware that they are a major stakeholder and their level of participation in the running of their counties is paramount.

f) Investors

Investors may find the results of this study useful since they highlight the Determinants of Implementation of Strategic Plans by county governments. They may therefore make appropriate decisions on whether to invest in county government's service delivery or invest directly in county government's infrastructure projects such as schools, roads and hospitals. Depending on the nature of challenges facing county governments, investors may make decisions on whether to engage the county governments in trade through supplies and purchase tenders whose payment may not be forthcoming.

1.6 Scope of the study

The study sought to establish the Determinants of Implementation of Strategic Plans by county governments in Kenya. The study specifically sought to establish the influence of organizational culture, leadership characteristics, organizational resources and organizational structure on implementation of strategies by county governments in Kenya. The study population was 47 counties in Kenya. The researcher used a formula to select 5 counties and then purposive sampling to select the five counties of central Kenya as the area of study.

The central Kenya region comprises of five counties namely; Kiambu, Muranga, Nyandarua, Nyeri, and Kirinyaga. The research data was collected between December 2016 and July 2017. The target population was 506 senior personnel drawn in all the five counties who included; County Executive, Sub- county Administrators, Members of County Assembly, and Ward Administrators from whom a sample size of 215 was drawn through stratified probability sampling based on different strata and then random sampling from each strata.

On the studies done in the area of Implementation of Strategic Plans, none that the researcher knew seemed to have explored the process of Implementation of Strategic Plans in the new system of devolved governments in central Kenya as a region. The studies done had covered “stand-alone” counties for example, Nairobi County Government (Obiga, 2014), and Kisii County (Opano, Shisia, Sang, & Josee, 2015). This too is a good reason why this region was the most appropriate for carrying out this study.

1.7 Limitations of the Study

Although this study covered County Governments in Kenya it only used a sample to draw conclusions and inferences. That constituted a limitation since the best results could only be obtained using a census of the whole population. To overcome the limitation, a representative sample was used. The expected response rate was a limitation because naturally respondents were usually suspicious of the researcher. This was aggravated by the fact that this was an election year and counties are political entities. Some county staff feared victimization from their seniors and were hesitant at

first to give information. This is because they were not sure of how the information was going to be used and whether the researcher would maintain confidentiality. To overcome this limitation the researcher explained and gave assurance that total confidentiality would be observed. In addition the letters of introduction from the County Commissioners and from the County Chief officers as well as from the university and from NACOST gave them confidence to provide information.

Initially the researcher intended to use an interview guide for getting information from the senior staff to complement the questionnaire. During the pilot study this proved difficult to use and the idea was dropped. This was because the senior officers who were to be interviewed were unavailable for the interview and instead preferred to fill in the questionnaire which had the same information. During data collection, the expansive geographical area to cover in order to reach the five counties and the 215 respondents sampled was a limitation. This limitation was overcome by engaging and training two research assistants. At the same time cooperation from the County Administrators and the County Assembly Clerks of the various counties was of paramount importance. These officials gave the researcher letters of introduction and contacts of the respondents making data collection convenient. These letters form a part of the appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theoretical framework on which the study is based on. This include the Higgin's model of Implementation of Strategic Plans, Resource based View Theory, Systems Theory, Situational Leadership Theory and organizational culture theory. A conceptual framework has been developed to demonstrate the relationship between the independent variables and the independent variable. A review of the literature reviewed as per the four study variables has been given. Empirical review of literature supporting this study , the research gaps and finally a summary of the entire chapter has been provided.

2.2 Theoretical Framework

Blumberg, Cooper and Schindler (2011) defines a theory as a set of interrelated concepts, definitions, prepositions that have been put forth to explain or predict a scenario. The main essence of theory is to provide an explanation to both an observed phenomena and a tentative reality (Kerlinger & Lee, 2000). There are many commonly used models and frameworks that have been put forward to explain areas of strategy analysis and formulation. These are such as SWOT analysis and industry structure analysis like PESTEL. By contrast there is no agreed upon model or framework in Implementation of Strategic Plans (Noble, 1999).

The theoretical framework of this study was based on the Higgins model of Implementation of Strategic Plans which has been used to explain all the four independent variables used in this study, Resource Based View Theory (RBV), which has been used to explain the role of organizational resources in Implementation of Strategic Plans. Systems Theory has been used to explain the role of organization structure on Implementation of Strategic Plans, Management Leadership Theories have been used to explain the influence of leaders on Implementation of Strategic Plans, and Organizational Culture Theory which has been used to explain the influence of

organizational culture on implementation of strategies by County Governments in Kenya.

2.2.1 Higgins Model of Implementation of Strategic Plans

Even though many different models have been formulated on Implementation of Strategic Plans, this study has focused on and used Higgins model (Higgins, 2005). In Higgins (2005) opinion much of strategy execution revolves around aligning key organizational functions/factors with the chosen strategy. This model of Implementation of Strategic Plans forms the framework of this study as it provides the four independent variables which were used in this study.

The model is based on eight factors and hence it has been referred to as the “Eight S’s model. The Eight S’s model enables management to effectively and efficiently manage the implementation of strategies in their organizations (Bhati, 2011). Higgins (2005) submitted that Implementation of Strategic Plans involves aligning key organizational functions or factors with the chosen strategy. He however noted that these strategies may not be fully implemented due to changes in the organizational environment. This model has factors such as; structure, system and processes, style of leadership, staff, resources and shared values. These according to Higgins must be met for proper Implementation of Strategic Plans. This makes up the Higgins model of Implementation of Strategic Plans which the researcher tested in this study in reference to County governments in central Kenya region.

The model is divided into two parts; the Seven Contextual S’s and strategic performance. Higgins (2005) submits that the key here is that all the factors falling in the Contextual Seven S’s must be aligned to achieve best possible strategic performance. Executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted for can succeed, Higgins (2005). All these factors listed above in the Eight S’s model are vital for successful strategy execution.

According to Higgins (2005) strategy begins with vision and mission, but for practical purposes, it is the sought after strategic performance objectives that drive strategy formulation. The other S's must be aligned with strategy if these objectives are to be achieved. To oversimplify but not too much, CEO's and other strategists are usually confronted with organizational structures, systems and processes, dominant leadership styles used by the managers in the organization, staff, resource allocations, and shared values that were put into place to achieve other strategies. Some of these S's may have been in place for decades. Under these circumstances, the contents of these other S's were designed to reinforce old strategies, not the current one. And in so doing, they significantly detract from the chances for success of a new strategy.

For better understanding of the model it is essential to first know and understand what the Eight S's offer (Bhati, 2011). The first "S" refers to strategy and purpose. According to Higgins, strategies are formulated to achieve an organization's purpose. Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals, and strategic objectives. There are four types of strategies framed by Higgins; corporate, business, functional, and process strategies. Corporate strategy defines the business the company is or will be involved in and how business will be conducted in a fundamental way. Business strategy depicts as to how a firm in a particular business can gain competitive advantage over its competitors. Functional strategy should be aligned with business strategy, hence functional strategies in areas such as marketing, human resources, research and development, finance and more should be aligned to Implementation of Strategic Plans. Process strategies are cross functional in nature and aims at integrating an organization's processes in order to improve their effectiveness and efficiency, Bhati (2011).

The second "S" stands for Structure which according to Higgins consists of five parts; jobs, the authority to do those jobs, the grouping of jobs in a logical fashion, the managers span of control and mechanism of coordination. Hence when executing a business strategy, decisions are to be made regarding how an organization is structured.

This should take into consideration jobs to be completed, authority to do the jobs, grouping of jobs into departments and divisions, the span of manager's control and the mechanisms of control of such a structure.

The third "S" of Higgins model on Implementation of Strategic Plans refers to systems and processes. Higgins has described systems and processes by stating that systems and process enable an organization to execute daily activities. Hence, this element is about the formal and informal procedures used in an organization to manage information systems, planning systems, budgeting and resource allocation systems, quality control systems and reward systems. Style which is the fourth "S" refers to leadership or the management style exhibited by the leaders or managers especially when relating to subordinate staff or those working under them. Additionally style or leadership or management is about the manner in which management treats their colleagues and other employees and what and how they focus their attention on. Style therefore has great impact on line and staff relationships which in turn affects Implementation of Strategic Plans.

Staff is the fifth "S" and refers to the number of employees needed, their knowledge background, and skills essential to achieve Implementation of Strategic Plans. In addition it encompasses staff aspects such as; staff training, career management, and promotion of employees. After defining company's strategic purpose, management must settle as to how many employees are needed and what are the required backgrounds and skills essential to achieve the strategic purpose. This is because staff development and motivation are critical factors that affect performance in organizations and by extension Implementation of Strategic Plans.

On re-Resources which is the next "S", Higgins submits that management must ensure that an organization has access to sufficient resources toward successful strategy execution. These resources are valid and include but are not limited to; people, money and technology and other management systems. Shared values which form the 7th "S" in the Higgins Eight S's model relate to organizational culture and refer to the values

shared by the members of the organization. These are those things that make the organization unique and different from other organizations. They enable the members of the organization and the workers to have a shared direction and unity of purpose which are critical for Implementation of Strategic Plans (Muriithi, 2012). Finally Higgins talked of Strategic performance in his model as the 8th ‘S’ in his model. According to Higgins strategic performance is a derivative of the other seven ‘S’s. Strategic performance is possessed by an organization as a total, or for profit-based parts of the whole. Performance can be measured at any level. Financial performance measurements are critical barometers of strategic performance.

It is due to the foregoing discussion that the researcher chose the Eight S’s model as his point of reference in assessing the Determinants of Implementation of Strategic Plans by the County Governments in Kenya. This model serves as the source of reference for the Independent variables used in the study. The researcher has condensed the 8S’s into four lenses through which the Determinants of Implementation of Strategic Plans by county governments in Kenya has been viewed. The four lenses: organizational culture, organizational resources, organisational leadership, and organizational structure form the four independent variables of this research. All these four encompass the 8S’s as put forward by Higgins as; organizational culture which encompasses; shared values and staff, Leadership Characteristics, for style; resources, and organizational structure for systems and processes. Additionally this model encompasses nearly all aspects of Implementation of Strategic Plans and likely challenges (Lippit, 2007, and Bhati, 2011).

2.2.2 Resource Based View of the Firm Theory

The RBV theory has been used by many researchers in the field of strategic management, for example, Ambrosini (2007), Barney (2001), and Armstrong and Shiminzu (2001) among others. The RBV theory was developed by Barney (1991). The RBV view of the firm is meant to give a firm a competitive advantage over its competitors, Pfeffer (2003). According to Pfeffer (2003), resources are inputs into the production process and they can be tangible or intangible. Tangible resources are

concrete, tractable, and easy to identify and evaluate. They include the financial and physical assets that are identified and valued in a firm's financial statement, such as capital, factories, machines raw materials, and land. Intangible resources are more difficult to measure, evaluate, and transfer. They include skills, knowledge, relationships, motivation, culture, technology, and competencies.

Lev (2001) stated that "intangibles are imbedded in physical assets (e.g. knowledge in physical assets) and in labour (e.g. tacit knowledge) leading to considerable interaction between tangible and intangible assets in the creation of value." Lev (2001) further explains that not all are of equal importance or possess potential to be a source of sustainable competitive advantage.

Sustainable competitive advantage is based on ownership of a firm's specific resources. It has four attributes which are represented by the acronym VRIN, Barney (2001). The resources have to be valuable (V), be rare (R), must be inimitable (I), and must be non-substitutable (N). Valuable resources can be used to exploit opportunities and or neutralize threats in a firm's environment. Rare resources are those that are limited in supply and not equally represented across the firm's current potential competition. Inimitability refers to the extent to which resources are difficult to replicate by other firms, which may be due to other factors such as social complexity. Non-substitutability of resources implies that one resource cannot be simply replaced (or substituted) by another one, Peteraf and Barney (2003). It is not the resource type as such that matters but how the resource is employed, Peteraf and Bergen (2003). Resources may have a number of different functions, which may enable them to be employed across a number of different conditions. It is upon the managers to determine the most profitable usage for the resources at their disposal.

The Resource Based View theory is relevant to implementation of strategies. Any effort or attempt by any organization to implement its strategies will require resources which are both tangible resources like finances, human resources and even buildings and other

forms of infrastructure. At the same time intangible resources like skills come handy in the implementation of strategies.

For the purpose of this study the RBV theory has been used to enquire on the influence of resources that the county governments have as an independent variable and how they influence implementation of strategies by county governments in Kenya as a dependent variable. The resources considered in this study were finances, human resource, uniqueness of the resources, and technology all which form one of the independent variables. They have been used to test the hypothesis:

2.2.3 Systems Theory

The systems theory was developed by biologist Ludwig Von Bertalanffy Littlejohn (1983) and it defines a system as a set of objects or entities that interrelate with one another to form a whole. System theory is basically concerned with problems or relationships, of structures, and of inter-dependence, rather than with the constant attributes of object. The systems theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people, finance from their environment and putting back into that environment the products they produce or the services they offer. This theory is based on the view that managers should focus on the role played by each part of an organization; rather than dealing separately with the parts (Hannagan, 2002). The systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a larger system such as the society or the economic system to which it belongs. The systems approach is concerned with both interpersonal and group behavioural aspects leading to a system of cooperation (Koontz, 2001).

For the purpose of this study the systems theory is used to explain organizational structure and its effect on Implementation of Strategic Plans by County Governments in Kenya. The county governments are a complex system consisting of the Executive, MCA's, Staff, and numerous stakeholders. The systems theory emphasizes unity and

integrity of the organization and focuses on the interaction between its component parts and the interactions with the environment both internal and external. It suggests that organizations must be studied as a whole taking into consideration the interrelationships among its parts and its relationship with the external environment. County governments are an open system hence they respond to the external influences as they attempt to achieve their strategic objectives. This study therefore made a deliberate attempt to interrogate the county governments to examine how their structures influenced the implementation of strategies. This instigated the hypothesis:

2.2.4. Situational Leadership Theory

The situational leadership theory put forth by Paul Hersey and Ken Blanchard in 1969 proposes that effective leadership requires a rational understanding of the situation and an appropriate response rather than a charismatic leader with a large group of dedicated followers (Graeff, 1997). The theory evolved from task-oriented versus people-oriented leadership continuum (Bass, 2008; Conger, 2011; Lorsch, 2010). The continuum represented the extent that the leader focuses on the required tasks or focuses on their relations with their followers. Various authors have classified SLT as a behavioural theory (Bass, 2008) or a contingency theory (Yukl, 2011). Both conceptions contain some validity. SLT focuses on leaders' behaviours as either task or people focused. This supports its inclusion as a behavioural approach to leadership similar to the leadership styles approach (autocratic, democratic, and laissez-faire), the Michigan production-oriented versus employee oriented approach, the Ohio State initiation versus consideration dichotomy and the directive versus participative approach (Bass, 2008; Glynn & DeJordy, 2010).

It also portrays effective leadership as contingent on follower's maturity. This fits with other contingency-based leadership theories including Fiedler's contingency theory, path-goal theory, leadership substitute theory and Vroom's normative contingency model (Glynn & DeJordy, 2010; Bass, 2008; Yukl, 2011).

This theory further states that people who are highly motivated are likely to take moderate risks, have an internal locus of control, have a strong drive to excel and solve problems. Achievement motivated people can be the backbone of most organizations. As we know, people with a high need for achievement get ahead because as individuals they are producers, they get things done. Managers with n-arch are likely to influence their departments and teams towards effective implementation of strategic plans.

Communication is an important aspect of leadership and influences implementation of strategies. Wolfgang (2006) pointed out that communication is possible only upon a common language between sender and receiver. Leonarda and Susana (2009) explain communication theory as an outline on how each one of the elements of communication processes would engage the others in dialogue. The main elements of communication according to communication theory are seven. First, source which Shannon calls the information source, which "produces a message or sequence of messages to be communicated to the receiving terminal. Second, is sender or transmitter, which "operates on the message in some way to produce a signal suitable for transmission over the channel? Third, is the channel that is "merely the medium used to transmit the signal from transmitter to receiver". Fourth, is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the message from the signal? Fifth is the destination that is "the person (or thing) for which the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated.

For the purpose of this study the situational leadership theory is applicable and has been used to explain the characteristics and aspects of leadership necessary for implementation of strategies. These are aspects such as; type of leadership, motivation of the staff, methods of communication between the leaders, the rest of the staff and the external environment. The interplay of these aspects of leadership with the dependent variable on implementation of strategies by county governments in Kenya such as:

development projects, public participation and financial viability and management, are important and formed a major area of enquiry in this study. This theory instigates the second research hypothesis:

2.2.5 Organizational Culture Theory

The study also used the Organizational Culture Theory. Different concepts of culture stem from two distinct disciplines, anthropology, and sociology. The concepts have been applied to organizational studies since the early 1980's (Schein, 1988). Anthropology views culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus.

The most widely used organizational culture theory is that of Schein (1988) who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation, and internal integration, that has worked well enough to be considered valid. This culture therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Schein's (1988) model, culture exists on three levels: Artefacts - which are difficult to measure; Values - which deal with espoused goals, ideals, norms, standards, and moral principles, and is usually the level that is usually measured through survey questionnaires; and underlying assumptions - deals with phenomena that remain unexplained when insiders are asked about the values of the organizational culture. The theory also demonstrates that while there is no single type of organizational culture, the organizational cultures may vary widely from one organization to the next, commonalities do exist, and there are theories developed to describe different cultures. Hofstede (1980) demonstrated that there are national and regional cultural groupings that affect behaviour of organizations. While O'Reilly, Cardick, and Newton (1991, 2005) based their belief on the premise that cultures can be distinguished by values that are reinforced with organizations. Deal and

Kennedy (1982) argue that culture is the single most important factor accounting for success or failure of organizations. They identified heroes, rites, rituals, and culture networks as four key dimensions of culture. Schein (2005) postulates that organization culture theory is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore to be taught to new members as correct way to perceive, feel and think in relation to the problems. Studies by Peters and Waterman, (1982); Aldinsand Caldwell, (1991) suggest that efficiency outcomes are associated directly or indirectly with organizational culture. A culture of efficiency, effectiveness, commitment, and oneness is robust and would provide positive outcomes.

The theory of organizational culture is relevant in this study. The aspects of organizational culture which have been applied in this research include level of team work, level of commitment, and conduciveness of the place of work. The study attempted to enquire whether the culture of the county government workers is conducive to implementation of strategies by the county governments. The researcher also made a deliberate attempt to find out the level of team work by the workers, that is, desirability of the personnel to work in a group accomplishing a given task or assignment in order to support the implementation of strategies by county governments. In addition the study attempted to establish how the level of commitment by county government workers, that is, willingness among the personnel to complete the task at their level best and having sense of pride for achieving organizational task influences the implementation of strategies set by the county governments. These were studied in reference to the dependent variable of effective implementation of strategies by county governments in Kenya. This theory instigates the first research hypothesis:

2.3 Conceptual Frame work

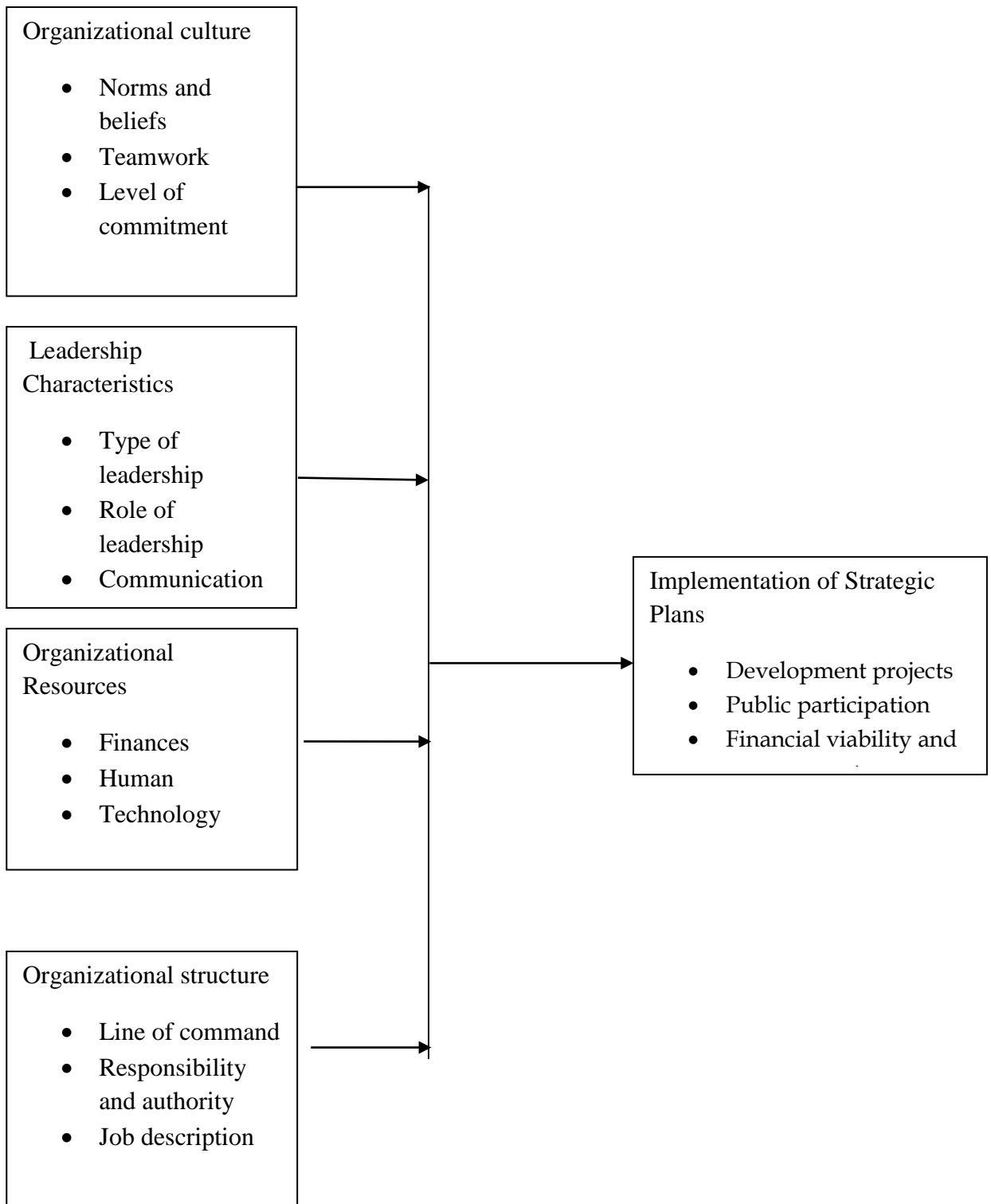
A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006). It is a group of concepts that are broadly defined and

systematically organized to provide a focus, a rationale, and a tool for the integration and interpretation of information (Cooper & Schindler, 2006). According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values. A conceptual frame work consists of a dependent variable and independent variables.

A dependent variable is the outcome variable, the one that is being predicted and whose variation is what the study tries to explain (Cooper & Schindler, 2006). It can also be said to be a variable that is measured, predicted, or otherwise monitored and is expected to be affected by manipulation of an independent variable (Chandran, 2004; Kothari, 2004; Kumar, 2005).

Independent variable is a variable that is manipulated by the researcher, and the manipulation causes an effect on the dependent variable (Chandran, 2004; Kothari, 2004). The conceptual frame work assists the researcher to conceptualize the relationship between variables in the study and show their relationship graphically or diagrammatically. According to Shields, Patricia, and Rangarjan (2013) the conceptual framework directs the collection and analysis of data in research.

The conceptualization of the study was based on the assumption that the implementation of strategies by the county governments in Kenya is influenced by certain organizational factors. If these can be identified there would be effective implementation of strategies and delivery of service by the county governments. The independent variables are: organizational resources, Leadership Characteristics, organizational culture, and organizational structure. Each of these form a part of the independent variables used in this study. These have in turn been operationalized into various dimensions as shown in the conceptual frame work in figure 2.1.



Independent Variables

Dependent Variable

Figure 1 Conceptual Frame work

2.4 Review of Literature on Variables

2.4.1 Organizational Structure

There are three structural dimensions that influence organizational structure, these are: formalization, centralization, and specialization (Olson E.M, 2005). Formalization is the degree to which decisions and working relationships are governed by formal rules and procedures. Rules and procedures provide a means for defining appropriate behaviours. Routine aspects of a problem can be dealt with easily through the application of rules, and rules enable individuals to organize their activities to benefit themselves and the organization. They are a form of organizational memory and enable businesses to fully exploit previous discoveries and innovations.

According to Olson (2005) formal rules and procedures lead to increased efficiency and lower administrative costs. Firms with fewer formal procedures are often referred to as organic (Olson & Slater, 2002). Organic firms encourage horizontal and vertical communication and flexible roles. High-tech businesses frequently utilize a relatively stable substrate of formal structure and then overlay this base with temporary project teams and multi-functional groups. The net effect is to achieve the efficiency of a functional organization and the market effectiveness of a divisional form. Temporary teams are used for a wide range of activities including new product development, strategic assessments, and process development. The benefits of the organic form include rapid awareness of and response to competitive and market changes, more effective information sharing, and a reduction in the lag between decision and action.

Olson (2005) further submits that centralization refers to whether decision authority is closely held by top managers or is delegated to middle and lower level managers. Lines of communication and responsibility are relatively clear in centralized organizations, and the route to top management for approval can be travelled quickly. While fewer innovative ideas might be put forth in centralized organizations, implementation tends to be straightforward once a decision is made. This benefit, however, is primarily realized in stable, noncomplex environments. According to Olson (2005) in a decentralized

organization, a variety of views and ideas may emerge from different groups (e.g., product management and sales). Since decision making is dispersed in a decentralized organization, decision making and implementation may be more time consuming. In the long run, it is likely that the decentralized organization will produce more new ideas and more actual program changes than will a centralized organization. And, when a non-routine task takes place in a complex environment, decentralization is more likely to be effective, as it empowers managers close to the issue to make decisions and implement them rapidly.

Specialization refers to the degree to which tasks and activities are divided in the organization (Olson & Slater, 2002). Highly specialized organizations have a higher proportion of specialists who direct their efforts to a well-defined set of activities. These specialists might focus their attention on cooperative advertising, pricing, distributor relations, or on specific market segments. Specialists are experts in their respective areas and typically are given substantial autonomy, which enables the organization to respond rapidly to changes in its environment. Organizations that have a high proportion of generalists are typically low in knowledge about specific market segments or in specific expertise such as e-marketing. Generalists, by necessity, must do additional homework before responding to change. Generalist organizations may be able to hold costs down by reducing the expense of hiring specialists.

Organizational structure provides the overall framework for strategy formulation. Pearce and Robison (2004) indicated that successful Implementation of Strategic Plans depends on the organizational structure. The organization has to make sure that all necessary organizational functions are being created in order to be able to fulfil the operational needs of the new strategy. The structure of the organization should be consistent with the strategy to be implemented. The structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustment will be necessary. Symptoms of an ineffective organizational structure include: too many levels of management, too many meetings attended by too many people, too much attention

being directed toward solving interdepartmental conflicts, too large span of control and too many unachieved objectives (Galpan, 1998). Schaap (2006) suggests that adjusting organizational structure according to perfect strategy can ensure successful Implementation of Strategic Plans.

2.4.2 Organizational Resources

David (2009) asserts that it's not possible to implement a strategy without resources that can be made available by the organization. The researcher further noted that organizations have at least four types of resources that can be used to achieve desired objectives namely financial, physical, human, and technological. The human resource elements play a big role in design and administration of strategic plans (Thompson, *et al.* 2010). Their use as a "strategic weapon" to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. A resource fit test should be applied to determine whether firm's resources strengths match the resource requirements of its present line up. The various activities necessary to implement any necessary strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan.

Resources give an organization a competitive advantage because they are normally difficult to replicate across any given sector. Johnson and Scholes, (1999) indicate that management linkage may source for similar resources and other best practices but it is always difficult to have some resources with replication for example, employee skills, practiced cultural values, time management skills and financial savings ability. This leads to great discrepancies in the implementation of seemingly similar strategies among organizations.

2.4.3 Leadership Characteristics

Leadership plays a central role in Implementation of Strategic Plans and if not properly managed poses challenges. Pearce and Robinson (2008) notes that the CEO together

with key managers must have skills necessary, personalities, education and experience to execute the strategy. However, a lack of leadership commitment and specifically strategic leadership by top management of the organization has been identified as one of the major barriers to effective Implementation of Strategic Plans.

According to Pearce and Robinson (2008) two leadership issues are of fundamental importance: the assignment of key managers and the role of CEO as he or she is closely identified with and ultimately accountable for a strategy's success and represents an important source for clarification, guidance, and adjustment during implementation. Thompson and Strickland (2004) postulate that general managers must lead the way not only in conceiving bold new strategies but also by translating them into concrete steps that get things done. Successful leadership requires effective use of power in overcoming barriers to change (Champoux, 2000). Power refers to a leader's ability to get things done in a way he or she wants them to be done. It is the ability to influence other people's behaviour, to persuade them to do things that they would otherwise not have done and to overcome resistance and opposition to changing direction. Effective exercise of power is essential for successful leadership (Des, Kiker, & Cross, 2005).

According to Wheeler *et al* (2007), great management practices are not replicable in a recipe fashion, but companies can develop a design for strategic leadership. According to Rowe (2001), strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that enhance the long-term organization's viability This is an integrated group of practices that builds a organization's capacity for change. In order to develop and maintain this capacity, Wheeler et al, (2007) define four critical elements that need to be integrated, these are: commitment to the company's purpose; the make-up of the top management team; the capabilities and motivation of people throughout the organization; and a sequence of focused, well-chosen strategic initiatives that can take the company forward. According to Hagen et al (1998), Hitt *et al* (2001) and Jooste and Fourie (2009), there are six critical criteria of strategic leadership. These are: determining strategic direction;

exploiting and maintaining core competencies; developing human capital; sustaining an effective corporate culture; emphasizing ethical practices; and establishing strategic controls.

2.4.4 Organizational culture

Organizational culture has been defined as the basic beliefs commonly-held and learned by a group, that govern the group members' perceptions, thoughts, feelings and actions, and that are typical for the group as a whole (Sackmann, 2003). Organizational culture may also be defined as a system of assumptions, values, norms, and attitudes manifested through symbols, which the members of an organization have developed and adopted through mutual experience and which help them to determine the meaning of the world surrounding them and how to behave in it (Janićijević, 2011). It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviours shared by the members of an organization that evolve over time (Trice & Beyer, 1984).

Pearce and Robinson (2006) refer to Organizational culture as the set of important assumptions (often unstated) that members of an organization share in common. Most authors concur that the concept of organizational culture refers to the shared values, underlying assumptions, and behavioural expectations that govern decision-making (Christensen, 2006; Senge, 2006; Kissack & Callahan, 2009; Rainey, 2009; Cameron & Quinn, 2011). In other words, culture creates social order, continuity, and a collective identity that generates commitment to rules about how we do things, and how to get the job done within organizations (Cameron & Quinn, 2011). Every organization has its culture.

From these definitions, it can be concluded that organizational culture consists of collective cognitive structures, such as assumptions, values, norms and attitudes, but also of symbols which materialize and manifest its cognitive content. Also, it consequently follows that organizational culture is a result of social interaction of the members of organization which takes place during solving of the problem of external adaptation of

an enterprise to the environment and internal integration of the collective (Schein E. 2004). The successful solutions to these problems are generalized, systematized, pushed into the sub consciousness of the members of organization, and thus converted into collective cognitive structures shared by all or most of the employees and managers. Then, these collective cognitive structures become a guide to the employees while interpreting the reality and the world surrounding them, as well as a guide for their behaviour (Martin, J. 2002, Alvesson, & M. 2002).

2.4.5 Implementation of Strategic Plans

Implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Campbell et al. 2002). Implementation of Strategic Plans covers almost every aspect of the management and it needs to be started from many different points within the organization (Shah, 2005). Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organisation and to all its stakeholders. Implementation of Strategic Plans is an action phase of the strategic management process (Heracleous 2000).

Implementation of Strategic Plans has been increasingly the focus of many numerous studies, particularly because the process from strategy formulation to Implementation of Strategic Plans is not effective and therefore not adequate in today's business environment (Sorooshian et al. 2010). In follow-up on the study Hickson, Miller and Wilson (2003) identified eight variables which have a significant impact on the success of Implementation of Strategic Plans and they grouped them into two categories which represent two distinct approaches to successfully managing Implementation of Strategic Plans namely the Experience-based approach and the Readiness-based approach. The variables representing the Experience-based approach were accessibility, resourcing, familiarity, acceptability and specificity and the variables representing the

Readiness-based approach were structural facilitation, priority and receptivity. This study suggested that organisations have two options to follow for implementing the strategies namely the Planned Option which was Experience-based and the Prioritised Option which was Readiness-based. The study posited that although following either of these options would enhance the performance of Implementation of Strategic Plans, the greatest chance for success was associated with a dual option. Organisations which choose neither of these options would be less successful in implementing strategies. This study is an important contribution to the Implementation of Strategic Plans literature because it provides a parsimonious set of variables which could be used to measure the success of Implementation of Strategic Plans.

Herbiniak (2006) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Similarly, Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. Echoing previous studies with similar results, Zaribaf and Bayrami (2010) found that most executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly. Normally, companies change their strategy to reposition themselves and adapt or react to market opportunities and threats; when considering how to implement a strategy, most probably will constrain any creativity in the new strategy. Therefore, one must strike a balance between an innovative and workable strategy and its successful implementation.

Strategic implementation is fraught with challenges as evidenced by the low percentage of strategies that are effectively implemented (Lane 2005). As such, several propositions, as well as some empirical tests, have been advanced to ascertain the drivers of effective implementation in the organization. Overall, the proposed enablers of strategic implementation are fairly consistent across many studies. Clear strategies and strategic focus, cross-functional integration, support from senior management, good communication, and strategic consensus among members all are discussed as positive

contributors to implementation efforts (Beer & Eisenstat 2000; Rapert, Velliquette, & Garretson 2002; Dobni 2003; Crittenden and Crittenden 2008). Not all factors, however, have been found to have a homogeneous impact on implementation.

Dissent exists within the literature on the efficacy of top-down or bottom-up strategic influence. A bottom-up approach refers to a strategic approach where strategies are largely driven by the input and participation by lower-level employees whereas a top-down approach employs a more command-and-control mentality where strategies are made in the C-suite rather than the front line (Thorpe & Morgan 2007). A bottom-up approach to strategic planning has been well-espoused in its positive impact on implementation (Beer & Eisenstat 2000; Kumar & Petersen 2005; Mattsson, Ramaseshan, & Carson 2006). Recent research, however, has presented contradictory findings indicating the primacy of top-down influences (Thorpe & Morgan 2007). The equivocality of these findings prompts questions as to the conditions under which these relationships hold. Adopting this contingency viewpoint may help elucidate why these drivers do not have a homogeneous impact on implementation. Firms have a myriad of internal and external factors affecting the nature of their implementation activities on outcomes.

In addition to the relative paucity of research on strategic implementation, quantitative empirical research on the topic is particularly sparse. Some quantitative examinations have demonstrated the role of strategic fit and implementation (Slater & Olson 2000; Slater & Olson 2001; Dobni 2003; Dobni & Luffman 2003). Other research has examined factors purported to increase the implementation of strategies and finds that firms utilizing the change model of implementation (high structure, top-down influence, visible control systems) outperform their decentralized, informal, lower-level counterparts (Thorpe & Morgan 2007). Noble and Mokwa (1999) used a mixed-methods approach to identify and test the indirect impacting factors of fit with vision, importance, scope, championing, senior management support, and organizational buy-in on implementation through strategy commitment. Of these variables, fit with vision, importance, and buy-in are significant (notably senior management support is non-

significant). Strategy commitment along with role commitment then positively impact implementation.

The outcomes of implementation are contingent on the strategy's success or failure. The organizational climate and support for future strategies will either increase or decrease contingent on the outcome of the strategy. Enhanced firm performance is also an implicit outcome for implementation (Slater & Olson 2001; Lane 2005; Crittenden & Crittenden 2008). Implementation has been measured directly in certain situations; however, these measures have assessed the efficacy of implementation rather than actual implementation itself (Thorpe & Morgan 2007). Firms adopting a change model focus on firm structure, incentives, and control systems, those with a collaborative model focus more on the communication between planners and implementers, and those with a cultural model focus on the lower-level employees (Thorpe & Morgan 2007). Further, strategic implementation varies considerably within the firm. Strategic implementation in firms is inconsistent with firms "zig-zagging" in their implementation approach over time (Brauer & Schmidt 2006).

2.5 Empirical Review

Empirical studies are researches that derive their data by means of direct observation or experiment to answer a question or hypothesis (Sekaran, 2006). This section will explore the previous empirical studies relating to the influence of the independent variables for this study (Organizational structure, Organizational Resources, Leadership characteristics, and Organizational culture) on the dependent variable (Implementation of strategies by County Governments in Kenya).

2.5.1 Implementation of Strategic Plans

Numerous studies have been carried out on implementation of strategies by different researchers and scholars. Kim and Mauborgne (2005) identified some of the factors influencing Implementation of Strategic Plans to be: failure to follow the plan, poor communication, inability to predict environmental reaction. Andreas (2004), Kaplan &

Norton (2004), Wheelan and Hunger (2008), Thompson & Strickland (2003) state that organization structure, organization culture, leadership lack of staff motivation is also among some of the challenges faced.

In their study Hickson, Miller and Wilson (2003) identified eight variables which have a significant impact on the success of Implementation of Strategic Plans. They grouped the variables into two categories which represent two distinct approaches to successfully managing Implementation of Strategic Plans namely the Experience-based approach and the Readiness-based approach. The variables representing the Experience-based approach were access ability, resourcing, familiarity, acceptability and specificity and the variables representing the Readiness-based approach were structural facilitation, priority and receptivity. This study suggested that organisations have two options to follow for implementing the strategies namely the Planned Option which was Experience-based and the Prioritised Option which was Readiness-based. The study posited that although following either of these options would enhance the performance of Implementation of Strategic Plans, the greatest chance for success was associated with a dual option. Organisations which choose neither of these options would be less successful in implementing strategies. This study is an important contribution to the Implementation of Strategic Plans literature because it provides a parsimonious set of variables which could be used to measure the success of Implementation of Strategic Plans.

Mango (2014) carried out a study that analysed the determinants of successful Implementation of Strategic Plans within public schools in South Africa. The study involved a hundred and sixty five (165) respondents who were chosen to participate in the survey. The study found out that compensation management, managerial behaviour, Institutional policies and resource allocation all have an effect on effect on the successful Implementation of Strategic Plans. The Cramer's V coefficient confirmed a strong association between institutional policies and successful Implementation of Strategic Plans. Further the study found a somewhat above moderate strength between resource allocation factors; and between compensation management and successful

Implementation of Strategic Plans. The results revealed that compensation management, managerial behaviour, institutional policies and resource allocation have a considerable impact on successful Implementation of Strategic Plans within public schools in South Africa.

Kibicho (2015) carried out a study on Determinants of Implementation of Strategic Plans success in the Insurance Industry in Kenya. In this study the researcher had a target population of 51 insurance companies operating in Kenya. The study concluded that resource strength significantly determines Implementation of Strategic Plans success among insurance companies in Kenya. Additionally the study found out that corporate culture influences Implementation of Strategic Plans in insurance companies in Kenya. Innovation and entrepreneurship were further found to affect strategic decisions of insurance firms. The study concluded that corporate culture only moderately influenced Implementation of Strategic Plans success in the insurance industry in Kenya.

Mutie and Irungu (2014) carried out a study on determinants of successful strategic plan implementation on the Church Commissioners of Kenya. The study involved sixty nine members (69) of management of the organization. The key findings of the study indicated that leadership, organizational culture, technology and possession of unique resources are key determinants of successful Implementation of Strategic Plans. The study further revealed that involvement of stakeholders at the point of strategy formation is fundamental for it promotes ownership of strategic plan ownership during implementation. . The study further concluded that successful Implementation of Strategic Plans requires a combination of different support factors which would ensure that the formulated strategy is successfully implemented.

Mbaka and Mugambi (2014) carried out a study on factors affecting successful Implementation of Strategic Plans in the water sector in Kenya. The study sought to review the factors that affect Implementation of Strategic Plans in the water sector in Kenya. These factors were identified as; strategy formulation process, relationship between different units or departments and departments and different strategy levels,

executors, communication, implementing tactics, consensus, commitment, organizational structure, employees and inadequate resources among others. The study concluded that the most important reason for failure of Implementation of Strategic Plans in the water sector in Kenya is operational dimensions which included resources limitation, incompetent management staff, poor planning for execution and lack of integration among departments. These were followed by structural and contextual dimensions.

Other researches were like those done by Ombati (2007); Simba (2010) which uncovered some more challenges such as: lack of a buy-in, finances, lack of use of modern technology, resistance to change, and failure to involve top management in the implementation process. Mogaka (2008) carried out a study on analysis of challenges of implementation of the strategic management plan in the Nairobi City Water and Sewerage Company. The researcher came up with challenges such as political influence, employee training, availability of resources and organizational change. Narua (2011) carried out some study on factors influencing implementation of strategic plans in Savings and Credit cooperative societies in Imenti North, Kenya. In this study, the researcher identified factors such as; availability of funds, manpower planning, and management style, legislation, and organizational structure. Another study on challenges of Implementation of Strategic Plans was done by Chege (2011) on factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company. Chege identified factors such as; leadership, organizational resources, organizational structure, organizational culture, organizational politics and technology. Last but not least Machuki (2011) carried out a study on investigation of the challenges facing implementation of strategies in local Authorities in Kenya: the case of Kisii Municipal Council and identified these challenges to be; inadequate rewarding system, organizational culture, staff training, administration challenges, leadership, resources, policies and procedures.

Obiga, (2014) carried out research on “Challenges of Implementation of Strategic Plans at the Nairobi County Government.” From the findings the study concluded that level of

management skills or Leadership Characteristics influences the Implementation of Strategic Plans to great extent. The study concluded that the organizational structure influences Implementation of Strategic Plans in the county government. This was through bureaucratic bottlenecks, differentiated roles that lead to specialization, number of reporting lines, implementation challenge, type of the structure with the flat allowing implementation, harmony of reporting lines and employee placement. The study revealed that the challenges faced during Implementation of Strategic Plans were lack of support from the top management , slow budget approval , lack of clear individual role, lack of alignment with the organization strategic plan , lack of employee involvement , poor staffing level , ineffective communication during Implementation of Strategic Plans and lack of coordination of activities during Implementation of Strategic Plans . The study found that employee did not understand what the Nairobi County Government strives to achieve, politics affected Implementation of Strategic Plans in Nairobi county Government and transition affect Implementation of Strategic Plans. Obiga (2014) recommended that a study should be done on factors affecting effective implementation of devolved governments in Kenya. It is this gap that this study seeks to bridge.

Another study on devolved governments was by Opano, Shisia, Sang, and Josee, (2015), who did a study on; “Strategic Planning and Implementation Practices at the Kisii County Government in Kenya.” The researchers identified involvement of stakeholders and financial resources to be the main Determinants of Implementation of Strategic Plans in Kisii County. The researcher recommended that a study should be carried out in form of a countrywide survey that involves other counties. This they submitted would assist in establishing the strategic planning and implementation practices among the County governments in Kenya since the County government concept is relatively new in Kenya. It is this gap that this study made a deliberate effort to focus on but in a different context and concept from what the previous studies focused on. Given the importance of Implementation of Strategic Plans, this study sought to fill this gap by seeking answers

to the question: “what are the Determinants of Implementation of Strategic Plans by County Governments in Kenya?”

2.5.2 Organizational structure

Bimani and Longfield-Smith (2007) focused their study on how organizational structure influences Implementation of Strategic Plans and found the process of Implementation of Strategic Plans to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and Implementation of Strategic Plans, Forman and Argenti (2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy. Similarly, Markiewicz’s (2011) study also reflected the importance of processes and structures in the successful implementation of strategies and proposed that creativity, innovation, and perception of an organization as processes are very important in implementing strategies.

In addition to the research described above, Matanda and Ewing (2012) studied multinational personal healthcare company Kimberly-Clark’s Implementation of Strategic Plans and found that brand planning processes, global branding and marketing capabilities, and processes contributed to the company’s success. In line with the above studies, Slater, Olson, and Hult (2010) investigated six types of generic strategies and their implementation and concluded that the most influential perspective needed for business success requires a fit between strategy and organizational structure. Organizational structure and design are important as they entail decisions related to resource allocation for various units and activities within the business ecosystem (Brenes, Mena & Molina, 2008).

Kandie, (2011), identified organizational structure as one of the challenges facing implementation of strategic plans at Kenya Reinsurance Corporation Ltd. The researcher

asked the respondents how the organization structure influenced Implementation of Strategic Plans and they all confirmed that structure influenced strategy to a great extent. To most respondents, the hierarchical structure was bureaucratic and was a challenge to Implementation of Strategic Plans. Amollo, L.O. (2012), carried out a study on challenges of Implementation of Strategic Plans at the Parliamentary Service Commission (PARLSCOM), and identified organizational structure as one of the factors that affect implementation of strategic plans. The study also found that the organization structure at PARLSCOM was not fully aligned with the strategic plan that had been adopted. The researcher therefore, recommended that the structure of the organization should be consistent with the strategy to be implemented since the nature of the organizations structure to be used in implementing strategy is influenced by the environment stability and the interdependence of the various units. The researcher further submitted that the structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustment should be necessary either for the structure or the strategy itself to avoid disorder, friction, malfunctions or reduced performance results.

2.5.3 Organizational Resources

Kidombo (2007) observed that knowledge resources, material wealth, and coordination ability are key to successful Implementation Strategic Plans. Abuya (2011), on a study of challenges of Implementation of Strategic Plans at Action Aid Kenya found out that resources can be a real challenge to Implementation of Strategic Plans. Their use as a “strategic weapon” to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. Action Aid had an ambitious plan yet it was not possible to implement strategies which require more resources than could be made available. The researcher noted that too little resources stifled the ability to carry out the strategic plan to the fullest.

In a study entitled “An analysis of organizational learning process in donor agencies in Nairobi,” Amulyoto (2004) observes the need to recognize shortage of resources and the

objective to develop both the existing and expected new resources as critical in compelling leaders and managers to motivate the organization towards effective strategic plan implementation. In her study, “challenges facing implementation of strategic plans at Kenya Reinsurance Corporation Limited.” Kandie, (2011), found out that all respondents attributed human resource as a major challenge in their Implementation of Strategic Plans. They submitted that they were not able to implement that which they have purposed to do due to lack of human resource. Most respondents cited inadequate capacity as one of the major challenge because they believe that they waste most of the time doing administrative work instead of doing technical work which should enhance their profitability. Most respondents saw lack of resources and indistinct role definitions in Implementation of Strategic Plans more problematic than any other challenge. Mutwiri, (2012), in her study on “challenges of strategic plan implementation by Brand Kenya Board,” identified financial constraints, overall budget of the Board, and human resource as major resources that affect implementation of strategies at the Brand Kenya Board. These findings are consistent with Hewlett (1999) and Cohen (2004) who identified financial constraints as a major constraint in the implementation of the strategic plan.

2.5.4 Leadership Characteristics

According to Cater & Pucko (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful Implementation of Strategic Plans. Therefore, the need for effective leadership outweighs any other factor. Beer and Eisenstat (2000) addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances. Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to Implementation of Strategic Plans are key responsibilities

of the leadership. Matthias and Sascha (2008) identified the role of the board, which is to ensure consistency among resource allocation, processes, and the firm's intended strategy. Beer and Eisenstat (2000) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of Implementation of Strategic Plans. Zaribaf and Bayrami (2010) categorized the leadership's importance into three key roles: managing the strategic process, managing relationships, and managing manager training. Similarly, Ansari's (1986) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in Implementation of Strategic Plans. In a study involving Zimbabwe's state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found that relatively low leadership involvement in Implementation of Strategic Plans led to partial strategy success in the organization studied.

Researchers have also examined the influence of hierarchical leadership in implementing strategies. O'Reilly, Caldwell, Chatman, Lapiz, Self, and William's (2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units' performance, Menguc, Auh, and Shih (2007) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

Mutwiri, (2012), found out that the challenging aspect when implementing strategy is the top management's commitment to the strategic direction itself. The researcher further noted that in some cases, top managers may demonstrate unwillingness to give energy and loyalty to the implementation process. This was evident in the Brand Kenya's strategic plan implementation where the chief executive officer was responsible

for the overall strategic direction of the organization, but was dependent on a strong management team to implement its strategic plan. In his study “Effect of selected variables on corporate performance,” Awino (2007) postulates that for a strategy to be effectively implemented, a committed leadership must champion it. He further argues that, any corporate agenda will be a successful initiative if the analysis and commitment have come from the corporate office headed by the Chief Executive Officer (CEO) and team members who have the holistic view of the firm and its environment. Accordingly, it is the CEO and the management team who will shape and have the ultimate responsibility for achieving the strategic ambition of the corporation.

Mulube (2009) in his study on “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance” noted that for most organizations in Kenya, an emphasis is always placed on democratic leadership characterized by maximizing participation and involvement of group members together with empowerment for decision making. Thus an effective strategic plan implementation, with the ultimate goal of realizing improved organizational performance requires embracing factors that will entice leadership to motivate their employees in order to enhance implementation practices.

2.5.5 Organizational Culture

Culture helps the employees and managers determine the meaning of the concepts, things, and events both within and outside of the organization. An organizations’ cultural setting can either facilitate or hinder successful Implementation of Strategic Plans. Thompson & Strickland (2008) submit that the act of changing organizational culture is very difficult because of the heavy anchor of deeply held values and habits. This is because people like clinging to the old and familiar and fear change. The culture of an organization is expected to be supportive of and consistent with the strategy being implemented (Johnson & Scholes, 1999). Corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation. Since it is managers who were involved in

developing strategic plans, it is part of their leadership tasks to bring the organization's culture into alignment with strategy and keep it there.

Ahmadi, Salamzadeh, Daraei, and Akbari (2012) studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and Implementation of Strategic Plans. Results of their study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture). In a study involving Latin American firms, Brenes and Mena (2008) concluded that organizational culture supportive of principles and values in the new strategy resulted in successful Implementation of Strategic Plans in the sampled firms. They also revealed that 86% of the most successful companies see culture aligned to strategy as highly significant, against only 55% of less successful companies.

Abuya, (2011), in his study, "Implementation of Strategic Plans Challenges in Action Aid Kenya" found out that there was an overwhelming agreement that the culture has a strong influence to Implementation of Strategic Plans. The study aimed at establishing how culture affects Implementation of Strategic Plans and all agreed that the Action Aid culture was supportive of the organization's strategy and that the staff holding key positions were competent to deliver. Amollo, (2012), in his study on "Challenges of Implementation of Strategic Plans at the Parliamentary Commission of Kenya (PARLSCOM)" found that there was lack of definite organization culture at PARLSCOM hence posing a challenge to Implementation of Strategic Plans. It is therefore recommended that organizations should consider organization culture an integral part of the process changing if Implementation of Strategic Plans is going to realize its full potential of improving the way organization do its business.

Kandie, (2011), in her study, "Challenges of Implementation of Strategic Plans at the Kenya Reinsurance Corporation" cited culture as one of the major challenges to Implementation of Strategic Plans. Culture refers to a shared meaning and shared

understanding. Culture impacts on most aspects of the organizational life, such as how decisions are made and who makes them. Several members of staff are resistant to change and would like the status quos to remain. New blood is resisted and hence difficult to retain new key resource personnel. Some respondents informed the researcher that inbreeding was a challenge to Implementation of Strategic Plans because everyone thinks the same and in case of new ideas there is no room for innovation.

2.6 Critique of Existing Literature

The systems theory as advanced through the views of Hannagan (2002), Koontz (2001) states that an organization is a social system consisting of individuals who cooperate within a formal framework in a particular environment. The scholars further submit that the whole is more than the sum of its parts or organisms. However, this theory has its weaknesses in that specialization has led to isolation of teams with subcultures and miscommunication. It also assumes that all parts in the system are working and know the end result which is not always the case. This theory also fails to take care of outsiders to the system although they impact on the system.

The situational leadership theories have been advanced by many scholars, for example Koontz (2001), Bargora (2003), Judge and Robinson (2002), and Cole (2002), among others. They advance the transformative leadership theory which states that leadership is about dreaming the impossible and helping followers to achieve the same. However this theory has its weaknesses in that it seems to define leadership using circular logic based on success, it points towards universality than contingency orientation. Transformative leadership is not sustainable for all cultures or regions in terms of vision formation and communication.

The weakness of this theory is the assumption that democracies are the solution to peoples work. Most leadership theories lack empirical support. Leadership models become complex as they expand lacking its robustness. Similarly, not all the people under a leader will accept moderate challenges. Leadership theories fail to realize that

performance might be set by the people on the ground leading to revolts on non-achieving leaders. The assumption in communication theories is that all the steps are followed procedurally. However, the practical reality is that the environment has lots of disturbances called noise that interferes with communication. The theories also fail to recognize that in some communications, no feedback is ever expected.

Theories on organization culture concentrate very much on macro-level studies of groups and organizations leaving out the individual and do not consider resistance to change assuming that all people will obey culture. Employees are assumed to crave for recognition and responsibility yet some employees are happier without either of those as long as they get a salary. Needs ladder does not take place in the given order over a time and one can achieve self-esteem or actualization under risky environment for example in an environment without security and adequate physiological needs, we still get people who have achieved the higher levels of Maslow's hierarchy of needs. Resource dependency theory as advanced by Pfeffer and Solonchak (1978), Boyd (1990), and Scott (2003), observe that all organizations are at the mercy of their environment needing all resources from it and that the environment controls the resources to the organization. However, this is not always true as the complexities of relationships in the environment mean that an organization can break from its immediate environment, for example during economic sanctions or political turmoil, organizations still get resources.

The organizational theory by Schein (1988) views culture as a pattern of basic assumptions, invented, discovered, or developed by a group for external adaptation and internal integration. These consist of artefacts, values and assumptions. One weakness of this theory is that it concentrates too much on macro level studies of groups and organizations leaving out the individual. The theory also does not consider resistance to change assuming that all people will obey culture. Again the theory assumes that employees will crave for recognition and responsibility yet some employees are happier without either of these as long as get a salary.

The studies carried out in the variables mentioned have tended to wrongly assume that each of the variables appear in isolation although other studies tend to believe none of the variables can appear in isolation. Combination of seemingly related variables like management and leadership is not particularly effective since the two aspects have distinct features which should be studied independently. Studies on communication tend to ignore the fact that in some cultures, communication is defined by the community and not work environment. Therefore, studying communication in isolation without other factors gives a biased assessment of that variable. Scholars who have studied resource dependency theory did not consider the fact that sometimes, the resource controls the resource user and in most cases the user becomes the control variable. In all the studies for all variables, the assumption was that, applicability is universal, but different regions of the world view each of the studies variables in a completely different way and more so, the African context does not come out clearly even for the studies carried out on the African continent.

2.7 Research Gaps

Previous studies did not examine the influence of major factors in the link between strategic planning and Implementation. Wambui (2006) focused on managerial involvement related to Implementation of Strategic Plans. This represented one aspect of factors that influence implementation leaving a gap to be pursued by other scholars. Korten (1990) studied the environment under which NGOs fail to implement their strategic plans but did not directly scan the other factors that affect implementation of strategic plans. Cater and Pucko (2010) studied poor leadership as the biggest obstacle to strategy execution in Eastern Europe, and not Africa. The implementation gaps illuminated by previous studies (Awino, 2007; Mintzberg, 1994; Letting, 2009; Arasa, 2008; Aosa, 1992; Cater & Pucko, 2010) such as poor leadership, poor communication and lack of stakeholder involvement, was brought into account.

Kibicho (2015) carried out a study to evaluate the Determinants of Implementation of Strategic Plans in insurance companies in Kenya. The study confined itself to only four

conceptualized determinants, namely management Competence, Resource Strength, Corporate Culture and Innovation. However, the findings of the study revealed the importance of top management commitment, resource planning and communication emerging as also significantly influencing the success of Implementation of Strategic Plans among insurance firms in Kenya. The researcher recommended that a study on the Determinants of Implementation of Strategic Plans in public institutions to be carried out. County governments are public institutions and hence this study attempted to fill that knowledge gap.

Mbaka and Mugambi, (2014), carried out a study on factors affecting successful Implementation of Strategic Plans in the water sector in Kenya. Some of the recommendations that have been recommended which if implemented would ensure successful implementation of strategies are involving the employees during the Implementation of Strategic Plans process, engaging employees through frequent updates, providing adequate resources, aligning of organization structure with the new strategy, proper structures, clear and well developed strategies, motivation, support by top level management, technological infrastructure among others. The researchers submitted that the subject of Implementation of Strategic Plans studies should not only be on state-owned corporations but also on public run institutions. However, they identified a research gap where studies should be carried out on the same factors on other public institutions covering more other sectors and therefore the need for this study.

Keraro, and Isoe (2015), carried out a study on Good Governance and the Enhancement of Effective Service Delivery for Accelerated Economic Development of Counties in Kenya. The study endeavoured to establish Role of Good Governance Structure in Enhancing Service Delivery for Social Economic Development of Counties in Kenya. The study recommended that as county governments embrace strategic management practices for sustainable economic growth and service delivery, they should adopt lean management structures for effective and efficient management of county institutions. Further, the paper recommends that it is imperative for County Governments in Kenya

to focus on determining important governance structural orientations that match their different strategies for better utilization and maximum gain from their varied local opportunities and resources. Finally, the paper recommended that County Governments should embrace governance structures characterized by reduced internal bureaucracy, a balance between centralization and decentralization and a budge from rigid orientations to more flexible governance structural systems that promote accountability in their struggle for social economic development. The researchers identified a gap on implementation of strategies by the county governments among others and it is this gap that this study sought to fill.

On the studies done in the area of Implementation of Strategic Plans, none that the researcher know seems to have explored the process of Implementation of Strategic Plans in the new system of devolved government in central Kenya as a region. The studies done have covered “stand-alone” counties for example, Nairobi County Government (Obiga, 2014), and Kisii County (Opano, Shisia, Sang, & Josee, 2015). Obiga carried out research on “Challenges of Implementation of Strategic Plans at the Nairobi County Government.” Obiga (2014) recommended that a study should be done on factors affecting effective implementation of devolved governments in Kenya. The Obiga further recommended that a study should be done on the effects of Implementation of Strategic Plans on performance of county governments in Kenya.

Another study on devolved governments was by Opano, *et al*, (2015), who did a study on; “Strategic Planning and Implementation Practices at the Kisii County Government in Kenya.” The researchers identified involvement of stakeholders and financial resources to be the main Determinants of Implementation of Strategic Plans in Kisii County. However, the researchers identified two research gaps. First, that there is need for a comparative study to be carried out with a country that has a devolved government system that has been successful over a long duration in order to establish best practices in strategic planning and implementation. Second, a study should be carried out in form of a countrywide survey that involves other counties. This they submitted would assist in

establishing the strategic planning and implementation practices among the County governments in Kenya since the County government concept is relatively new in Kenya. It is this gap that this research made a deliberate effort to focus on but in a different context and concept from what the previous studies focused on. Given the importance of Implementation of Strategic Plans, this study sought to fill this gap by seeking answers to the question: “what are the Determinants of Implementation of Strategic Plans by County Governments in Kenya?”

2.8 Summary

Implementation of Strategic Plans can be explained by use of models and underpinned by a theoretical framework which is rich with many theories. In this chapter these models and theories that are relevant to the topic under study have been discussed. A successful Implementation of Strategic Plans model would have to take into account the human factor in implementation as well as the structure of the organization and its systems viewpoint. In brief the chapter has discussed the theoretical framework, conceptual framework, review of literature, critique of literature review, and research gaps.

In the theoretical framework the supporting theories on which the study is based on are; the Higgins Model on Implementation of Strategic Plans, the Resource Based View of the firm theory (RBV), Systems Theory, and the Management Leadership Theory. The Higgins model on Implementation of Strategic Plans is the source of the four independent variables that is: organizational structure, organizational resources, Leadership Characteristics, and the organizational culture. The Resource Based View theory submits that it is not the resource type as such that matters but how the resource is employed, Peteraf and Bergen (2003). Resources may have a number of different functions, which may enable them to be employed across a number of different conditions. It is upon the leaders to determine the most profitable usage for the resources at their disposal. The Resource Based View Theory (RBV) has been used in this study to explain the role of resources such as finances, physical assets, which are tangible as well

as the intangible resources like skills, knowledge, relationships, motivation, and, culture on Implementation of Strategic Plans.

The systems theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a larger system such as the society or the economic system to which it belongs. The management leadership theories have been discussed at length and have provided good information on the role of leadership on Implementation of Strategic Plans by the County Governments in Kenya. On empirical review, the empirical findings from various researches carried out in the area of Implementation of Strategic Plans have been reviewed. From these reviews many Determinants of Implementation of Strategic Plans have been identified from various parts of the world. The main Determinants of Implementation of Strategic Plans have been identified as: compensation management, managerial behaviour, institutional policies and resource allocation, corporate culture, communication, leadership, and support by top management. The conceptual framework summarizes this chapter by operationalizing and summarizing the entire section. It shows the interaction of and relationship between the independent variables and the dependent variable which is implementation of strategies by County Governments in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details how the research was conducted and the data collected analysed. The chapter describes the research design, target population, sampling frame, sample and sampling technique, data collection instruments, data collection procedure, pilot test, data processing and analysis, and operationalization of the study variables.

3.2 Research Design

According to Easterby-Smith, Thorpe and Jackson (2008), research design is the way the research is organized, how evidence will be gathered, where the evidence will be found and how the evidence will be interpreted. Blumberg, Cooper and Schindler (2011) defined a research design as the plan and structure conceived to obtain answers to research questions. Mohibir (2008) defines research design the grand plan in framing the methods and procedures for the collection and analysis of data, creating a structural approach for the requirement of the research.

This study adopted a cross-sectional survey research design. This ensured ease in understanding ideas about the problem. It is a flexible design that allowed the researcher to consider many different aspects of a problem, while at the same time collecting data by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). It can be used when collecting data about peoples' attitudes, opinions, habits or any of the variety of educational or social issues (Orodho & Kombo, 2002).

Kothari (2006) define a cross-sectional survey research design as a systematic gathering of data from a sample of respondents for the purpose of understanding and/or predicting some aspects of the behaviour of the population of interest. He further submits that a cross-sectional survey research design involves large numbers of persons, and describes population characteristics by the selection of unbiased sample. It involves using questionnaires and sometimes interview guides, and generalizing the results of the sample to the population from which it is drawn. In this study, cross sectional survey

research design was used to obtain data from a sample of respondents for testing hypotheses on determinants of implementation of strategies by county governments in Kenya. This is because a cross sectional survey research design is flexible enough to provide opportunity for considering different aspects of a problem under study (Kothari, 2004).

According to Creswell (2003), cross sectional survey research designs can be used in preliminary studies, to allow gathering of information, summarize, present data, and interpret it for the purpose of clarity exactly what this study strived to investigate. The study sought to establish Determinants of Implementation of Strategic Plans by County governments in Kenya and investigate four specific objectives, testing their influence on effective implementation of strategies using four hypotheses. Njuguna (2010) adopted a similar research design while investigating the strategies to improve pension funds in Kenya and the findings stood the test of validity and reliability.

3.3 Target Population

Population refers to the entire group of people or phenomena of interest that the researcher wishes to investigate, Sekaran (2010). Population of a study is a complete group of entities sharing common features (Zikmund, 2010). It therefore refers to an entire group of individuals, events, or objects having common observable characteristics. Cooper & Schindler (2008) also observe that a population is the total collection of elements about which one wants to make inferences. A similar view is expressed by Kothari (2006) when he defines a population as the study's universe. The study population in this research was all the 47 counties in Kenya according to the 2010 constitution. These formed the target population of the study. According to Cox (2010) target population is the entire set of units for which the study data will be used to make inferences.

The target population of this study were the five counties of central Kenya region. These counties are: Kirinyaga, Murang'a, Nyandarua, Kiambu, and Nyeri. The researcher chose this region due to a number of reasons. The first reason for choosing to study

Determinants of Implementation of Strategic Plans by County Governments is because the county governments are new entities in the new system of devolved governments in Kenya. Additionally, not much research has been carried out in this area as the county governments became operational after the general elections of 2013. Being a new system the counties are facing a myriad of challenges in their endeavour to implement their strategies hence the interest.

For this study the need to obtain access to the required information and due to constraints of time and funding it was not possible to use a random sample of the counties on a national basis. The researcher is self-sponsored and therefore the research is self-funded limiting the financial ability to carry out a national survey. The reasons mentioned above coupled with the vastness of the area of study and the constraint of time as the researcher would not be able to get a study leave from the employer inhibited a national survey. However the central Kenya region counties have characteristics similar to those of other counties in the country. All the counties in the country have been created and are controlled by the same constitution, have similar structures, and get their main funding from the same source, that is the national government. Therefore the choice of central Kenya region counties was a suitable representation of counties at national level.

3.4 Sampling Frame

A sampling frame is a list of population from which a sample is drawn (O'Leary, 2001). It is the source material or device from which list of all elements within a population that can be sampled is drawn and may include individuals, households or institutions. It's a published list in which or a set of directions for identifying a population (Gall, Gall & Borg, 2007). It highlights features such as single representation of each and every element, numerical identifiers, contact information, maps, location and other relevant information presented in a logical and systematic fashion and exclusion of elements outside the population of interest (Sapsford & Jupp, 2006). A sampling frame facilitates formation of a sampling unit that refers to one member of a set of entities being studied

which is the material source of the random variable (Bailey, 2008; Klaus & Oscar, 2008). Common examples of a unit would be a single person, animal, plant, or manufactured item that belongs to a larger collection of such entities being studied.

For the purpose of this study, sampling frame comprised all the 47 counties in Kenya (CoK, 2010). From each of the 47 counties the respondents were stratified into; Executive, Members of County Assemblies (MCA), Sub-County Administrators, and Ward Administrators. The choice of the above mentioned officers is informed by the fact that these are the officers who are involved with the formulation and implementation of strategies in the County Governments.

The researcher stratified the respondents into four, which included the Executive mainly the Heads of Department, the Governor, Deputy Governor, and County Secretary; then Sub- County Administrators, Members of County Assembly, and Ward Administrators. In Kenya we have a total of 47 counties, 290 sub-counties, and 1450 wards (Handbook on County Governments in Kenya, 2015). This gives a total of an equivalent number of respondents for each stratum of respondents apart from the executive and the MCA'S. This is because the executive comprises of 10 members in every county, giving a total of 554, while the number of MCA'S is 2258 due to an addition of nominated MCA'S (Counties in Kenya <https://www.google.com> downloaded on 22nd April 2016). The sum total of all the respondents is 4,552 as summarised in Table 3.1

Table 3.1 Sampling Frame

Position	Unit Number	Total Respondents
Executive	47 @ 10	554
Sub- County Administrators	290 @ 1	290
Members of County Assembly	1450 @ 1 plus nominated members	2258
Ward Administrators	1450 @ 1	1450
Grand Total		4552

Source: Handbook on County Governments in Kenya (2015)

3.5 Sample and Sampling Technique

A sample is a segment or a subset of the population that is selected for analysis and a representative sample is one that accurately reflects the population that is being sampled. According to Saunders, Lewis and Thornville (2003) sampling is the process of selecting a number of individuals for a study from the larger group referred to as the population. Saleem (2009) has defined sampling as a definite statistical plan concerned with all principle steps taken in the selection of a sample and the estimation procedure.

As discussed in chapter one, five counties of central Kenya region were selected as the area of study. The technique used for selecting the five counties was purposive sampling. This relies on the judgement of the researcher when selecting the units that are to be studied. The choice of this region was informed by the fact that some of these counties had issues with the Auditor General on issues of project implementation, and even some like Kiambu, Muranga, and Nyeri their cases were already in the Senate,

Wainaina,(2016) and Wambui, (2015). In addition the homogeneity of the County governments in terms of structure and organization made sampling of this region suitable. A study of the five counties formed 10.638% of the 47 counties. This sample size is acceptable as Kothari (2004) recommends any large sample to be at least 10% of the target population. From the area of study which comprises of the five counties of central Kenya region the number of respondents are 506 as indicated in Table 3.2. This figure is well above the 10% minimum as recommended by Kothari (2004) as it is 11.31% and is therefore acceptable.

Table 3.2 Sample Size

COUNTY	POPULATION		SIZE		
	EXECUTIVE	SUB-COUNTY ADMINISTRATORS	MCA'S	WARD ADMINISTRATORS	TOTAL
KIRINYAGA	10	5	29	20	64
NYANDARUA	10	5	37	25	77
KIAMBU	10	12	87	60	169
MURANG'A	10	7	48	35	100
NYERI	10	7	49	30	96
TOTAL	50	36	250	170	506

Source: Handbook on County Governments in Kenya (2015)

3.5.1 Sampling Technique

The study used stratified sampling method. Stratified sampling divides a heterogeneous population into a number of distinct categories or strata of independent sub population from which individual elements can be randomly selected (Trochom, 2000). The study stratified the population into administrative positions. According to Kerry & Bland (1998) the technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogenous population. Stratification aimed to reduce standard error by providing some control over variance.

The sample was developed using proportionate sampling strategy. With proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum. This meant that each stratum had the same sampling fraction (Stattrek, 2009). According to Birchall (2009) proportionate stratification provides equal or better precision than a simple random sample of the same size, the gains in precision are greatest when values within strata are homogeneous and those gains in precision accrue to all survey measures. There were four levels of stratification comprising of, the Executive, Members of County Assembly (MCA), Sub-county Administrators, and Ward Administrators.

Sekaran, (2009), recommends that a sample should be an optimum sample. He defines an optimum sample as the one that fulfils the requirements of efficiency, representativeness, reliability, and flexibility. According to Sekaran (2006), this sample should be in the range of 10% to 30%. For the purpose of this study an optimum proportion of 30% was selected from each category of the target population of each county in order to satisfy the requirements of optimality and representativeness. Following the high homogeneity among the respondents in the different strata, the respondents were randomly selected from the target population for inclusion in the study from the County Executive, Members of County Assembly (MCA), Sub-county Administrators, and Ward Administrators. Additionally the researcher used simple random sampling method to get the actual respondents in each stratum.

3.5.2 Sample Size

The sample size for the study was at 95% confidence level with a margin of error of 5%

The following statistical method was used to calculate the sample size for the study, Zikmund (2010).

$$n = Z^2 pq / e^2$$

Where:

n = is the desired sample size when the target population is > 10,000

Z = table value from the normal table for a confidence level of 95% which is 1.96

p = the proportion in the target population that assumes the characteristics being sought. In this case a 50:50 basis is assumed which is probability of 50% or 0.5

q = (1-p) is the balance from p to add up to 100%. That is 1-p, which in this case is 100% - 50% which is 50% or 0.5

e = allowed error at the confidence level of 95% which is 5% or 0.05.

The worked out sample size at this level is as follows:

$$n = n = Z^2 pq / e^2$$

$$n = (1.96^2 \times 0.5 \times 0.5) / 0.05^2$$

$$n = 384$$

Since the target population for this study is less than 10,000, the sample of 384 was adjusted as shown below using the formula indicated as suggested by Zikmund (2010).

$$nf = n / (1+n)/N$$

Where:

n_f = the desired sample size when sample size is less than 10,000

n = the sample size when the target population is more than 10,000 which is 384

N = the target population which in this case is 506

When we substitute the equation we get:

$$n = n_f / (1 + n_f / N)$$

$$n = 384 / (1 + 384 / 506)$$

$$n = 215$$

In line with the recommended sample size required for different population sizes, of between 10% and 30% (Sekaran 2010), this study used a sample size of 215 at a 95% confidence level and a sampling error of 5%. This is about 43% which is well above the maximum of 30% as recommended by Sekaran (2006). The sample sizes for the various strata are worked out and produced in the table 3.3 below. This has been worked out as:

$$n = n_1 + n_2 + n_3 + n_4$$

Where:

n = sample size which is 215

n_1 = County Executive

n_2 = Sub-County Administrators

n_3 = Members of County Assembly (MCA)

n_4 = Ward Administrators

To calculate sample size for each stratum the formulae below was used

$$n_x = \frac{43}{100} \times N_x,$$

Where n_x is the stratum size and N_x is the total sample population for the stratum.

Consequently,

$$n_1 = \frac{43}{100} \times 50 = 21$$

$$n_2 = \frac{43}{100} \times 36 = 15$$

$$n_3 = \frac{43}{100} \times 250 = 107$$

$$n_4 = \frac{43}{100} \times 170 = 72$$

The same formula has been used to calculate the sample sizes for each county stratum as represented in Table 3.3

Table 3.3: sample size

Stratum	KIRINYAG A		NYANDARU A		KIAMBU		MURANGA		NYERI		TOTAL OF SS
	Pop	SS	Pop	SS	Pop	SS	Pop	SS	Pop	SS	
The Executive	10	4	10	4	10	5	10	4	10	4	21
Sub-county Administrators	5	2	5	2	12	5	7	3	7	3	15
Members of County Assembly	29	12	37	16	87	37	48	21	49	21	107
Ward Administrators	20	8	25	11	60	25	35	15	30	13	72
Total	66	27	77	34	171	73	102	44	98	42	215

3.6 Data Collection Instrument

The design of the instrument was based upon the cross-sectional survey research design. Survey research “comprises a cross-sectional design in relation to which data is collected predominantly by questionnaire or by structured interview” and “at a single point in time” (Malhotra, 2004). Within the constraints of time and budgets, the cross sectional survey design was deemed appropriate for the instrument. The process of designing the instrument also drew from theory relating to the design of psychological tests, to the extent that certain of these principles were appropriate to the design of a survey instrument.

The choice of a tool and instrument of data collection depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data, and results (Kamau, 2010). This study applied mixed instruments in which more than one instrument were used and is referred to as triangulation. Sekaran (2006), Nachmias and Nachmias (2003) and Mugenda and Mugenda (2006) observe that triangulation involves the use of more than one form of data collection in a study. The objective of this study was to establish the Determinants of Implementation of Strategic Plans by county governments in Kenya and hence the instruments contained items that measured these variables (Appendix I). The variables were organizational culture, organizational structure, Leadership Characteristics, and organizational resources as independent variables and effective implementation of strategies by county governments as the dependent variable. The researcher used a questionnaire to collect data. A questionnaire is a method of data collection in which respondents provide written answers to written questions (Gall, Gall & Borg, 2007). It is also defined as a research instrument consisting of a series of questions and other prompts for the purpose of gathering more information from respondents (Schilder, 2011).

According to Mugenda & Mugenda (2003) questionnaires are used to obtain important information about the population. A questionnaire containing both open-ended and closed questions, as well as 5-point Likert scale was used to collect primary data. This

was administered on the different strata (Table 3.2) as they are involved with the strategic planning and implementation process and content, including the formulation, execution, performance and monitoring. The first few questions were designed to be simple and factual which made the respondents to be at ease with the process, and to reduce anxiety on the part of the respondent. These questions were used in section A of the questionnaire, through which demographic and other contextual factor data were collected, and section B collected data with regard to determinants of strategies by county governments in Kenya.

The questionnaire was divided into seven sections; a section seeking to establish individual information, a section on background information on Strategic Planning in the responding organizations and 4 sections which explored the influence of the four variables under investigation on the Determinants of Implementation of Strategic Plans in County Governments in Kenya. The final section was on the dependent variable which is on Determinants of Implementation of Strategic Plans by County Governments in Kenya. The instrument was piloted in the same context, and the instrument improved and retested prior to the study itself.

3.7 Data Collections Procedure

Data collection refers to the process of gathering raw and unprocessed information that can be processed into meaningful information, following the scientific process of data analysis (Gall, Gall & Borg, 2007). Concerning data collection, a semi- structured questionnaire was developed for use in the study. Due to the large size of the sample, the drop and pick later method was used to administer the questionnaire. In total 215 copies of the questionnaire were distributed. This was done by the researcher and the two research assistants. This gave the busy county leaders adequate time to respond. The research permit from NACOST and the letter of introduction were of great importance as they showed that the research was for academic purpose. This made the respondents to cooperate and fill in the questionnaires. Care was taken to ensure personal contact

during dropping and picking of the questionnaire in order to address any matters arising immediately.

3.8 Pilot Test

According to Marczyk, DeMatteo and Festinger (2005) a pilot test is a start phase in data gathering of the research process. Pilot test is conducted to detect weakness in design and instrumentation and to provide alternative data for selection of a probability sample. The main purpose of pilot testing is to catch potential problems before they become costly mistakes, provide an indication of time required for actual field work and possible modifications of the instrument and modality of data collection.

The advantages of conducting the pilot test include enhancing the training of field staff, review of the instrument, prevention of wasteful expenditures on a full blown survey whose results may not be applicable. The advantages outweigh the disadvantages of costs and the attendant possibility of redesign of both the survey and instrument (Creswell, 2003). Pilot Testing ensures that the field staffs have a common understanding of the instrument and guidelines provided alongside the questionnaire (Creswell, 2003). Cooper and Schilder (2011) indicated that a pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. According to Babbie (2004), a pilot study is conducted when a questionnaire is given to just a few people with an intention of pre-testing the questions. Pilot test is an activity that assists the research in determining if there are flaws, limitations, or other weaknesses within the interview design and allows him or her to make necessary revisions prior to the implementation of the study (Kvale, 2007). The subjects participating in the pilot study were not included in the final study to avoid survey fatigue.

Muus and Baker-Demaray (2007) note that a pilot test should draw subjects from the target population and simulate the procedures and protocols that have been designated for data collection. A Pilot survey was carried out prior to the actual research. This was aimed at testing the validity of the research instruments. Bryman and Bell (2003) states that, it is always desirable if at all it is possible to conduct a pilot study before

administering a questionnaire to your sample. Zikmund (2010) stresses the importance of pre-testing the questionnaire. This was done to obtain feedback, to check if the questionnaire is effective and well understood by the respondents. Kothari (2004) and Sekaran (2006) recommended a 1% sample from the population as being fit for statistical test of instruments. Care was taken to ensure that pilot study respondents were selected outside the main study area but within the target population with matching characteristics. The pilot study was carried out in Embu County which is not one of the study areas. The questionnaire was pre-tested to ensure that it was manageable, relevant, and effective. The researcher pre-tested the instrument using 20 respondents identified through simple random stratified method to ensure the correct information was obtained in relationship with the objectives of the study. The questionnaire content, structure, sequence, meaning of questions were found to be appropriately designed.

The pilot data collected was analysed to determine how much time was taken on each questionnaire in order to make an informed decision whether the instruments should be revised for length. The pilot study also tested data for relevance, interpretability and usefulness in addressing the study objectives. The pilot study enabled the researcher to make the necessary adjustment to the research instruments before applying them to the actual study as per the findings of the pilot study. The results of the pilot study are shown in Table 4.2.

3.8.1 Validity

According to Kothari (2003), validity is “the degree to which the test actually measures what it purports to measure”, a direct check on how well the measure fulfils its function. Kothari (2003) submits that validity is “the extent to which we know what the test measures”. A test of validity therefore tests whether the measure of a concept really measures that concept. The following conceptions of validity are considered below: content-related validity; internal validity; construct related validity; and criterion-related validity.

Content Related Validity is the degree to which the content of the items adequately represents the universe of the relevant items under study. Content validity was built into the scales through the derivation of these scales from theories relating to resources, leadership, organizational culture, and organizational structure all these comprising the Determinants of Implementation of Strategic Plans by county governments in Kenya. According to Kothari (2003), the contribution of “internal consistency data to test validation is limited”, and “in the absence of data external to the test itself, little can be learned about what a test measures”. A test therefore can be reliable, but not valid. In terms of these requirements, internal reliability was measured to ensure the extent to which it supported internal consistency.

Criterion-related validity refers to the effectiveness of a measure in terms of being able to predict an individual’s “performance in specified activities”, whereby performance is checked against a criterion, a “direct and independent measure” of that which it is designed to predict or other information about the individual’s behaviour. This was not considered to be an issue with regard to the surveying of these respondents. Attention was paid to the stipulations around issues of reliability and validity with regard to the data collection and testing processes. Construct-related validity relates to the extent to which the measure “may be said to measure a theoretical construct or trait”, deriving from “established relationships among behavioural measures” (Kothari, 2003)). Construct validity was ensured through the derivation of scales tightly developed from theory that were directly tested. Construct validity was maintained through the anchoring of these constructs to the theory from which they were derived. Donald and Pamela (2001) submit that content validity is determined by expert judgment. The university supervisors scrutinized the instrument to find out whether it addressed all the possible areas that are intended to be measured, ensured its appropriateness, completeness, and accuracy. They were relied upon to determine whether items in the instrument were an adequate representation of all the areas that were under investigation.

3.8.2 Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. According to Kothari (2009) reliability refers to consistency of measurement; the more reliable an instrument is, the more consistent the measure. Leedy (2004) suggests that, to be reliable, each instrument must consistently measure the factors for which they were designed to measure. Reliability may be internal or external reliability. Internal reliability refers to the consistency of results within a particular site, and the plausibility of data within that site. External reliability refers to the consistency and duplicative attributes of data across the sites (Castillo, 2009). To ensure the internal reliability, low inference descriptors were used in the qualitative research stage in order to create a careful audit trail, by recording the data and interviews using an appropriate device (with permission). In quantitative research, reliability deals with an indicator's dependability, which means that the information provided by indicators does not vary as a result of the characteristics of the indicator, instrument, or measurement device itself (Gall, Gall & Borg, 2007).

The researcher used split-half procedure to test the reliability of the questionnaire through piloting. This procedure was chosen over the other methods such as the Kuder-Richardson approaches for its simplicity yet accurate (Fraenkel and Warren, 2000). To assess the construct reliability, that is the extent of measurement error in a measure, this study used Cronbach alpha (Neumann, 2003). Cronbach coefficient alpha was used as a measure of reliability in relation to the operationalization of the constructs. The Cronbach alpha is an appropriate measure of variance "attributable to subjects and variance attributable to the interaction between subjects and items" (Zikmund, 2003). The Cronbach's coefficient alpha ranges from 0 to 1. Cronbach's alpha is computed by correlating the score for each scale item with the total score for each observation (usually individual survey respondents or test takers), and then comparing that to the variance for all individual item scores:

$$\alpha = \frac{k}{k-1} \left(1 - \sum_{i=1}^k \sigma_{y_i}^2 / \sigma_x^2 \right) \quad \alpha = \frac{k}{k-1} \left(1 - \sum_{i=1}^k \sigma_{y_i}^2 / \sigma_x^2 \right)$$

...where: k refers to the number of scale items

σ^2_{yi} refers to the variance associated with item i

σ^2_x refers to the variance associated with the observed total scores

It is a measure of reliability not a statistical test (Carmines & Zeller, 1979). A scale is considered to have good reliability if it has an alpha value greater than 0.60 (Zickmund, 2003). Cronbach's alpha was used as a measure of internal reliability. A Cronbach's alpha of 0.60 is the minimum level acceptable (Zickmund, 2003). Due to the multidimensionality of the independent variables' construct, Cronbach alpha for the determinants of each variable was done. This was in order to ascertain the extent to which the items making up each variable shared a common core. All the factors showed that the Cronbach's Alpha were above the required coefficient of 0.70 thus the results of the study were highly reliable as indicated in chapter four Table 4.3.

3.9 Data Analysis and Presentation

Before processing the responses the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analysed through descriptive statistics, and presented through tables, charts and in prose. This was attained through frequency distributions, means, percentages, and standard deviations, simple and cross tabulations. Qualitative data was coded into the different factors and sectors, and analysed through Content Analysis. Content Analysis is a research technique for the objective, systematic, and quantitative description of manifest content of communications (Berelson, 1952). It is used to determine the presence of certain words, concepts, themes, phrases, characters, or sentences within texts or sets of texts and to quantify this presence in an objective manner. The analysis utilized Statistical Package for Social Sciences (SPSS) software as well as Microsoft Excel to facilitate all computations and development of tables and charts, and output for interpretation by the study and to determine statistical parameters. Leyla (2001) observes that SPSS offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data.

Tests for assumptions of parametric tests were carried out before the inferential analysis tests. These were diagnostic tests like test of normality, multicollinearity, and homoscedasticity. For purposes of making inferences from the study, a normality test was performed on the sample observations. This was to establish the pattern of distribution of the dependent variable, Implementation of Strategic Plans against the independent variables and its similarities to the universe population. This is because regression assumes normality between the variables under analysis (Hair *et al.*, 2010). For a linear regression, it is assumed that the error term (residuals) has to be normally distributed. Multicollinearity test was done to determine the viability of using all the independent variables for further regression analysis. This is a statistical situation where some independent variables in a multiple regression model are highly correlated. It is important to undertake the test to help reduce the variables that measure the same things (Robert, 2007). In parametric tests it is assumed that independent variables should not be highly correlated meaning that multicollinearity should not exist. Homoscedasticity refers to constancy of variance. For any linear regression analysis, the error terms are assumed to be the same across all values of the independent variables. This assumption is met if the scores are randomly scattered about a horizontal line.

Descriptive analyses of the study was done and expressed through frequency tables, percentages, charts, means, and standard deviations. Inferential statistics was used to test variable relationships while regression analysis and correlation analysis was used to show the degree of relationship between the variables. For these tests, ANOVA, t-test, and F-test were used. The Pearson correlation analysis was done and interpreted to determine the influence that the independent variables had on the dependent variable; Determinants of Implementation of Strategic Plans by County Governments in Kenya. The research objectives were tested to determine whether the independent variables affect Implementation of Strategic Plans. Analyses were done involving each independent variable separately to test their individual influence on the dependent variable. The ANOVA F-statistic was used to test the research hypothesis for the regression coefficients for each variable to be equal to zero. An analysis to determine the

combined influence of all the independent variables was done. All the independent variables were combined and involved in the analysis.

3.9.1 Statistical Model

The statistical model used in this study was the regression model presented in the equation below.

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

Where:

Y Determinants of Implementation of Strategic Plans by County Governments in Kenya

β_0 is the constant term

β_i is the coefficient of the independent variable $X_i \dots X_4$

Where:

X_1 Organisational culture

X_2 Organisational Resources

X_3 Organisational Leadership

X_4 Organisational Structure

e is the error term.

The study appreciated that there are other factors that affect the effective implementation of strategies by County governments in Kenya apart from the variables being investigated. These factors are represented by β_0 . The error term (e) represents “noise” or interference which denotes that there may be a non-linear relationship between the independent and dependent variable.

3.9.2 Hypotheses Testing

The research hypotheses provided important critical statements that facilitated the researcher to investigate the credibility of the overall study. In order to establish a conclusion of the research findings, statistical inference was done based on the regression parameters related to the independent variables. The study made inferences on the individual regression parameter using the t-test distribution. The study applied hypothesis testing as an inferential technique to test each of the four hypothesis used in the study. The researcher took the hypothesis in the form of;

$$H_0: \beta_k = 0$$

$$H_1: \beta_k \neq 0 \text{ for } K= 1, 2, 3, 4.$$

The test statistics used was as given below;

$$t^* = \frac{\hat{\beta}^k}{s.e(\hat{\beta}^k)}$$

Where;

$\hat{\beta}_k$ Estimate of regression parameter for the Keith independent variable

s.e ($\hat{\beta}_k$) standard error (deviation) of the regression parameter

At 0.05 level of significance, the decision not to reject the hypothesis was determined by;

a) $t^* < t_{\alpha} (n-k)$ (The test statistic is less than table value of the t-distribution or if p value is $> \alpha$)

If (a) holds, it was considered that there was no significant relationship between the independent variable and implementation of strategies by county governments in Kenya.

b) $t^* > t_{\alpha} (n-k)$ (The test statistic is greater than table value or p value is $\leq \alpha$)

If (b) holds, it was concluded that there existed a significant relationship between the independent variable and implementation of strategies by county governments in Kenya.

3.9.3 Operationalization of Study Variables

The independent variables of this study were: organizational resources, Leadership Characteristics, organizational culture, and organizational structure. These were in turn operationalized into various dimensions as shown in Table 3.4

Table 3.4: Operationalization of the Study Variables

VARIABLE	OPERATIONALIZATION	QUESTION NUMBER
Organizational Culture (Independent variable)	<ul style="list-style-type: none"> • Conduciveness of the culture • Level of Teamwork • Level of Commitment • Effect of culture on Implementation of Strategic Plans 	Section C 1 1 1
Leadership Characteristics (Independent variable)	<ul style="list-style-type: none"> • Type of Leadership • Motivation of personnel • Communication 	Section D 3 3 4-6
Organizational Resources (Independent variable)	<ul style="list-style-type: none"> • Finances • Human resources • Uniqueness of the resources 	Section E 3 3 1 & 2

	• Technology	3
Organizational Structure		Section F
Independent variable)	• Line of Command	1
	• Responsibility and Authority	1
	• Job description	1
Implementation of Strategic Plans		Section G
(Independent variable)	• Development projects	1
	• Public participation	
	• Financial viability and management	2
	• Service delivery	3
		4

These variables do not act in isolation but interact with each other and among themselves. This interaction formed the core part of this research by investigating how and to what extent these variables interact with each other hence influencing the implementation of strategic plans by county governments in Kenya.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents empirical results of the target counties that formed the study whose general objective was to investigate the Determinants of Implementation of Strategic Plans by county governments in Kenya. This chapter comprises of analysis, interpretation and discussion of the research findings. Descriptive and inferential analysis techniques were used. The descriptive technique involves generation of frequencies, mean and percentages while inferential analysis technique involved establishing significant linear relationship between the dependent variable and the independent variables. Pearson's correlation analysis and regression analysis have been performed under the inferential analysis.

4.1.1 Results of Pilot Test

A pilot test was conducted to test for the instrument reliability. The participants in the pilot test were not included in the final study. The reliability of an instrument refers to its ability to produce consistent and stable measurements. Reliability of this instrument was evaluated through Cronbach Alpha which measures the internal consistency. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test. A sample of 20 respondents was used which represented about 10% representation of the whole sample. The results are represented in Table 4.1.

Table 4.1: Pilot Study Reliability Results using Cronbach Alpha

VARIABLES	CRONBACH ALPHA	NO OF ITEMS	COMMENT
Organizational Culture	.827	7	Accept
Leadership Characteristics	.918	10	Accept
Organizational Resources	.725	7	Accept
Organizational Structure	.783	4	Accept
Implementation of Strategic Plans (Dependent variable)	.941	16	Accept

The research findings from the pilot study indicated that Organizational structure had a coefficient of 0.827, Leadership Characteristics had a coefficient 0.918, Organizational Resources had a coefficient of 0.725, Organizational Structure had a coefficient of 0.783 and Implementation of Strategic Plans had a coefficient of 0.941. According to Mugenda and Mugenda (2003) a coefficient of 0.70 or more implies high degree of reliability of the data. The results showed that the measurement construct included in the questionnaire had a Cronbach alpha greater than 0.7. This was a high degree of reliability as according to (Zikmund, 2003) a Cronbach's alpha of 0.60 is the minimum level acceptable. This therefore allowed the researcher to proceed with the actual data collection using the already prepared questionnaire.

4.1.2 Response Rate

In this study, a total number of 215 questionnaires were administered to 215 respondents as indicated in chapter three. This exercise of data collection was between December 2016 and July 2017. Out of these a total number of 190 questionnaires were returned for

analysis. According to De Vaus (2002) the response rate is equal to the number of questionnaires returned divided by the sample size and multiplied by one hundred. Using the above mentioned formula the response rate for the study was calculated as indicated below:

$$\text{Response Rate} = \frac{190}{215} \times 100 = 88.37 \text{ per cent}$$

According to Rogers, Miller, and Judge (2009) a response rate of 50% is acceptable in descriptive social studies, likewise Hager, Wilson, Pollak and Rooney (2003) recommend 50% response rate to be adequate for data analysis. Saunders, Lewis and Thornhill (2009) suggest a 30-40% per cent response rate. Hence the response rate of 88.37% in this study is very good for carrying out analysis and inferential conclusions. Further according to Mugenda and Mugenda (2003), a response rate of 50% is acceptable for analysis, 60% is good, and 70% is very good and beyond 80% is excellent. Therefore, the response rate in this study was excellent and sufficient for analysis. This is a high response rate and is comparable to previous scholars' works; for example, Cater and Pucko (2010) had a response rate of 49%, Awino (2007) attained 57%, while Aosa (1992) attained 52%. These findings are represented in table 4.2

Table 4.2: Response Rate

Rate Response	Respondents	Percentage
Returned	190	88.37
Not Returned	25	11.63
Total Distributed	215	100

4.2 Demographic Information

This section analyses the demographic characteristics of the respondents. This is in reference to gender, age bracket, education level, current designation, years worked for in the County Government, length of working in current position.

4.2.1: Respondent's gender

The findings revealed that majority of the respondents, 77.2%, were male while 22.8% were female. The above results may be attributed to cultural set up in Kenya where the male dominate leadership positions and women are relegated to lower level tasks. This contradicts the spirit of the Kenyan constitution 2010 which provides for gender fairness in that there should not be more than two-thirds members of either gender in public institutions (CoK, 2010). Robinson and Pearce (2004) have singled out gender as one of the cultural issues that can affect Implementation of Strategic Plans. Similarly, Kidombo (2007), Wambui (2006) and Mintzberg (2004) highlight the need to involve both genders for effective implementation of strategic plans. Figure 4.1 shows the percentage of the respondent's gender.

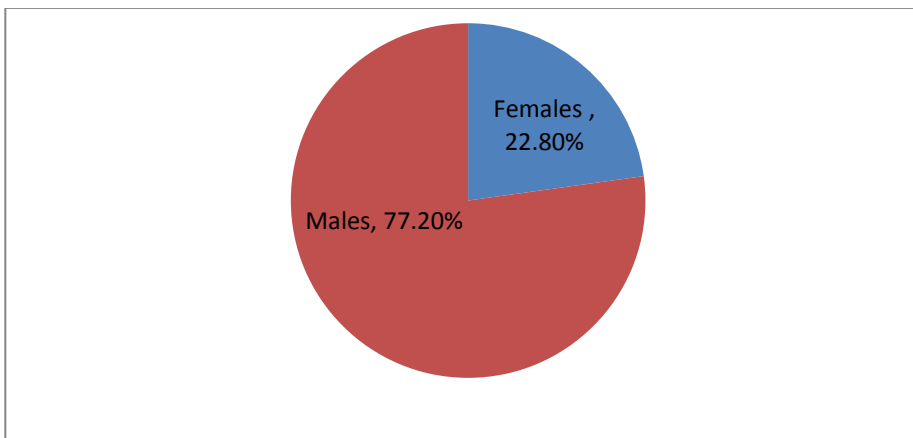


Figure 4.1 Respondent's gender

4.2.2: Respondent's age bracket

The findings revealed that majority of the respondent's, 40.7%, were aged between 41 to 54 years, 3.7% were aged between 20 and 25 years, 11.1% were aged 26-30 years, 15.7% were aged 31-35 years, 21.3% were aged 36-40 years while 7.4% were aged above 54 years. The age of the County government staff may have an important implication for succession planning and decision making on the overall strategic

direction. In total it was observed that those who were 50 years of age and above were 48.4%.

The findings concur with those of Watson Wyatt Worldwide Study (2006) which asserted that the aging workforce exists in many countries including the U.S. and many European countries. The findings also concur with Mwendo (2009) who reported that local governments have an aged workforce which has resulted from increasing the mandatory retirement age in Kenya from 55 to 60 years to alleviate succession crisis. The findings are consistent with expectations as majority of those in County Governments employment are at their career peak or just preparing to go for retirement in the next decade (Mwendo, 2009).

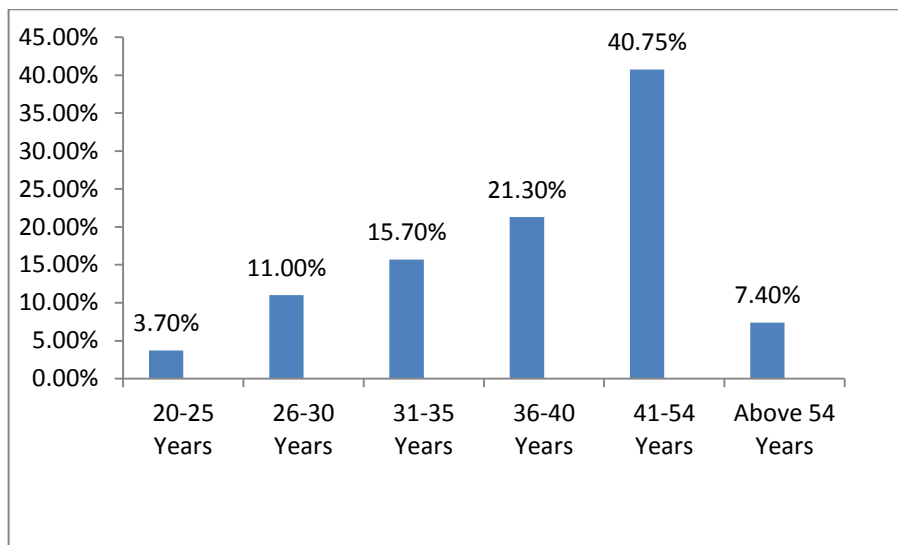


Figure 4.2: Respondent's age bracket

4.2.3 Respondent's highest level of education

The respondents were required to indicate their highest attained academic qualification. According to study findings in Figure 4.3; majority of the respondent's 40.6% had attained their highest education level as a college certificate, 16.0% were diplomas holders, 32.6% were degree holders, 10.2% were master's degree holders while minority, 0.5% had no formal education.

Education is credited as the key factor to change and is indisputable and has always been a central mechanism for transmission of skills and values for the sustenance of societies and promotion of social change (Ahire & Drefus, 2010). Stewart (2009) postulated that the skills and education level is the bedrock of management. In addition Kiragu (2010) submitted that the level of education influences the impartation of management skills. It was therefore necessary to find out the level of education of the various respondents. The findings in Figure 4.3 also corroborate with the studies by King and McGrath (2002) which indicates that in today's constantly fluctuating environment, education was a major factor that impacts positively on peoples performance as well as the firms' growth.

According to Robinsons & Pearce (2004) strategic plans are very complex and require people with high level of logistical skill that can only be acquired through formal education. The findings of this research supports the submission of Robinsons and Pearce (2004) as the cumulative percentage of the respondents, about 52% of the respondents had an education level of above diploma level of education with only 0.5% who had non-formal education at all. Secondly the level of education was a good indicator that the respondents were able to understand the research questions in the study questionnaire.

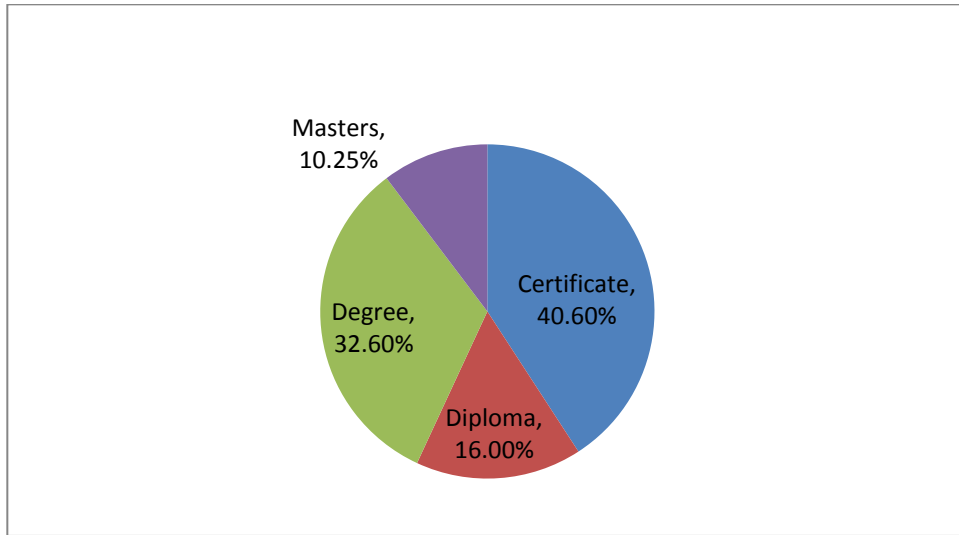


Figure 4.3: Respondent’s highest level of education

4.2.4: Respondent’s current designation within the county Government

Figure 4.4 shows the respondent’s current designation within the county Government.

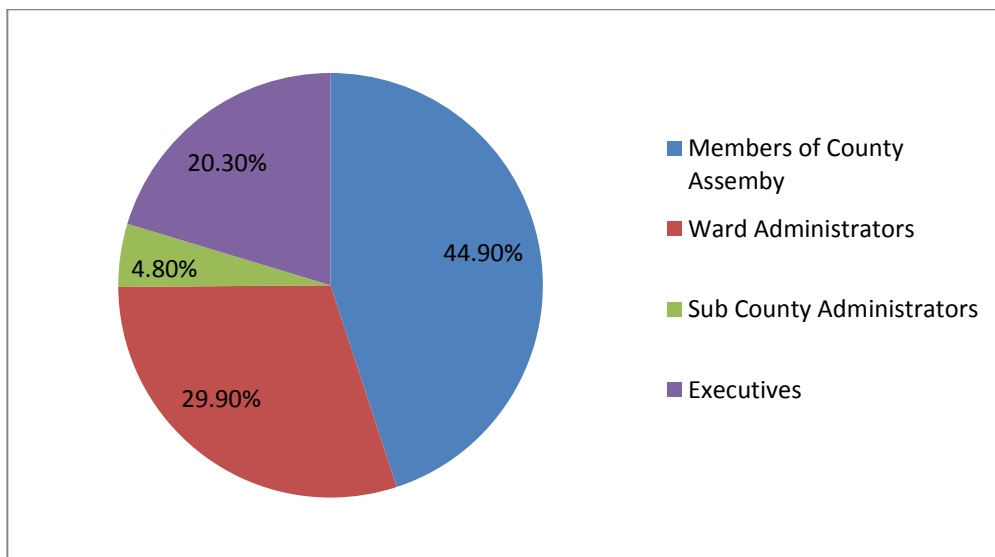


Figure 4.4: Respondent’s current designation within the county Government

The findings revealed that majority of the respondent's, 44.9%, were members of county assembly, 29.9% were ward administrators, 4.8% were sub-county administrators while 20.3% were executives. The rate of response among Members of County Assembly was low as a result of their early involvement in political campaigns as it was an elections year. In addition their low level of education was an obstacle towards their understanding of the questionnaire hence low response rate.

4.2.5: Number of years the respondent had worked for the county Government

The question sought to establish the number of years that the respondents had worked for the county governments. The responses from the respondents are contained in figure 4.5 which shows the number of years the respondents had worked for the County Governments. The findings revealed that nearly all the respondents, 96.3%, had worked for 1 to 5 years, 2.1% had worked for 6 to 10 years, and 1.1% had worked for 16-20 years while 0.5% had worked for above 20 years. These findings imply that the majority of the staff had worked for the county governments for a very short period. This can be attributed to the fact that the county governments became operational only after the passing of the 2010 constitution and its operationalization after the 2013 general elections. Those that indicated that they had worked for six years and above are those who had worked for the former Local Government Councils but not the current County Governments.

The results in Table 4.5 are consistent with previous empirical studies on the experience of chief executives and other top organizational leaders. Nadkarni and Herrmann (2010) observed that chief executive officers with shorter tenures are likely to foster greater strategic flexibility than chief executive officers with longer tenures. This confirmed the findings of this study which found out that majority of the respondents were in their current organization for 1 to 5 years which was 95.3%..

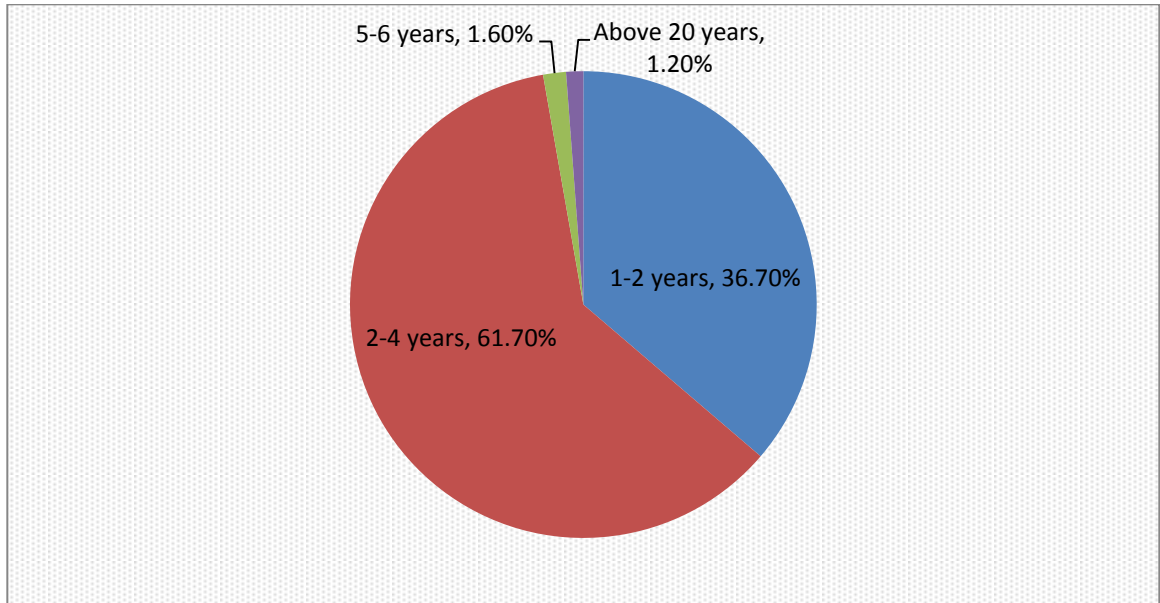


Figure 4.5: Number of years the respondent has worked for the county Government

4.2.6: Number of years the respondents had worked in the current position

The question sought to find out the number of years that the respondents had worked in their current positions. According to the research findings in figure 4.6, majority of the respondent's, 61.7%, had worked for 2-4 years in their current position, 36.7% had worked for 1-2 years while 1.6% had worked for 5-6 years. The high number of the workers who had worked for two to four years should be understood from the backdrop of the fact that the county governments had been in existence for only four years. This percentage of 1.6% who had worked for 5-6 years could be those who had worked for the now defunct Local Governments. It was important to know the length of service of the respondents in their current positions as this was an indicator of their understanding of the policies and programs in the County Governments. These findings imply that about 98.4% of the respondents had worked for the county governments for a period not exceeding 4 years.

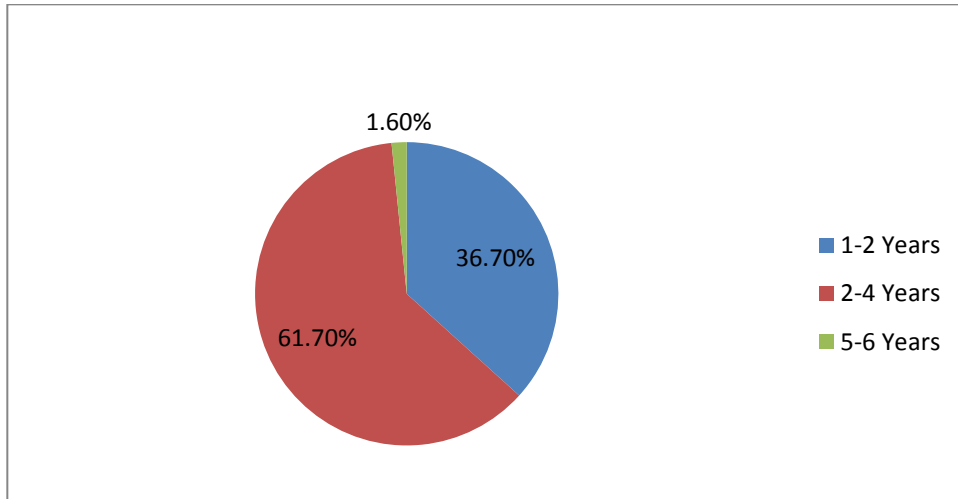


Figure 4.6: Number of years the respondent had worked in the current position

4.3 Descriptive Statistics

This section sought to provide descriptive statistics of the various variables namely; Determinants of Implementation of Strategic Plans by county governments in Kenya, organizational culture, leadership characteristics, organizational resources, organizational structure and Implementation of Strategic Plans. This in addition is in reference to availability of strategic plans, the time frame for the strategic plans, features characterizing the planning process, the implementation time frame, and how often the strategic plans are reviewed.

4.3.1 Availability of strategic plans

This question sought to establish whether the departments have strategic plans. From the Table 4.3, majority of the respondents indicated that their departments develop strategic plans as indicated by 98.3%. Evidence from previous studies suggests that firms having formal strategic planning out-perform those that do not (Allison & Kaye, 2005; Akinyele & Fasogbon, 2007; Beamish, 2000). The findings imply that there was an almost unanimous agreement that the departments made strategic plans that guide them.

At 98.3% it meant that it was right to carry out the study as the main theme of the study was on Implementation of Strategic Plans. It would therefore have been ridiculous to

study Implementation of Strategic Plans in organizations that didn't have strategic plans. From these finding, it was therefore possible to analyse all the questionnaires for the four independent variables and the main dependent variable as recommended by many scholars including Sekaran (2006), Kothari (2004) and Muganda and Muganda (2008). Similarly, Nachmias and Nachmias (2006), Awino (2007) and Mulube (2009) recommend that only those responses which correctly respond to the main theme should be analysed. In this research, the main theme and dependent variable is the Determinants of Implementation of Strategic Plans and only those respondents who indicated that they had strategic plans were eligible for the study.

Table 4.3 Develop Strategic Plans

	Frequency	Per cent
Develop Strategy Yes	170	98.3
No	3	1.7
Total	173	100.0

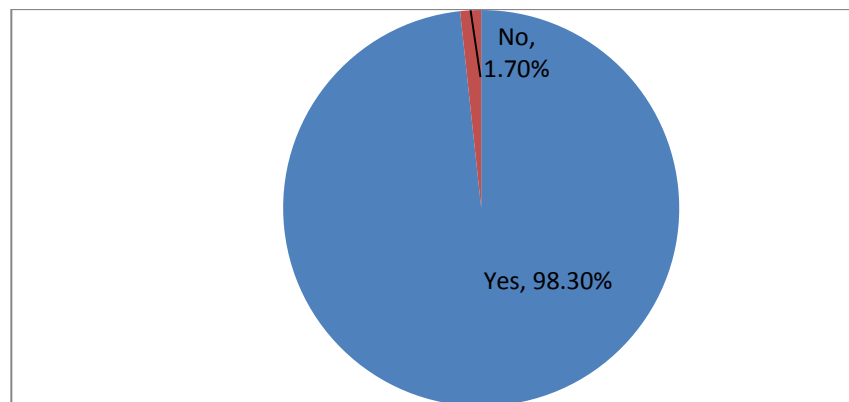


Figure 4.7 Development of Strategic Plan

4.3.2 Time Frame for strategic plans

The question sought to find out the time frame of the strategic plans or the planning horizon. As indicated in Table 4.3, majority of the respondents 66.5%, indicated that the time frame of their strategic plans was Medium term (5 years), 24.3% had a time frame of Short term (1 year) and 9.2% had a Long term time frame (more than 5 years). The findings imply that the majority of the respondents indicated that the time frames of their county strategic plans were for five years. The time frame of the strategic plans has an influence on the Implementation of Strategic Plans. These findings are supported by the studies done by Mintzberg (2004), Thompson, Strickland and Gamble, (2004), and Robinson and Pearce (2004). These study findings are also in line with those of other for example, Awino, (2007); Aosa, (1992); Koonz, (2001); and Judge and Robinson, (2008) who noted that for Implementation of Strategic Plans to effectively occur, a planning horizon must be set. These findings established that the various processes applied and the time frames have an influence on Implementation of Strategic Plans.

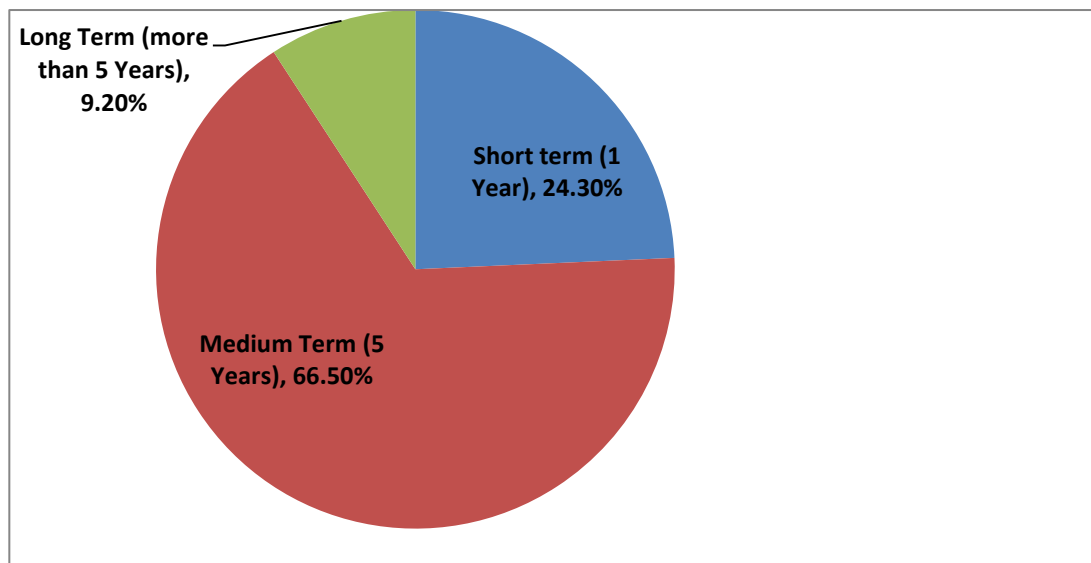


Figure 4.8 Time Frame for strategic plans

4.3.3 Findings on Time Period Covered

This question sought to find out the time period covered by the strategic plans. The responses from the respondents are contained in Table 4.4. From Table 4.4, below Majority of the respondents 40.0% indicated that the time period covered by the strategic plan was 5 years, 29.3% indicated that the time period covered by the strategic plan was 4 years, 12.0% indicated that the time frame was 1 year, 8.7% reported that the time frame was 3 years, 4.7% reported a time frame of 10 years, 4% reported a time frame of 2 years and 1.3% reported a time frame of 6 years. These study findings imply that the county governments have strategic plans with time periods well specified, the majority of which have a time period of 5 years. These findings are supported by those earlier studies done by scholars such as Awino (2007), Koonz (2001), and Judge and Robinson (2008) submitted that for Implementation of Strategic Plans to succeed it must have planning time horizons. These study findings are therefore in line with the other scholars' findings (Awino, 2007; Aosa, 1992; Koonz, 2001; Judge and Robinson, 2008) who noted that for implementation to effectively occur, a planning horizon must be set.

Table 4.4 Time Period Covered

	Frequency	Valid Percent
1.00	18	12.0
2.00	6	4.0
3.00	13	8.7
4.00	44	29.3
5.00	60	40.0
6.00	2	1.3
10.00	7	4.7
Total	150	100.0

4.3.4 Features that Characterize planning process

This question sought to find out the main features that characterized the planning process by the County Governments in Kenya. The responses from the respondents are analysed in Table 4.5. From Table 4.5, 82.6% of the respondents indicated that formal planning process characterized their planning process, 52.1% said that informal planning sessions characterized their planning process, 55.3% said that clear responsibility for planning was a feature that characterized their planning process, 60.5% had existence of a planning department, 73.2% had existence of a mission, vision and objectives and 63.7% had evaluation and control on implementation as features that characterized their planning processes.

Table 4.5 Features that Characterize Planning Process

Feature	Frequency	Percentage
Formal Planning meeting	157	82.6
Informal Planning sessions	99	52.1
Clear responsibility for planning	105	55.3
Existence of a planning department	115	60.5
Existence of a mission, vision and objectives	139	73.2
Evaluation and Control on Implementation	121	63.7

4.3.5 Timely implementation of strategic plans

This question sought to find out whether Implementation Strategic Plans by the county governments in Kenya happened within the anticipated timeframe. The responses from the respondents are analysed and presented in Table 4.6. As shown in Table 4.6, 55.4% indicated that the implementation of the strategic plan happen within the stipulated time while 44.6% reported that the implementation of the strategic plans do not happen within the stipulated time. These study findings imply that not all strategic plans happen within the stipulated time frame. These views agree with similar findings by Aosa (1992), Awino (2007) and Letting (2009) found out in their studies that most activities were not carried out on time, indicating that indeed a time frame affects implementation of strategic plans.

Table 4.6 Implementation Happen Within Stipulated Time

	Frequency	Valid Per cent
Yes	103	55.4
Happen in Time No	83	44.6
Total	186	100.0

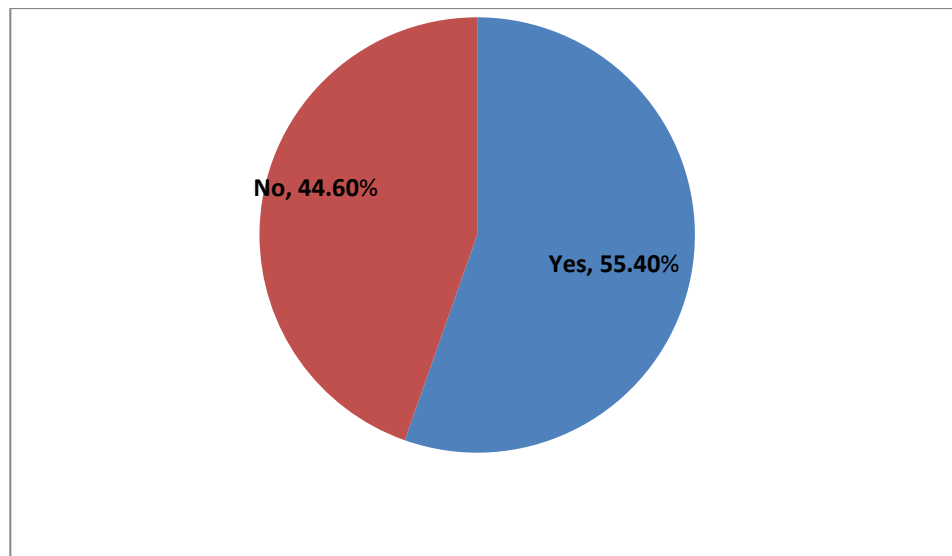


Figure 4.9: Implementation Accuracy

4.3.6 Factors hindering implementation of strategic plans by the county governments in Kenya

This question sought to find out some of the factors that hindered the process of implementing strategy by the County Governments in Kenya. This question was answered by respondents who indicated that the Implementation Strategic Plans does not happen within the stipulated time. These were 44.6% of the total respondents and they gave the following factors which they thought hindered the implementation process:

- i. Financial constraints
- ii. Conflict of interest
- iii. Lack of planning by implementers
- iv. Negativity or hostility from members of the public.

These study findings imply that Implementation of Strategic Plans by county governments face many obstacles that need to be addressed in order for them to succeed. These findings are in line with the studies carried out by Johnson, Scholes and Whittington (2008) and Kelleher (2007) both who have observed that funds and resources play a big role in the timely implementation of strategic plans. The study findings also support Aosa (1992) and Mullins (2005) who have pointed out that conflict of interest can cause a delay in the implementation of strategic plans.

4.3.7 How often the strategic plans are reviewed

The study sought to find out how often the county strategic plans are reviewed. The responses from the respondents are contained and analysed in Table 4.7. From Table 4.7, 66.2% of the respondents indicated that the strategic plans are reviewed after every 1 year, 15.8% after every 2 years, 7.9% after every 3 years, 4.3% after every 4 years, 2.9% after every 0 years and 5 years. This implies that there is a regular review of the county strategic plans.

Table 4.7: How often are the Strategic Plans Reviewed

Years	Frequency	Percent
0	4	2.9
1	92	66.2
2	22	15.8
3	11	7.9
4	6	4.3
5	4	2.9
Total	139	100.0

4.4 Determinants of Implementation of Strategic Plans

This section analyses the Determinants of Implementation of Strategic Plans by County Governments in Kenya as identified by the researcher. These factors are Organizational Culture, Leadership Characteristics, Organizational Structure and Organizational resources. From Table 4.8, the respondents gave their views on how they thought Organizational culture, Leadership Characteristics, Organizational Structure and Organizational Resources influence the Implementation Strategic Plans by the County Governments in Kenya.

Table 4.8 Determinants of Implementation of Strategic Plans

Determinant	Very high (%)	High (%)	Moderate (%)	Low (%)	None (%)	Mean	Std Dev.
Organizational Culture	48 (25.3)	75 (39.5)	49 (25.8)	16 (8.4)	2 (1.1)	2.21	0.951
Leadership Characteristics	75 (39.5)	73 (38.4)	39 (18.9)	5 (2.6)	0 (0.0)	1.85	0.820
Organizational Structure	46 (24.2)	94 (49.5)	43 (22.6)	7 (3.7)	0 (0.0)	2.06	0.785
Organizational Resources	86 (45.3)	56 (29.5)	27 (14.2)	21 (11.1)	0 (0.0)	1.91	1.07

4.4.1 Organizational Culture

From figure 4.10 majority of the respondents 39.5% indicated that Organizational culture had a high influence on the Implementation Strategic Plans by county governments, 25.8% indicated that organizational culture had a moderate influence on the Implementation Strategic Plans by the county governments, 25.3% indicate that organizational culture has a very high influence on the Implementation Strategic Plans by the county government, 8.4% indicated organizational culture had a low influence on the Implementation Strategic Plans by county governments and 1.1% indicated that organizational culture had no influence on the Implementation Strategic Plans by county governments in Kenya. These study findings therefore imply that organizational culture has a significant influence on Determinants of Implementation of Strategic Plans by County Governments in Kenya.

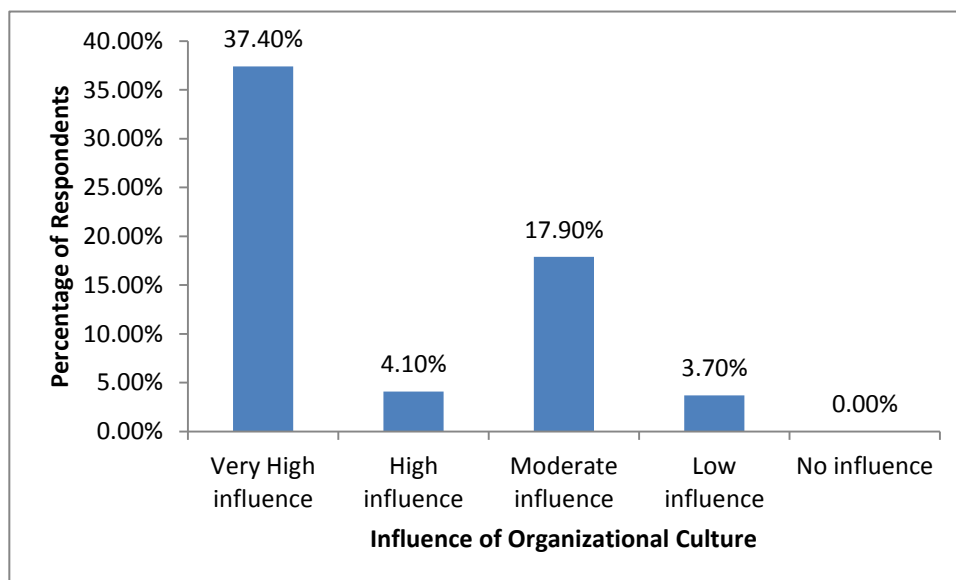


Figure 4.10: Influence of Organizational Culture on Implementation of Strategic Plans

The findings as shown in the data in Table 4.8 and in Figure 4.10 are in line with those of other researchers and scholars. Ahmadi, Salamzadeh, Daraei, & Akbari (2012) studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and Implementation of Strategic Plans. Results of their study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture). In a study involving Latin American firms, Brenes and Mena (2008) concluded that organizational culture supportive of principles and values in the new strategy resulted in successful Implementation of Strategic Plans in the sampled firms. They also revealed that 86% of the most successful companies see culture aligned to strategy as highly significant, against only 55% of less successful companies. Further according to Johnson & Scholes, (1999) the culture of an organization is expected to be supportive of and consistent with the strategy being

implemented as corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation.

Abuya, (2011), in his study, “Implementation of Strategic Plans Challenges in Action Aid Kenya” found out that there was an overwhelming agreement that the culture has a strong influence to Implementation of Strategic Plans. In another study Amollo, (2012), in his study on “Challenges of Implementation of Strategic Plans at the Parliamentary Commission of Kenya (PARLSCOM)” found that there was lack of definite organization culture at PARLSCOM hence posing a challenge to Implementation of Strategic Plans.

4.4.2 Leadership Characteristics

Majority of the respondents 39.5% indicated that Leadership Characteristics had a very high influence on the Implementation Strategic Plans by county governments. From figure 4.11, 38.4% of the respondents indicated Leadership Characteristics had a high influence on the Implementation of Strategic Plans by the county governments, 18.9% indicated that Leadership Characteristics had a moderate influence on the Implementation Strategic Plans by the county government, 2.6% indicated Leadership Characteristics had a low influence on the Implementation Strategic Plans by county governments and 0% indicated that Leadership Characteristics had no influence on the Implementation of Strategic Plans by county governments. The findings imply that Leadership Characteristics has a significant influence on Determinants of Implementation of Strategic Plans by County Governments in Kenya.

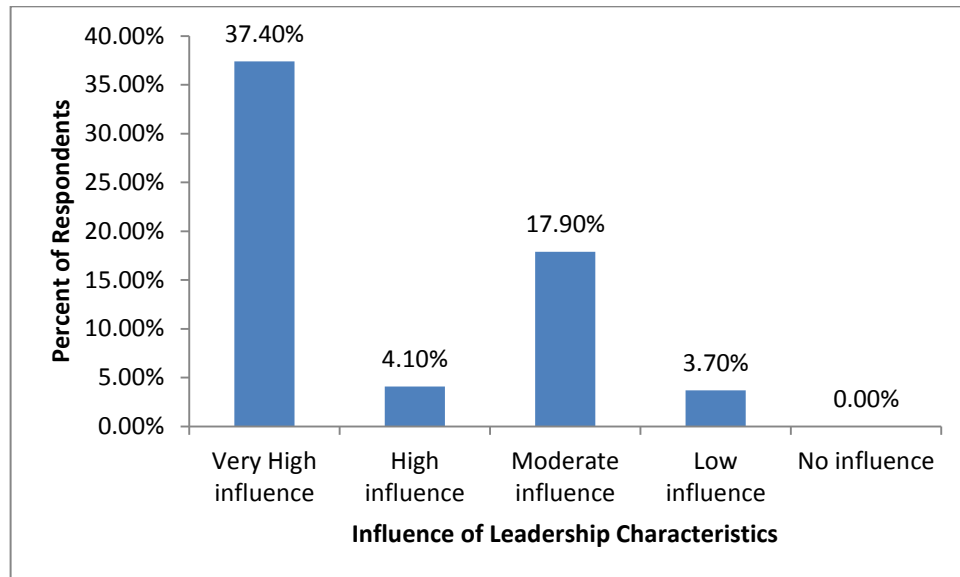


Figure 4.11 Influences of Leadership Characteristics on Implementation of Strategic Plans

The findings in this study as shown in the data in Table 4.8 and in Figure 4.11 are in agreement with those of other researches done and works of scholars in the area of strategic management and in particular that of Implementation of Strategic Plans. For example, Pearce and Robinson (2008) submitted that leadership plays a central role in Implementation of Strategic Plans and if not properly managed poses challenges. Pearce and Robinson (2008) further notes that the CEO together with key managers must have skills necessary personalities, education and experience to execute the strategy. Also Thompson and Strickland (2004) noted that general managers must lead the way not only conceiving bold new strategies but also by translating them into concrete steps that get strategies implemented.

In addition the findings of this study are in agreement with those of Beer and Eisenstat (2000) who found out that poor coordination across functions and inadequate down-the-line leadership skills and development are killers of Implementation of Strategic Plans. Similarly, Ansari's (1986) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in Implementation of

Strategic Plans. In addition in a study involving Zimbabwe's state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found out that relatively low leadership involvement in Implementation of Strategic Plans led to partial strategy success in the organization studied.

Locally Mutwiri, (2012), found out that the challenging aspect when implementing strategy is the top management's commitment to the strategic direction itself. The researcher further noted that in some cases, top managers may demonstrate unwillingness to give energy and loyalty to the implementation process leading to failures in Implementation Strategic Plans. In yet another research Awino (2007) postulated that for a strategy to be effectively implemented, a committed leadership must champion it.

4.4.3 Organizational Structure

Table 4.12 show that majority of the respondents, 49.5% indicated that Organizational Structure had a high influence on the Implementation Strategic Plans by county governments, 24.2% indicated that Leadership Characteristics had a very high influence on the Implementation Strategic Plans by the county government 22.6% indicated organizational structure had a moderate influence on the Implementation of Strategic Plans by the county governments, , 3.7% indicated organizational structure had a low influence on the Implementation Strategic Plans by county governments and 0.0% indicated that organizational structure had no influence on the Implementation of Strategic Plans by county governments. These study findings imply that organizational structure of the county governments in Kenya has a significant influence on their Implementation of Strategic Plans.

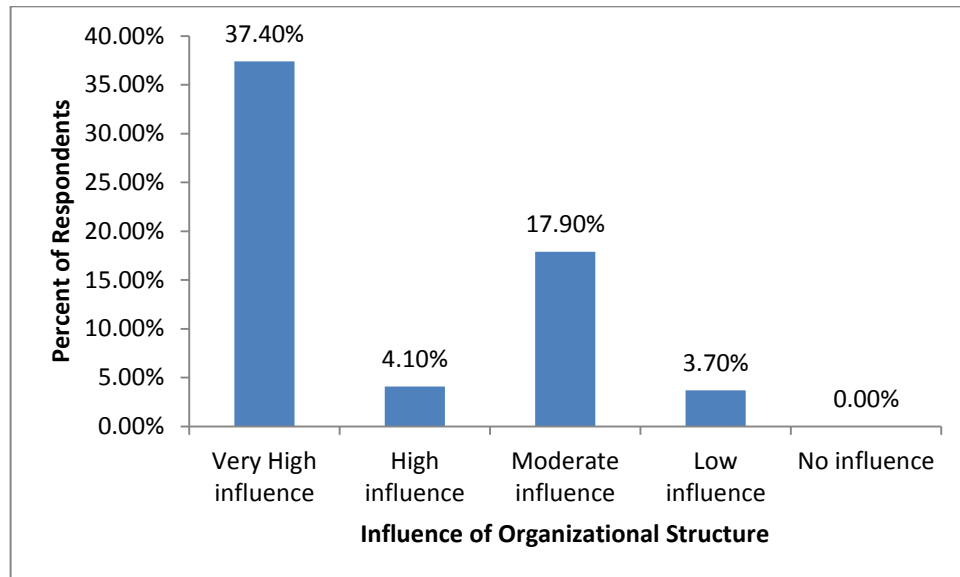


Figure 4.12 Influence of Organizational Structure on Implementation of Strategic Plans

These findings as shown in the data in Figure 4.12 are in agreement with those of other researches done and works of scholars in the area of strategic management and in particular that of Implementation of Strategic Plans. For example, Robison (2004) indicated that successful Implementation of Strategic Plans depends on the organizational structure. Schaap (2006) suggested that adjusting organizational structure according to perfect strategy can ensure successful Implementation of Strategic Plans. Forman and Argenti (2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy. Similarly, Markiewicz's (2011) study also reflected the importance of processes and structures in the successful implementation of strategies. In further support of this finding, Ofori and Atiogbe (2011) advises that whilst the strategy should be chosen in a way that it fits the organizational structure, the process of matching structures to strategy is complex. He found out that for Implementation of Strategic Plans process to be effective, an organizational structure must be suitable or relevant to the current strategy. Additionally, Kohtamaki and Salmela-Mattila (2009) argue that

structures need not be complex for them to provide a good platform for a successful Implementation of Strategic Plans.

Further Kandie, (2011), identified organizational structure as one of the challenges facing implementation of strategic plans at Kenya Reinsurance Corporation Ltd. The researcher asked the respondents how the organization structure influenced Implementation of Strategic Plans and they all confirmed that structure influenced strategy to a great extent. Also Amollo, L.O. (2012), carried out a study on challenges of Implementation of Strategic Plans at the Parliamentary Service Commission (PARLSCOM), and identified organizational structure as one of the factors that affect implementation of strategic plans.

4.4.4 Organizational Resources

From Figure 4.13, majority of the respondents 45.3% indicated that Organizational resources had a very high influence on the Implementation Strategic Plans by county governments, 29.5% indicated organizational resources had a high influence on the Implementation of Strategic Plans by the county governments, 14.2% indicated that organizational resources had a moderate influence on the Implementation Strategic Plans by the county governments, 11.1% indicated organizational resources had a low influence on the Implementation Strategic Plans by county governments and 0.0% indicated that organizational resources had no influence on the Implementation of Strategic Plans by county governments. These study findings imply that organizational resources and their allocation have a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

The findings in this study in reference to organizational resources as shown in Figure 4.13 have been supported by the findings of other studies carried out on implementation of strategies. For example David (2009) asserted that it's not possible to implement a strategy without resources that can be made available by the organization. Kidombo (2007) observed that knowledge resources, material wealth, and coordination ability are key to successful Implementation Strategic Plans.

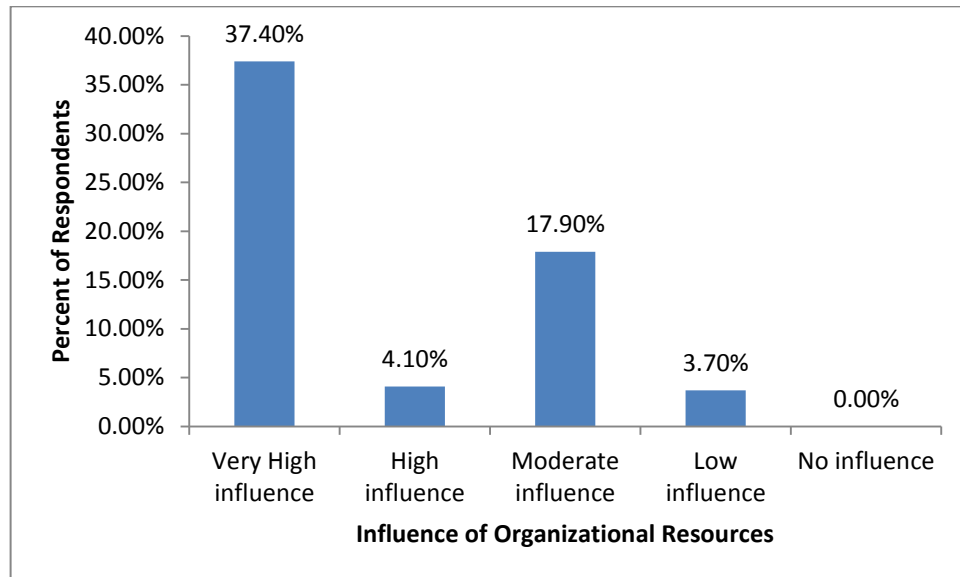


Figure 4.13: Influence of Organizational Resources on Implementation of Strategic Plans

Abuya (2011), on a study of challenges of Implementation of Strategic Plans at Action Aid Kenya found out that resources can be a real challenge to Implementation of Strategic Plans. Their use as a “strategic weapon” to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. Action Aid had an ambitious plan yet it was not possible to implement strategies which require more resources than could be made available. The researcher noted that too little resources stifled the ability to carry out the strategic plan to the fullest. Mutwiri, (2012), in her study on “challenges of strategic plan implementation by Brand Kenya Board,” identified financial constraints, overall budget of the Board, and human resource as major resources that affect implementation of strategies at the Brand Kenya Board. These findings are consistent with Hewlett (1999) and Cohen (2004) who identified financial constraints as a major constraint in the implementation of the strategic plan.

4.5 Organizational Culture and Implementation of Strategic Plans by County Governments in Kenya

This section carried out descriptive statistics on the role of organizational culture on Implementation of Strategic Plans by County Governments in Kenya. This was in reference to; norms and beliefs, level of teamwork, commitment of officials, understanding of the strategic plans by the respondents, and communication within the county governments. The findings are expressed in table 4.9.

Table 4.9 Influence of Aspects of Organizational Culture on Determinants of Implementation of Strategic Plans by County Governments in Kenya

Organizational Culture	Very high (%)	High (%)	Moderate (%)	Low (%)	None (%)	Mean	Std Dev
Norms and Beliefs	31 (16.3)	86 (45.3)	38 (20.0)	31 (16.3)	4 (2.1)	2.43	1.014
Level of Teamwork among County officials	71 (37.4)	78 (4.1)	34 (17.9)	7 (3.7)	0 (0.0)	1.88	0.830
Level of commitment among County Officials	83 (43.9)	77 (40.7)	25 (13.2)	4 (2.1)	0 (0.0)	1.74	0.768
Poor Understanding of the strategy	43 (22.8)	59 (31.2)	67 (35.4)	16 (8.5)	4 (2.1)	2.36	0.993
Ineffective communication of strategy	65 (34.4)	67 (35.4)	40 (21.2)	13 (6.9)	4 (2.1)	2.07	1.011
Ethical Practices by County officials	60 (32.1)	72 (38.5)	42 (22.5)	11 (5.9)	2 (1.1)	2.05	0.937
Organizational culture of the county government	45 (23.9)	81 (43.1)	45 (23.9)	14 (7.4)	3 (1.6)	2.20	0.941

4.5.1 The role of Norms and Beliefs in Implementation of Strategic Plans

The study sought to find out whether the norms and beliefs among the county government staff are conducive to Implementation of Strategic Plans. From the findings of the study as contained in figure 4.14, 45.3% of the respondents indicated that norms and beliefs of the county government officials play a high role to Implementation of Strategic Plans, 20.0% indicated that norms and beliefs of the county government played a moderate role in effective implementation by the county government, 16.3% indicated that norms and beliefs of the county government officials played a very high and low role in the effective implementation of strategies by the county government and 2.1% indicated that norms and beliefs of the county government officials played no role in effective implementation of strategies by the county government. These study findings imply that norms and beliefs have a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

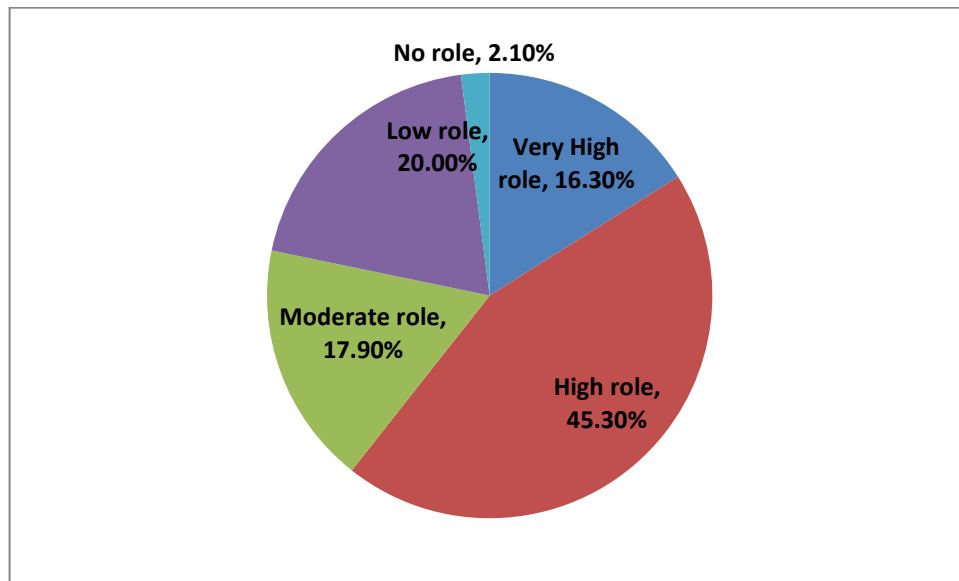


Figure 4.14: The role of Norms and Beliefs in Implementation of Strategic Plans

4.5.2 The role of Team work on Implementation of Strategic Plans

This question sought to investigate the respondents view on how the level of teamwork among county government officials affects effective Implementation Strategic Plans by the county governments. According to figure 4.15 about 37.4% indicated that the level of teamwork among the county government officials play a very high role to conducive Implementation of Strategic Plans, 17.9% indicated that the level of teamwork among the county government officials played a moderate role in effective implementation by the county government, 4.1% indicated that the level of teamwork among the county government officials played a very high role in the effective implementation of strategies by the county government, 3.7% indicated that the level of teamwork among the county government officials played low role in effective implementation of strategies by the county government and 0.0% indicated that level of teamwork among the county government officials do not affect effective implementation of strategies by the county government. These study findings imply that the level of teamwork has a significant positive influence on Determinants of Implementation of Strategic Plans by County Governments in Kenya.

These findings conform to the study by Gichuhi (2014) which established that majority of the respondents (41.4 %) agreed that the organizations recognizes and celebrates successes of team members. Ahmadi , S.A., salamzadeY.,Daraei, M., and Akbari, J. (2012) agree with the above statement and concluded that top managers must develop adequate commitment in middle managers and operational level and that 91% of successful companies feel that having proper and committed managing team plays an important role in successful implementation of strategies. The findings imply that County Governments need to put more effort in recognizing the role of teamwork for successful Implementation Strategic Plans.

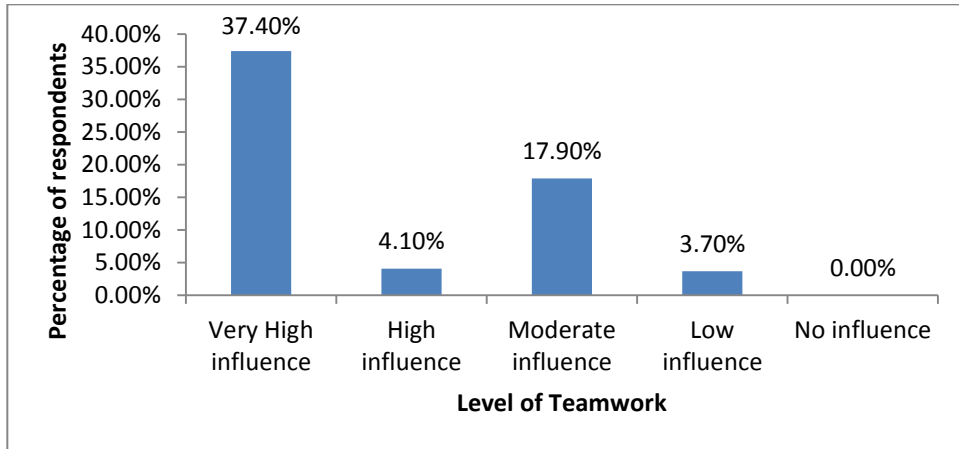


Figure 4.15: The role of Team work on Implementation of Strategic Plans

4.5.3 The role of Level of commitment on Implementation of Strategic Plans

This question sought to find out the level of commitment on Implementation of Strategic Plans by the county government leadership. From the findings analysed in Figure 4.16, 43.9% of the respondents indicated that the level of commitment it had a very high influence, 40.7% said it had a high influence, 13.2% said it had a moderate influence, 2.1% said it had a low influence and 0.0% said it had no influence. The level of commitment among members of county governments had a mean of 1.74 and a standard deviation of 0.768.

These findings imply that for successful Implementation Strategic Plans by the county governments the process should be all inclusive. These findings have been supported by the studies carried out by Taylor (1995) and Awino (2007) who had both observed the importance of having middle level and functional managers involved in championing the implementation of strategic plans. Similarly, Thompson and Strickland (2007) have emphasized on the need to involve all levels of management.

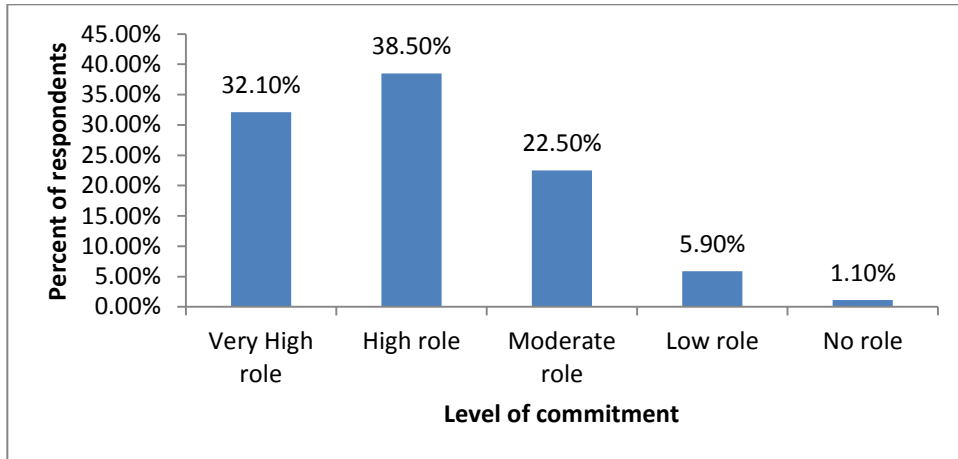


Figure 4.16: The role Level of commitment on Implementation of Strategic Plans

4.5.4 The role of Understanding of Strategy on Implementation of Strategic Plans

This question sought to establish to what extent the understanding of strategy by county government officials affect Implementation of Strategic Plans by the county governments in Kenya. The findings from the respondents as shown in figure 4.17 indicated that, 22.8% had a very high influence, 31.2% indicated that it had a high influence, 35.4% indicated that had a moderate influence, 8.5% indicated that it had a low influence and 2.1% indicated that it had no influence at all. On average, poor understanding of strategy by county officials had a mean of 2.36 and standard deviation of 0.993.

This findings are supported by Muli (2008) whose study established that employees of Telkom Kenya were relatively well informed about the strategic changes that the company had undertaken.

This is also be supported by the fact that it is a requirement for all county governments in Kenya to prepare strategic plans on whose basis performance contracts are signed. Ali and Hadi's (2012) study revealed that managers' inadequate understanding of company strategies and future outlook, as well as inadequate attention and support of managers and other influencing people in the organization towards the implementation of business

strategies are identified as two factors with most roles in preventing the implementing of strategy. The finding is consistent with the study by Kaplan and Norton (2008) who argued that a strategy statement should be external and market oriented and should express how the organization wants to be perceived by the world. The implication of this finding is that ability to understand and interpret the county strategy may lead to ownership and support of Implementation of Strategic Plans by staff of the county governments.

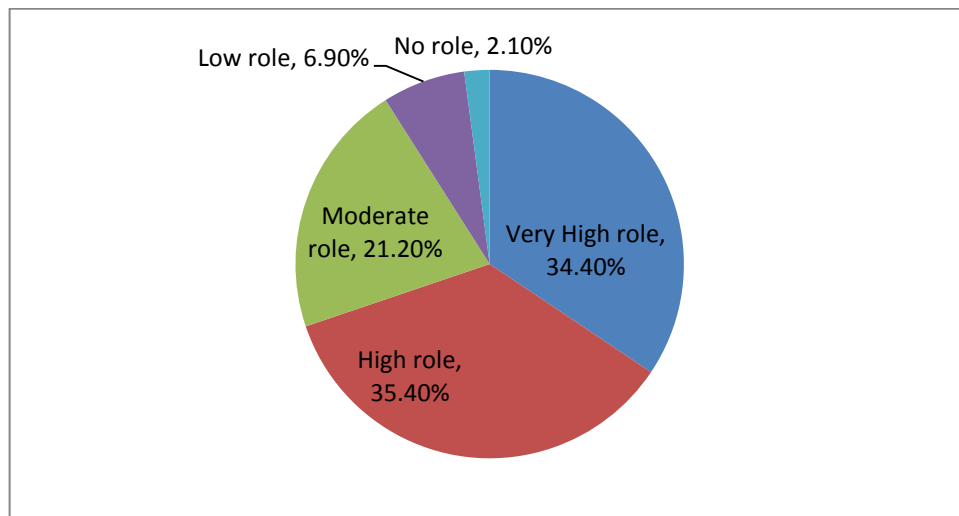


Figure 4.17: The role of understanding strategy and Implementation of Strategic Plans

4.5.5 The role of Communication on Implementation of Strategic Plans

On the role played by ineffective communication of the strategy by the county officials towards Implementation of Strategic Plans as displayed in figure 4.18, 34.4% of the respondents indicated that it had a very high role, 35.4% indicated it had a high role, 21.2% had a moderate role, 6.9% had a low role and 2.1% indicated that it played no role at all towards Implementation of Strategic Plans. In total therefore, only 2.1% of the respondents submitted that communication had no influence on Implementation of Strategic Plans by County Governments in Kenya.

These findings imply that communicating strategy to all the stakeholders is very important and has a significant positive influence on Implementation of Strategic Plans by County Governments in Kenya. These study findings are validly supported by the studies of other scholars like Mulube (2009) and Amukobole (2010) both who cited poor knowledge of organization objectives as a factor in implementation. Similarly Cole (2002), Korten (1990) and Mintzberg (2004) have shown that employees without knowledge of strategic objectives become a hindrance during implementation

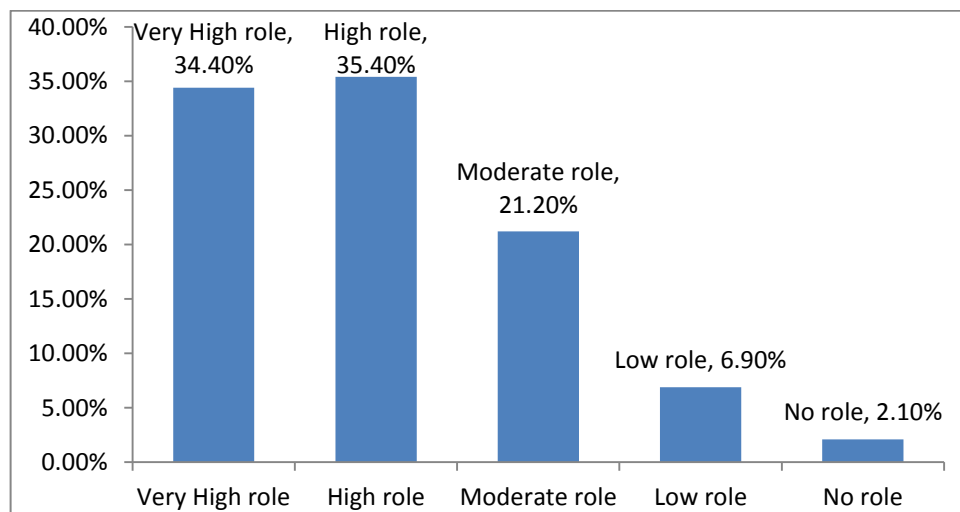


Figure 4.18: The role of Communication on Implementation of Strategic Plans

4.5.6 The role of Ethical Practices on Implementation of Strategic Plans

The study sought to establish the extent to which ethical practices by the county officials affect Determinants of Implementation of Strategic Plans by County Governments in Kenya. From the responses of the respondents as indicated by figure 4.19, 32.1% of them said that it was very high, 38.5% said it was high, 22.5% said moderate, 5.9% said low and 1.1% said it had no influence. These findings imply that an ethical practice by the members of county governments has a significant influence on Implementation

Strategic Plans by county governments in Kenya.

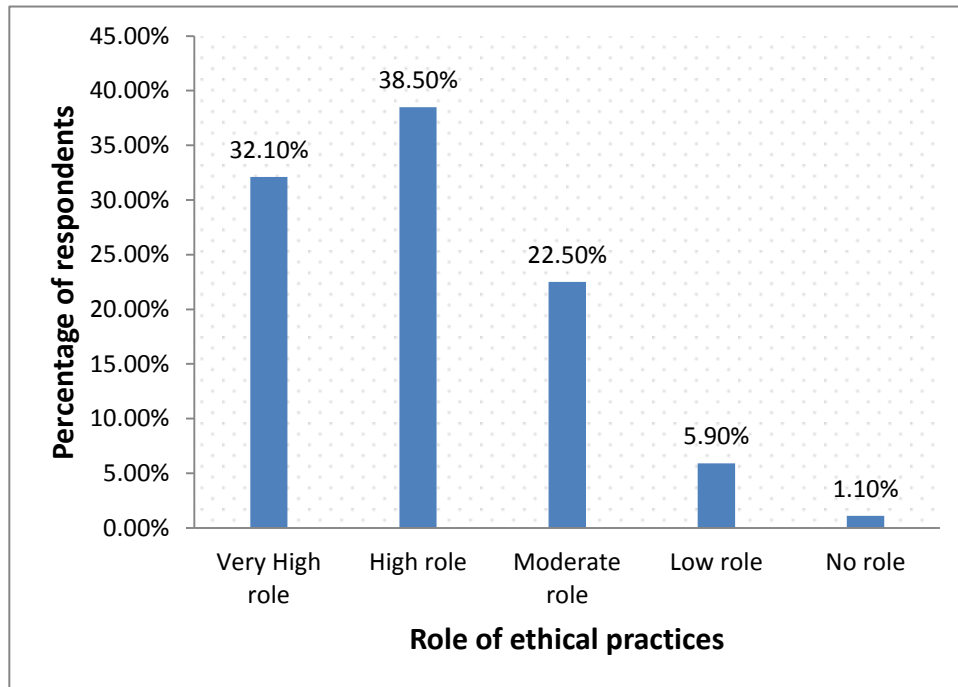


Figure 4.19: The role of Ethical Practices on Implementation of Strategic Plans

The findings in this study are also supported by the study by Shin, Sung, Choi, and Kim (2015) which showed that top management ethical leadership significantly predicts ethical climate, firm-level organizational staff behaviour. According to Hassan, Mahsud, Yukl, and Prussia (2013), ethical practice are related to Implementation of Strategic Plans and has a great influence on Implementation of Strategic Plans.

4.5.7 General overview of extent of Organizational Culture on Implementation of Strategic Plans

In this the study sought to investigate the extent to which organizational culture of the county governments influence Implementation of Strategic Plans by County Governments in Kenya. The findings from the respondents as displayed in figure 4.20 were that, 23.9% of the respondents said to a very high extent, 43.1% of the respondents said high, 23.9% said moderate, 7.4% said low while 1.6% said it had no influence. These findings implied that ethical practices had a significant positive influence on

implementation of Strategic Plans by County Governments in Kenya as 69% of the respondents were in support of that view.

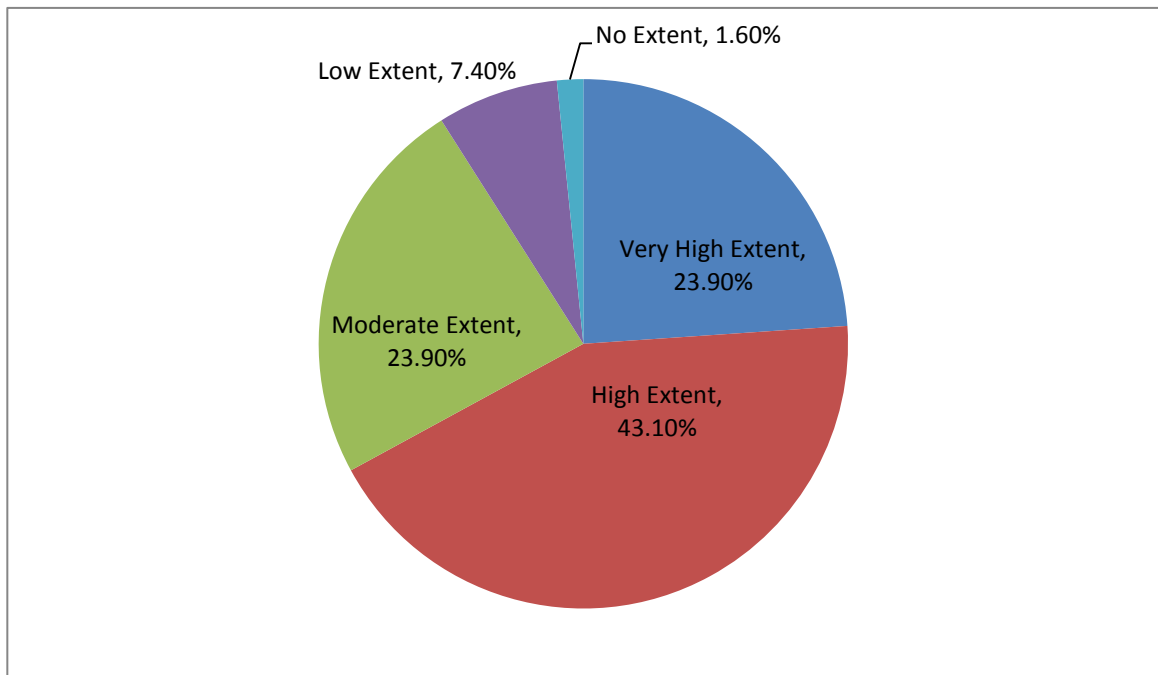


Figure 4.20: The influence of Organizational Culture on Implementation of Strategic Plans

4.6 Leadership Characteristics and Determinants of Implementation of Strategic Plans by County Governments in Kenya

In this section descriptive statistics have been carried out on various aspects of Leadership Characteristics by the county governments in Kenya. The aspects analysed include, decision making, levels of involvement in implementation, role of leaders in the Implementation Strategic Plans, and communication of strategy.

4.6.1 Management level in the organization where the decisions on Implementation Strategic Plans occur

The question sought to find out at what administrative level decisions does Implementation of Strategic Plans by County Governments in Kenya occur or seem to

occur. From the findings from the response of the respondents as shown in table 4.10 and figure 4.21, it is clear that most of the decisions on Implementation of Strategic Plans occur on the Executives with 108 respondents which represented 56.8 per cent, followed by Members of county Assembly with 57 respondents; 30 per cent, Sub-county administrators with 16 respondents; 8.4 per cent and Ward Administrators with 5 respondents; 2.6 per cent.

These study findings imply that most of the decisions on Implementation of Strategic Plans by the county governments happen at the Executive or Head of Department level and the Members of County Assembly level at 56.8% and 30.0% respectively. The findings further imply that the lower cadre officers play little or no role on Implementation of Strategic Plans as indicated by only 2.6% involvement for the Ward Administrators. Similar findings were observed by other studies such as Aosa (1992), Wambui (2006) and Mulube (2009). However according to Thompson and Strickland (2007) there is need to involve all levels of management for successful Implementation of Strategic Plans.

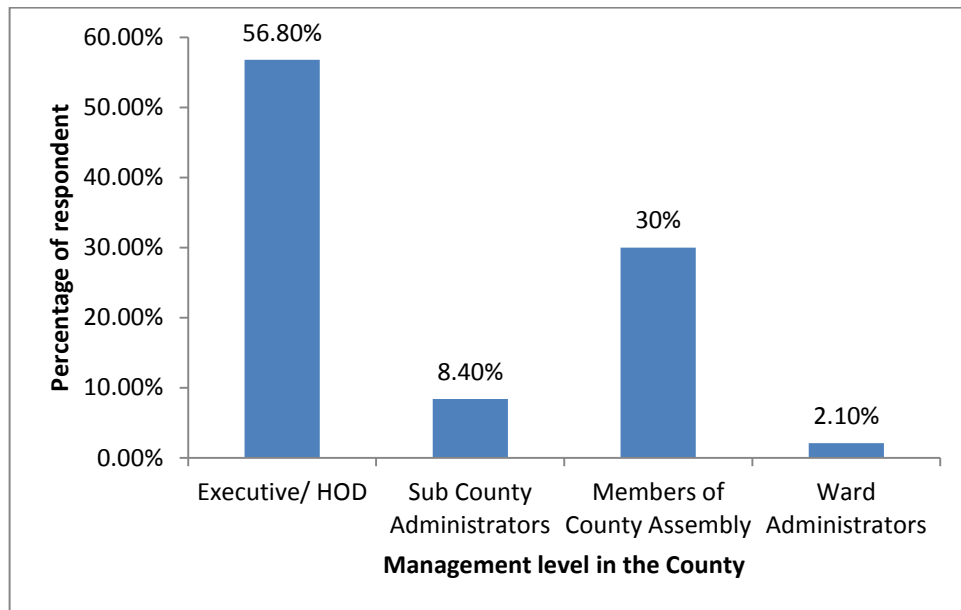


Figure 4.21: Levels of decision making by County Government officials

Table 4.10: The management level in the organization where the decisions on implementation of strategies occur or seem to occur

	Frequency	Per cent
Executive	108	56.8
Sub-county administrators	16	8.4
Members of county Assembly	57	30.0
Ward administrators	5	2.6
Impossible to tell	4	2.1

4.6.2 The level of involvement of the people/departments in guiding the Implementation Strategic Plans by the county government.

From the results indicated in table 4.11, and figure 4.22, 73.9% of the respondents agreed that the Executive were involved in guiding the Implementation Strategic Plans by the county governments followed by 23.9% who respondent that Executives were lowly involved. 1.6% indicated that Executives were moderately involved, 0.5% of the respondents indicated that the executives were highly involved while none of the respondents indicated whether the executives were highly involved. This study scored a mean of 4.71 and a standard deviation of 0.520.

In addition, 41.8% of the respondents indicated that Sub-County Administrators were lowly involved in guiding the Implementation Strategic Plans by the county government followed by 26.5% who said none of them was involved, 24.3% indicated that Sub-county administrators were moderately involved, 7.4% indicated that Sub-County Administrators were highly involved and none of the respondents who indicated

whether the Administrators were highly involved. Looking at the result of the study, the majority of the respondent said that the Sub-County Administrators were lowly involved scoring a mean of 3.87 and a standard deviation of 0.890. The third department of this study was on the Members of County Assembly where 38.6% of the respondents indicated that the Members of County Assembly were very highly involved, 28.0% indicated that they were lowly involved, 23.8% indicated that Members of County Assembly were moderately involved, 9.5% indicated that they were highly involved, none of the respondent indicated whether the Members of County Assembly were very highly involved. The mean under this study was 3.96 and a standard deviation of 1.004. The last department was Ward Administrator on which 27.9% of the respondents indicated that the Ward Administrators were highly involved followed by 18.8% who indicated that none of them was involved, 17.6% indicated that they were lowly involved and 7.9% of the respondents indicated that Ward Administrator were very highly involved with a mean of 3.12 and a standard deviation of 1.232

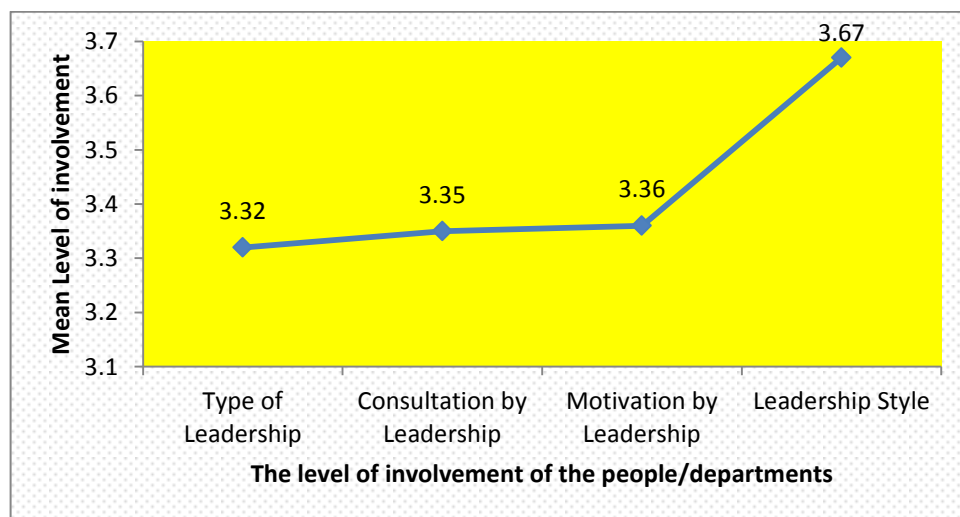


Figure 4.22: Mean of the Level at which Decisions on Implementation of Strategic Plans take Place.

Table 4.11 Level of involvement in implementation of Strategic Plans

SENIOR OFFICIALS INVOLVED IN Implementation of Strategic Plans	COUNTY	Very High (%)	High (%)	Mod erate (%)	Low (%)	None (%)	Mean	Std. Deviation
The Executive		0	1	3	45	139	4.71	0.520
			(0.5)	(1.6)	(23.9)	(73.9)		
Sub-County Administrators	county	0	14	46	79	50	3.87	0.890
			(7.4)	(24.3)	(41.8)	(26.5)		
Members of County Assembly	County	0	18	45	53	73	3.96	1.004
			(9.5)	(23.8)	(28.0)	(38.6)		
Ward Administrators		13	46	46	29	31	3.12	1.232
		(7.9)	(27.9)	(27.9)	(17.6)	(18.8)		

The study sought to assess the influence of leadership on Implementation of Strategic Plans by the county governments in Kenya. This was in reference to type of leadership, role of leadership, and communication on Implementation of Strategic Plans. Results of the study are summarized as in table 4.12. and figure 4.23

Table 4.12: Assessment on the influence of various aspects of leadership on Implementation of Strategic Plans by the county governments in Kenya

LEADERSHIP CHARACTERISTICS ASPECTS	Very High (%)	High (%)	Moderate (%)	Low (%)	None (%)	MEAN	Std. Deviation
Leadership is flexible and open to change	42 (23.1)	41 (22.5)	44 (24.2)	44 (24.2)	11 (6.0)	3.32	1.239
Leadership does consultation for new idea	39 (21.2)	44 (23.9)	49 (26.6)	47 (25.5)	5 (2.7)	3.35	1.155
Leadership encourages & motivate new ideas	34 (19.3)	54 (30.7)	38 (21.6)	42 (23.9)	8 (4.5)	3.36	1.173
Leadership style is enabling effective strategies implementation	48 (26.2)	66 (36.1)	34 (18.6)	30 (16.4)	5 (2.7)	3.67	1.116
Leadership style influences Implementation of Strategic Plans	64 (35.0)	72 (39.3)	28 (15.3)	14 (7.7)	5 (2.7)	3.96	1.029
leaders are responsible for effective Implementation of Strategic Plans	63 (33.9)	75 (41.0)	41 (22.4)	0	5 (2.7)	4.03	0.901

leadership is an important driver of Implementation of Strategic Plans	85 (47.0)	57 (31.5)	32 (17.7)	1 (0.6)	6 (3.3)	4.18	0.969
leadership contributes positively to the effective implementation of a strategy within the county	49 (26.5)	99 (53.5)	24 (13.0)	8 (4.3)	5 (2.7)	3.97	0.902
To what extent do you think Leadership Characteristics of the county government has determined the effective implementation of strategies by the County Government?	70 (37.6)	79 (42.5)	23 (12.4)	8 (4.3)	6 (3.2)	4.07	0.981
To what extent do you think communication of strategic objectives affect implementation of strategies by county governments?	59 (32.1)	69 (37.5)	37 (20.1)	8 (4.3)	11 (6.0)	3.85	1.104

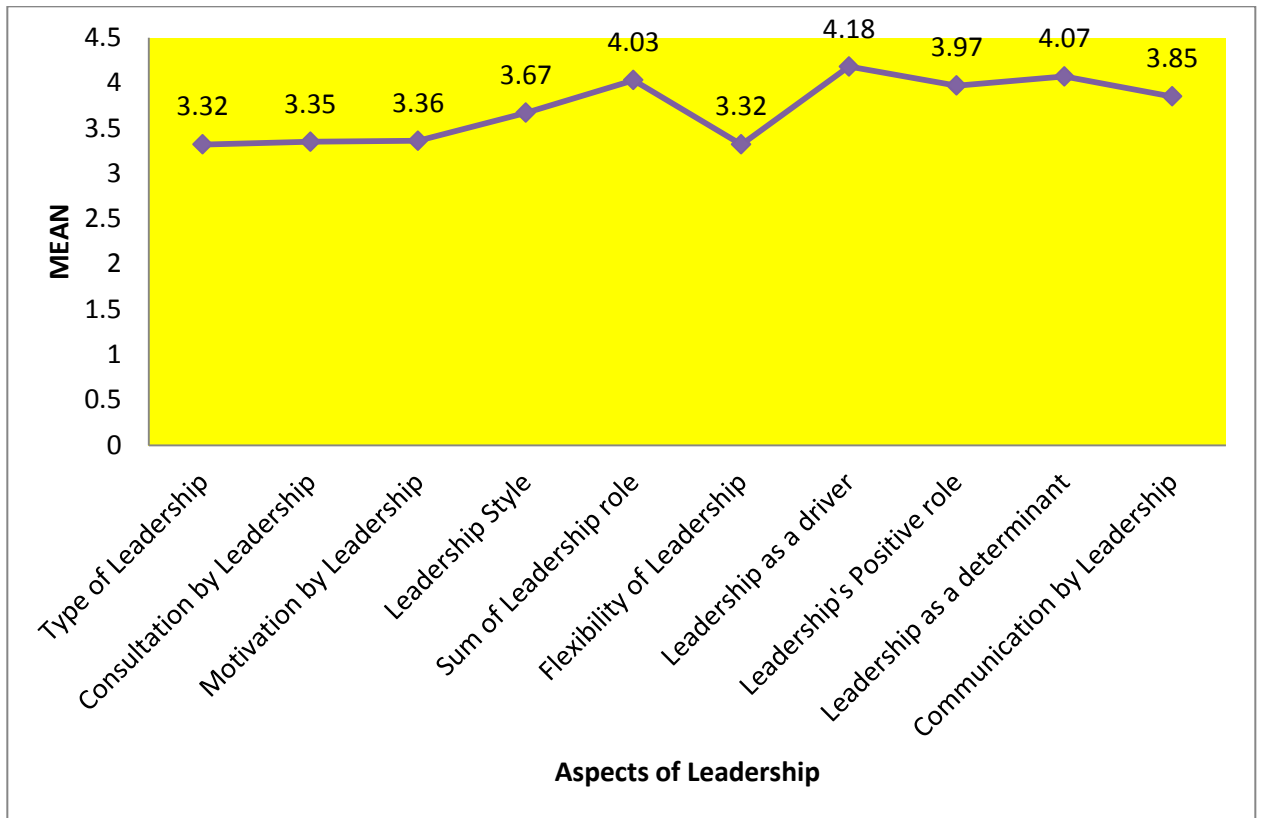


Figure 4.23: Mean of aspects of leadership on Implementation of Strategic Plans

4.6.3 Type of Leadership

This question sought to find out whether the county leadership is flexible and open to change. As indicated in table 4.12 about 24.2% of the respondents indicated that leadership is moderately flexible and open to change, 23.1% indicated that leadership is very highly flexible and open to change, 22.5% indicated that leadership is flexible and open to change and 6.0% indicated that leadership does not play any role. The type of leadership had a mean of of 3.32 and a standard deviation of 1.239 as indicated in table 4.12

The second item was to assess whether leadership does consultation for new idea on Implementation of Strategic Plans by the county government. Here from table 4.12, 26.6% of the respondents indicated that leadership moderately does consultation for new

idea, 25.5% indicated that leadership lowly does consultation for new idea, 23.9% indicated that leadership highly does consultation for new idea, 21.2% indicated that leadership very highly does consultation for new idea and 2.7% indicated that leadership does not play any role on consultation for new idea. Consultation by leadership of the county governments had a mean of 3.35 and a standard deviation of 1.155

The third item was to assess whether leadership encourages & motivate new ideas on Implementation of Strategic Plans by the county government. Table 4.12 showed that, 30.7% of the respondents indicated that leadership highly encourages & motivate new ideas, 23.9% indicated that leadership lowly encourages and motivate new ideas, 21.6% indicated that leadership moderately encourages & motivate new ideas, 19.3% indicated that leadership very highly encourages and motivate new ideas and 2.7% indicated that leadership does not encourages & motivate new ideas on consultation for new idea . This item had a mean of 3.36 and a standard deviation of 1.173.

4.6.3 Role of leadership style on Implementation of Strategic Plans

The study sought to find out whether leadership style is enabling effective Implementation of Strategic Plans on Implementation of Strategic Plans by the county government. From 4.12 and figure 4.24, about 36.1% of the respondents indicated that leadership style is highly enabling effective strategies implementation, 26.2% indicated that leadership style is very highly enabling effective strategies implementation, 18.6% indicated that leadership style is moderately enabling effective strategies implementation, 16.4% indicated that leadership style is lowly enabling effective strategies implementation and 2.7% indicated that leadership style does not play any role on consultation for new idea with a mean of 3.67 and a standard deviation of 1.116. These study findings imply that the style of leadership has a significant positive influence on Implementation of Strategic Plans by County Governments in Kenya.

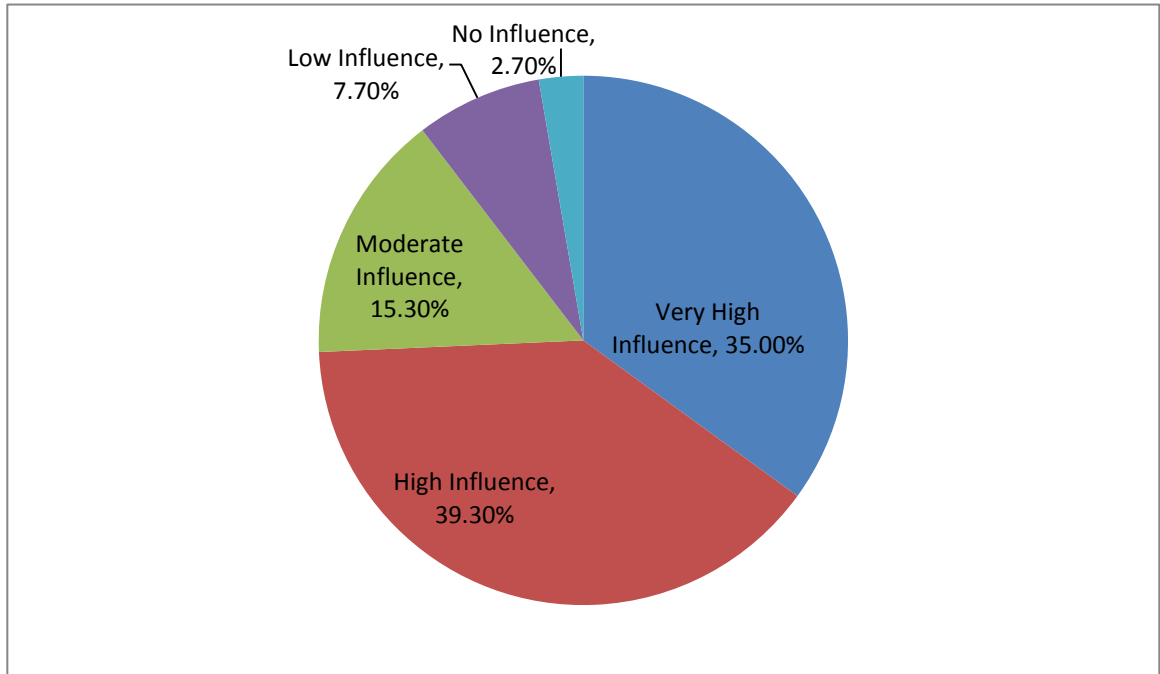


Figure 4.24: Influence of Leadership on Implementation of Strategic Plans

The study also sought to find out whether leadership style influences Implementation of Strategic Plans. As shown in figure 4.24 about 39.30% of the respondents indicated that leadership style highly influences Implementation of Strategic Plans by County Governments in Kenya, 35.0% indicated that leadership style very highly influences Implementation of Strategic Plans, 15.3% indicated that leadership style moderately influences Implementation of Strategic Plans, 7.7% indicated that leadership style lowly influences Implementation of Strategic Plans and 2.7% indicated that leadership style does not influences Implementation of Strategic Plans with a mean of 3.96 and a standard deviation of 1.029 as indicated in table 4.12.

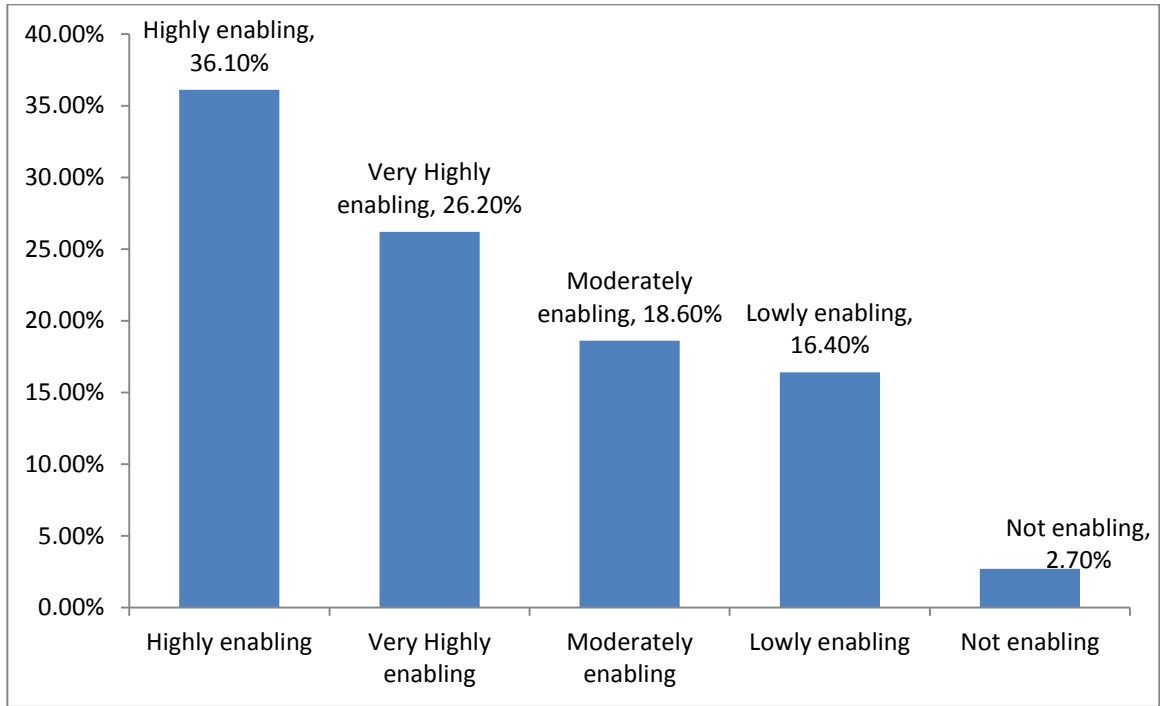


Figure 4.25: Influence of Style of Leadership on Implementation of Strategic Plans

Further the study sought to find out whether leaders are responsible for effective Implementation of Strategic Plans. As indicated in figure 4.25, 26.20% of the respondents indicated that leaders are highly responsible for effective strategy, 36.10% indicated that leaders are very highly responsible for effective strategy, 18.60% indicated that leaders are moderately responsible for effective strategy, 16.4% as lowly enabling while 2.7% indicated that leaders are not responsible for effective Implementation of Strategic Plans with a mean of 4.03 and a standard deviation of 0.901 as shown in table 4.12.

4.6.3 The role of Leadership Characteristics on Implementation of Strategic Plans

The study sought to assess whether leadership is an important driver of Implementation of Strategic Plans. Figure 4.26, 47.0% of the respondents indicated that leadership is very highly important driver of Implementation of Strategic Plans, 31.5% indicated that

leadership is highly important driver of Implementation of Strategic Plans, 17.7% indicated that leadership is moderately important driver of Implementation of Strategic Plans, 3.3% indicated that leadership is not an important driver of Implementation of Strategic Plans and 0.6% indicated that leadership is lowly important driver of Implementation of Strategic Plans with a mean of 4.18 and a standard deviation of 0.969 according to table 4.12.

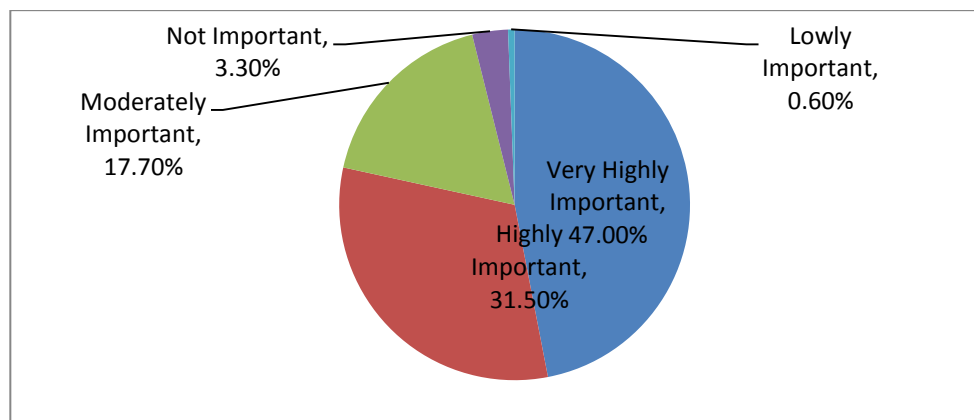


Figure 4.26: Leadership as an important driver to Implementation of Strategic Plans

The study also set to assess whether leadership contributes positively to the effective implementation of a strategy within the counties. From table 4.12 and figure 4.27, about 53.5% of the respondents indicated that leadership highly contributes positively, 26.5% indicated that leadership very highly contributes positively, 13.0% indicated that leadership moderately contributes positively, 4.3% indicated that leadership lowly contributes positively and 2.7% indicated that leadership does not contributes positively to the effective implementation of a strategy within the county with a mean of 3.97 and a standard deviation of 0.902 as shown in table 4.12.

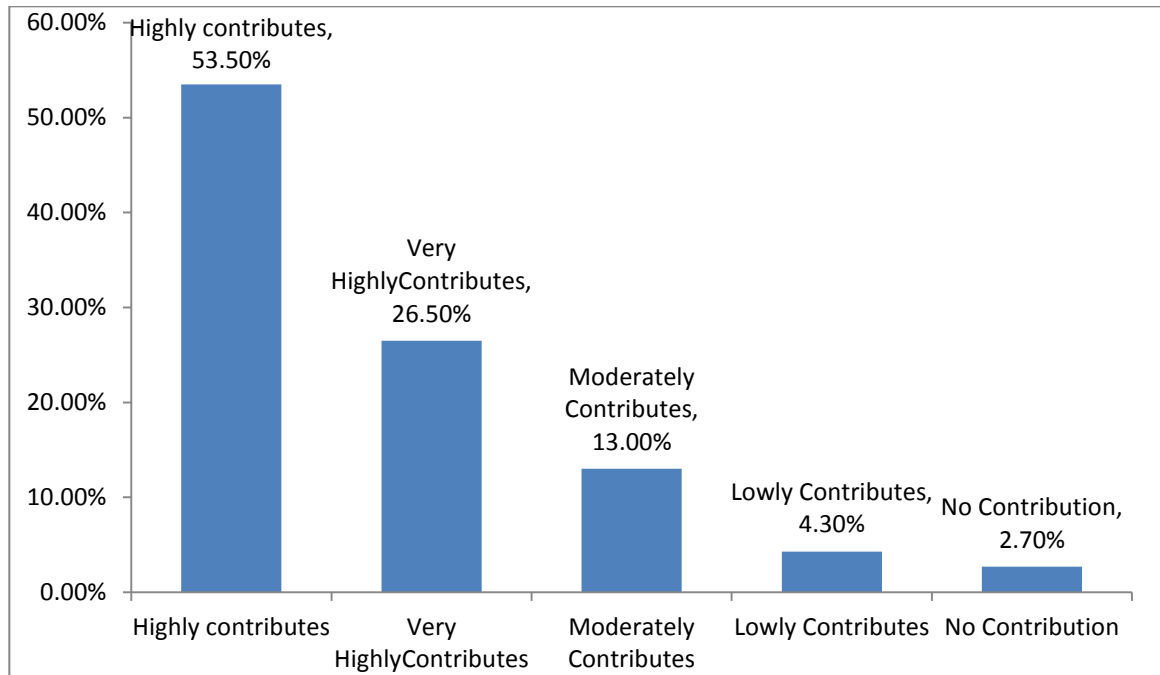


Figure 4.27: Level of Positive effect of Leadership on Implementation of Strategic Plans

The study also sought to assess the extent to which the Leadership Characteristics of the county governments has determined the effective Implementation Strategic Plans by the County Governments in Kenya. From table 4.12 about 42.5% of the respondents indicated that Leadership Characteristics has highly determined effective implementation, 37.6% indicated that Leadership Characteristics very highly determined effective implementation, 12.4% indicated that Leadership Characteristics has moderately determined effective implementation, 4.3% indicated that Leadership Characteristics has lowly determined effective implementation and 3.2% indicated that Leadership Characteristics has no effective implementation of strategies with a mean of 4.07 and a standard deviation of 0.981.

4.6.4 Communication and Implementation of Strategic Plans

Lastly the study was to assess the extent to which communication of strategic objectives affect implementation of strategies. Figure 4.28 and table 4.12 indicate that, 31.5% of

the respondents indicated that communication of strategic objectives highly affect implementation of strategies Leadership Characteristics, 47.0% indicated that communication of strategic objectives very highly affect implementation of strategies, 17.70% indicated that communication of strategic objectives moderately affect implementation of strategies, 0.60% indicated that communication of strategic objectives does not affect implementation of strategies and 4.3% indicated that communication of strategic objectives lowly affect implementation of strategies.

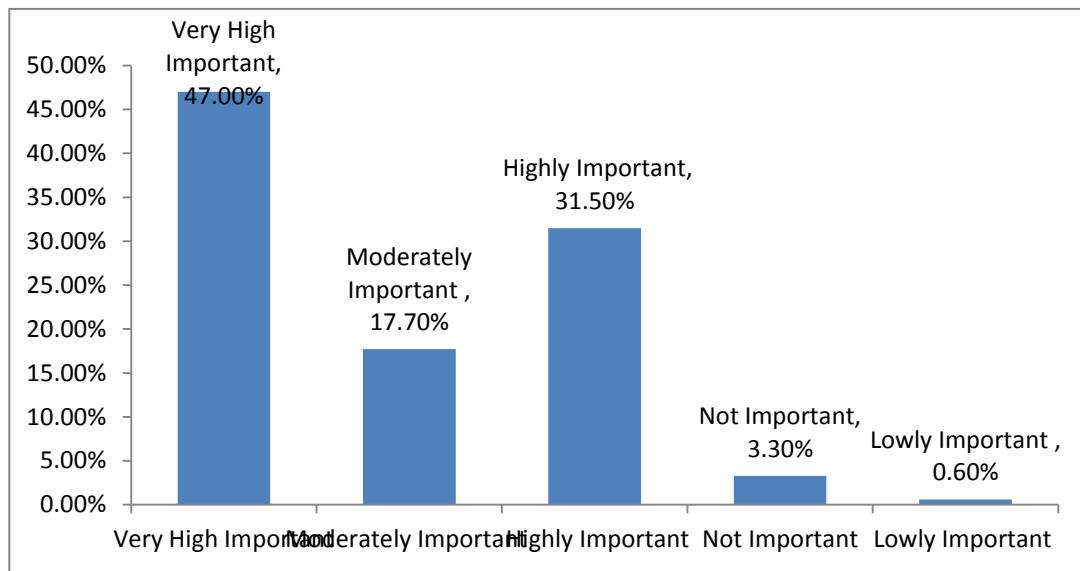


Figure 4.28: Effect of communication on Implementation of Strategic Plans

These findings are in conformity with those by Sterling (2003) on translating strategy into effective implementation: dispelling the myths and highlighting what works, which identified that some strategies fail because of insufficient buy-in, understanding and/or communication

among those who need to implement them. Sterling (2003) adds that effective communication of the strategy and its underlying rationale are also critically important; particularly when reaching out beyond the group directly involved in the development of the strategic plan. The finding implies that successful transition from strategy

formulation to the Implementation Strategic Plans ultimately depends on the strategic leaders of the organisation; reluctance of incompetence in crafting the process for implementing strategic change is the single most reliable predictor of its failure (Joostie & Fourie, 2009).

4.6.5 The flow of communication in the County Governments

The question sought to find out the description on how information on Implementation of Strategic Plans flows. The responses from the respondents are analysed and contained in Table 4.13 and figure 4.29. According to the findings the flow of communication is from top to down, bottom to up and multi-directional. The results show that 69.0 % of the respondents indicated that the flow of communication is from top to down, followed by 28.9% multi-directional and lastly 2.1% bottom to up. These findings indicate that the main direction of flow of communication is Top-Down as 69.0% of the respondents indicated.

Table 4.13: The flow of communication in the organization

	Frequency	Percent
Top-Down	129	69.0
Bottom-Up	4	2.1
Multi-Directional	54	28.9

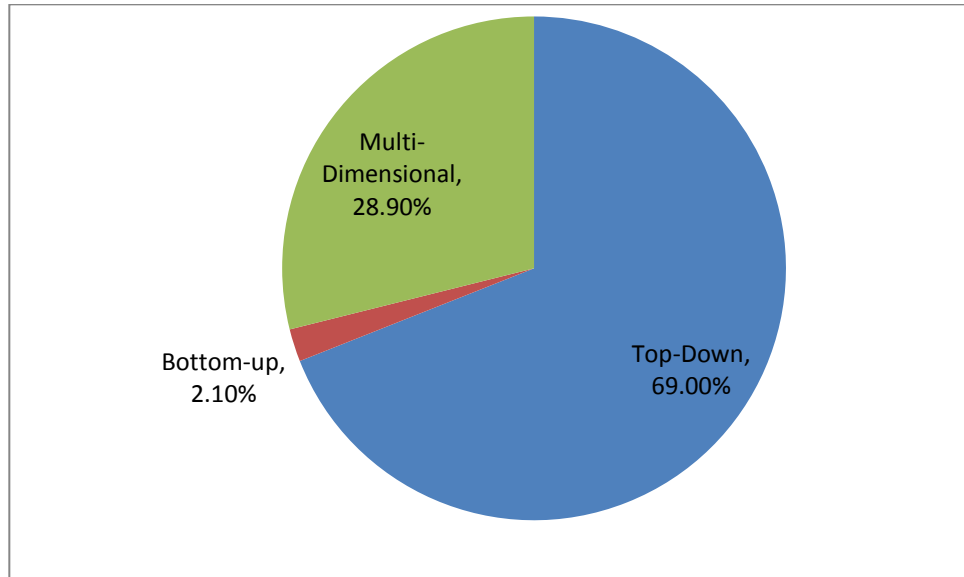


Figure 4.29: The flow of communication in the organization

4.6.3 The mode of receiving information on strategy objectives

Table 4.14 and figure 4.30 indicate the mode on which the organization receives the information. 93.3% of the respondents indicated that the organization receives information through meetings. Information received through Newsletters and Posters were each 3.3%

Table 4.14 The mode of receiving information on strategic objectives

	Frequency	Percent
Meetings	168	93.4
Newsletters	6	3.3
Posters	6	3.3

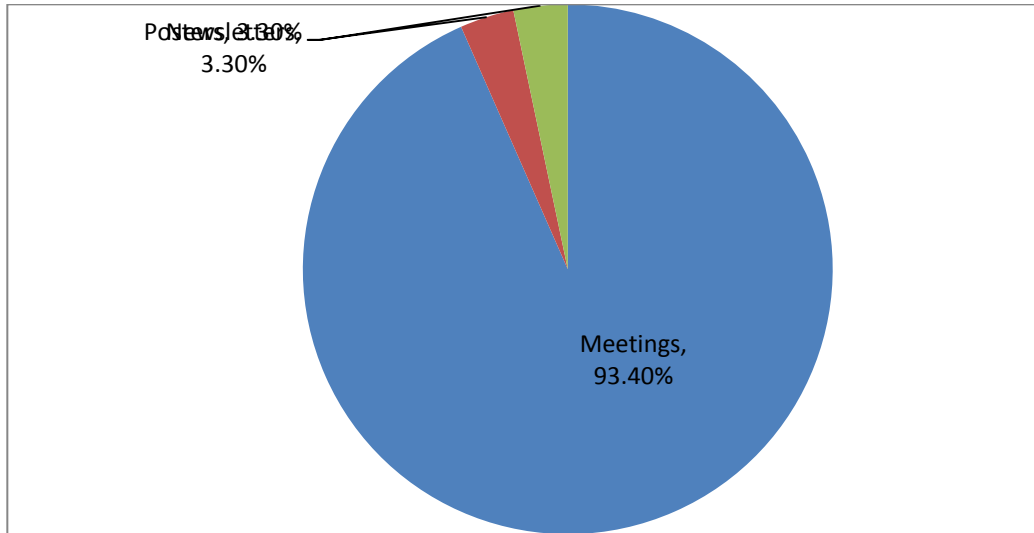


Figure 4.30: The mode of receiving information on strategic objectives

4.7 The influence of organizational resources on Implementation of Strategic Plans by the county governments in Kenya.

This study sought to assess the influence of organizational resources on Implementation of Strategic Plans by the county governments. This was in reference to; finances, human resources, availability of unique resources, and use of technology. Results of the study were summarized as in table 4.15.

Table 4.14: Assessment on the role of the following aspects of organizational resources on Implementation of Strategic Plans by the county government

ASPECTS OF ORGANIZATIONAL RESOURCES	Very High (%)	High (%)	Moderate (%)	Low (%)	None (%)	MEAN	Std. Deviation
To what extent does the organizational human resource contribute to the achievement of the county strategic objectives?	59 (31.6)	78 (41.7)	38 (20.3)	10 (5.3)	2 (1.1)	3.97	0.912
To what extent does the human resource aspect of selection, training, performance appraisal, and compensation by the county government determine Implementation of Strategic Plans?	62 (33.2)	62 (33.2)	51 (27.3)	12 (6.4)	0	3.93	0.928
To what extent do finances owned by the county government affect Implementation of Strategic Plans by the county government?	86 (46.0)	64 (34.2)	25 (13.4)	10 (5.3)	2 (1.1)	4.19	0.935
To what extent does the use of Information Communication Technology (ICT) affect Implementation of Strategic Plans by the county government?	56 (31.6)	54 (30.5)	52 (29.4)	23 (7.3)	2 (1.1)	3.84	0.993
To what extent do resource allocation affect Implementation of Strategic Plans by county government	97 (54.8)	63 (35.6)	15 (8.5)	2 (1.1)	0	4.44	0.698
To what extent do you think the organizational resources determine Implementation of Strategic Plans by the county government	72 (40.7)	77 (43.5)	26 (14.7)	2 (1.1)	0	4.24	0.739

4.7.1 Human Resources and Implementation of Strategic Plans

The study sought to find out the contribution of human resources on Implementation of Strategic Plans. In figure 4.31, 41.7% of the respondents indicated that the organizational human resource highly contribute to the achievement of the county strategic objectives, 31.6% indicated that the organizational human resource very highly contribute to the achievement of the county strategic objectives, 20.3% indicated that the organizational human resource moderately contribute to the achievement of the county strategic objectives and 1.1% indicated that the organizational human resource does not contribute to the achievement of the county strategic objectives with a mean of 3.97 and a standard deviation of 0.912 as shown in table 4.14. The findings imply that the human resource aspect has a big contribution on Implementation of Strategic Plans by County Governments in Kenya as indicated by 73.3% of the respondents.

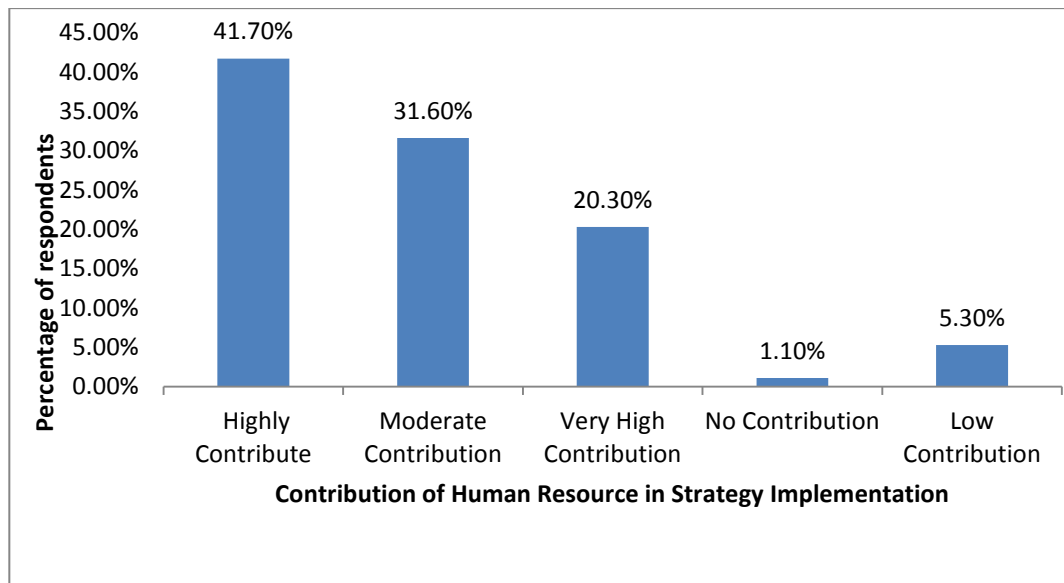


Figure 4.31 Contribution of Human Resource on Implementation of Strategic Plans

The second item on this study was to assess the extent to which the human resource aspect of selection, training, performance appraisal and compensation by the county

government determine Implementation of Strategic Plans. About 33.2% of the respondents indicated that the human resource aspects highly determine Implementation of Strategic Plans, 27.3% indicated that the human resource aspects moderately determine Implementation of Strategic Plans and 6.4% indicated that the human resource aspects lowly determine Implementation of Strategic Plans with a mean of 3.93 and a standard deviation of 0.928.

4.7.2 Finances and Implementation of Strategic Plans

The study further sought to assess the extent at which the finances owned by the county governments affect Implementation of Strategic Plans by the county governments. According to figure 4.32, 46.0% of the respondents indicated that finances very highly affect Implementation of Strategic Plans, 34.2% indicated that finances highly affect Implementation of Strategic Plans, 13.4% indicated that finances moderately affect Implementation of Strategic Plans, 5.3% indicated that finances lowly affect Implementation of Strategic Plans and 1.1% indicated that finances owned by the county government does not affect Implementation of Strategic Plans with a mean of 4.19 and a standard deviation of 0.935 as shown in table 4.14. These findings imply that finances had the highest influence on strategy Implementation Strategic Plans by county governments in Kenya as indicated by 80.2% of the respondents.

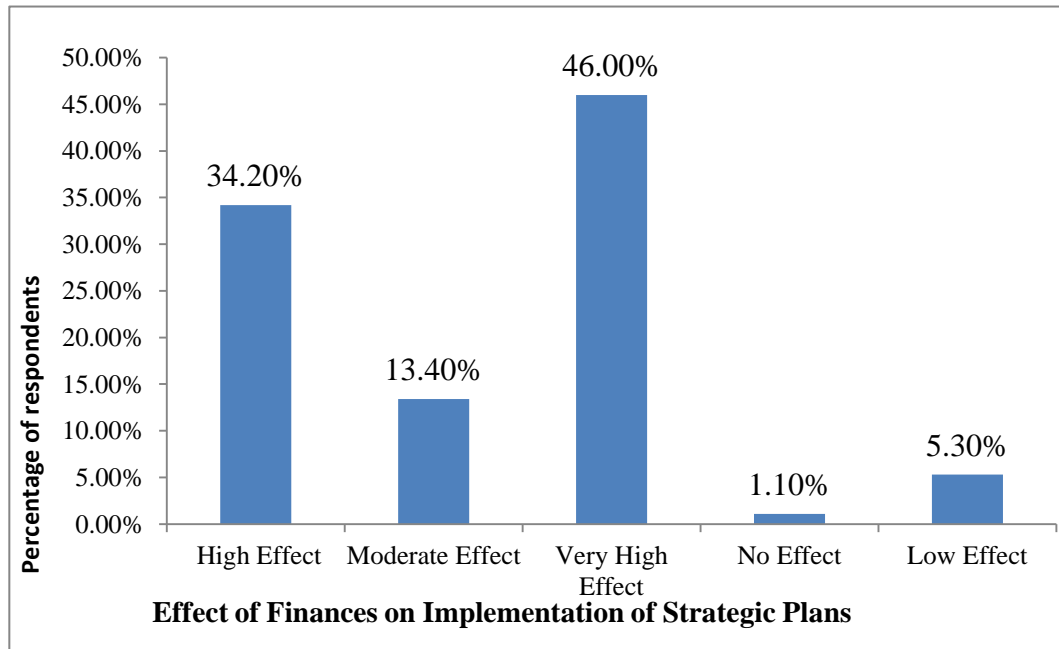


Figure 4.32: The effect of Finances on Implementation of Strategic Plans

4.7.4 Technology and Implementation of Strategic Plans

The study also sought to assess the extent to which the use of Information Communication Technology (ICT) affects Implementation of Strategic Plans by the county governments. The findings were in table 4.14 and figure 4.33 indicate that 31.6% of the respondents indicated that the use of ICT very highly affect Implementation of Strategic Plans, 30.5% indicated that the use of ICT highly affect Implementation of Strategic Plans, 29.4% indicated that the use of ICT moderately affect Implementation of Strategic Plans, 7.3% indicated that the use of ICT lowly affect Implementation of Strategic Plans and 1.1% indicated that the use of ICT does not have affect Implementation of Strategic Plans with mean of 3.84 and a standard deviation of 0.993. These findings are consistent with the findings of a study by Ifinedo and Nahar (2009) which stated that firm management must ensure that there is continuous acquisition of

relevant IT skills and expertise as it adequately provided for to enhance success with such technologies so as to realize positive performance. The findings of the study further confirm the argument by Baldwin and Sabourin (2007) that many studies that cover the experience of developed countries conclude to a positive relationship between ICT use and superior performance. This implies that the County Governments in Kenya should embrace the use of IT in order to achieve high percentage on Implementation of Strategic Plans.

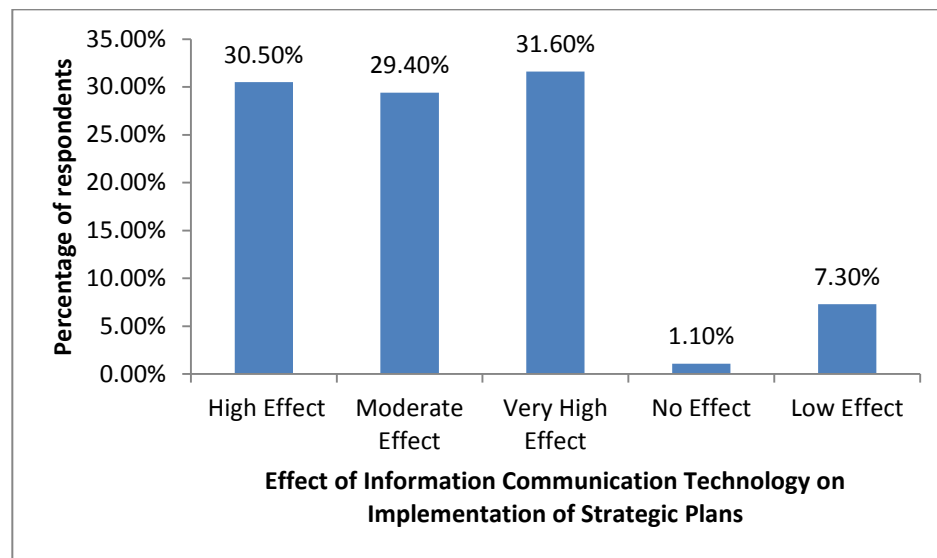


Figure 4.33: The effect of Information Communication Technology on Implementation of Strategic Plans

4.7.5 Resource Allocation and Implementation of Strategic Plans

On resource allocation the study sought to investigate the extent to which the resource allocation affects Implementation of Strategic Plans by County Governments in Kenya. The findings as displayed in table 4.14 and figure 4.34, were that 54.8% of the respondents indicated that resource allocation very highly affect Implementation of Strategic Plans, 35.6% indicated that resource allocation highly affect Implementation of Strategic Plans, 8.5% indicated that resource allocation moderately affect

Implementation of Strategic Plans with a mean of 4.44 and a standard deviation of 0.698. These study findings imply that resource allocation has a significant positive influence on Implementation of Strategic Plans by County Governments in Kenya at 90%.

Lastly, the study was to investigate the extent to which the organizational resources determine Implementation of Strategic Plans by the county governments. About 43.5% of the respondents indicated that the organizational resources highly determine Implementation of Strategic Plans, 40.7% indicated that the organizational resources very highly determine Implementation of Strategic Plans, 14.7% indicated that the organizational resources moderately determine Implementation of Strategic Plans and 1.1% indicated that the organizational resources lowly determine Implementation of Strategic Plans with a mean of 4.24 and a standard deviation of 0.739.

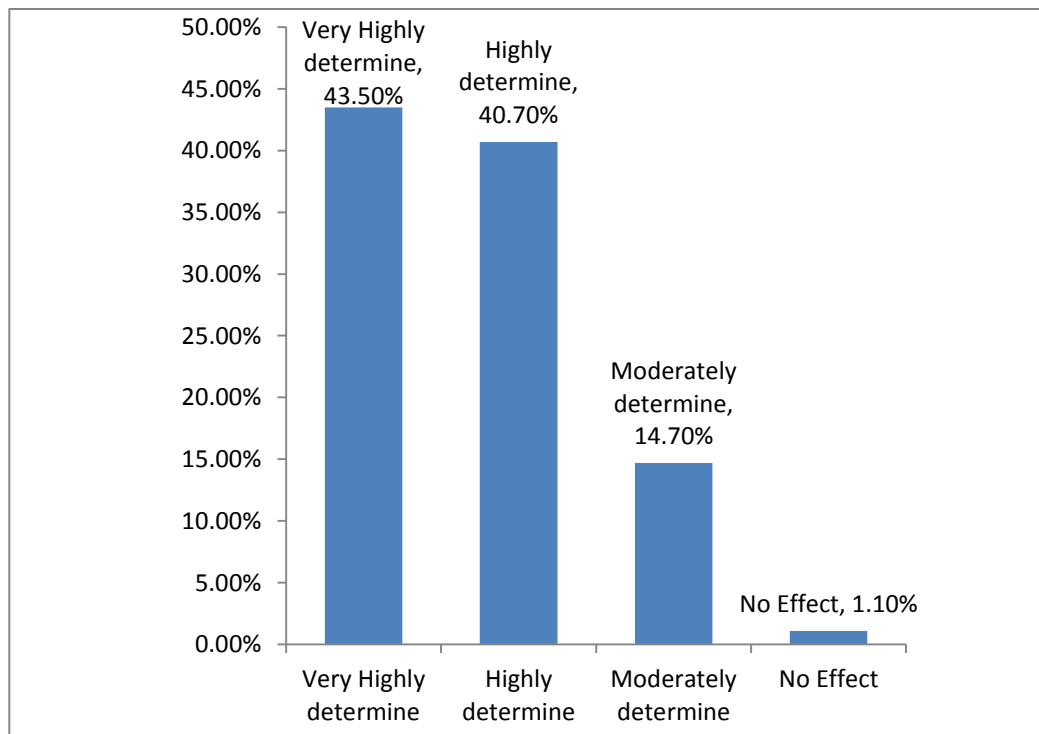


Figure 4.34: Resource allocation and its influence on Implementation of Strategic Plans

4.8 Organizational structure and Implementation of Strategic Plans by the County Governments.

The study set out to investigate the influence of Organizational Structure on Implementation of Strategic Plans by County Governments in Kenya. This was in reference to the structural aspects of line of command, responsibility and authority, as well as job definition. Table 4.16 shows the percentage, mean and standard deviations which were used to summarize the findings.

Table 4.15: Assessment on the role of the following aspects of organizational structure on Implementation of Strategic Plans by the county government

ASPECTS	OF	Very High (%)	High (%)	Moderate (%)	Low (%)	None (%)	Mean	Std. Deviation
The line of command affect Implementation of Strategic Plans by the county government	93 (52.0)	47 (26.3)	29 (16.2)	10 (5.6)	0		4.25	0.922
Rate the effect of sharing responsibilities and the use of authority by County Government officials in Implementation of Strategic Plans by county government	30 (16.8)	97 (54.2)	41 (22.9)	11 (6.9)	0		3.82	0.782
To what extent do you think job definition and description of the county officials influence strategy implementation by the county government	52 (28.7)	78 (43.1)	39 (21.5)	8 (4.4)	4 (2.1)		3.92	0.936
To what extent do you think the organizational structure is a determinant of Implementation of Strategic Plans by the county government?	66 (35.3)	75 (40.1)	38 (20.3)	7 (3.7)	1 (0.5)		4.06	0.869

4.8.1 Line of Command

The first item of study was to assess whether the line of command affect Implementation Strategic Plans by the county governments. In figure 4.35 And table 4.15 about 52.0% of the respondents indicated that line of command very highly affect implementation, 26.3% indicated that line of command highly affect implementation, 16.2% indicated that line of command moderately affect implementation and 5.6% indicated that line of command lowly affect Implementation Strategic Plans by the county government with a mean of 4.25 and a standard deviation of 0.922.

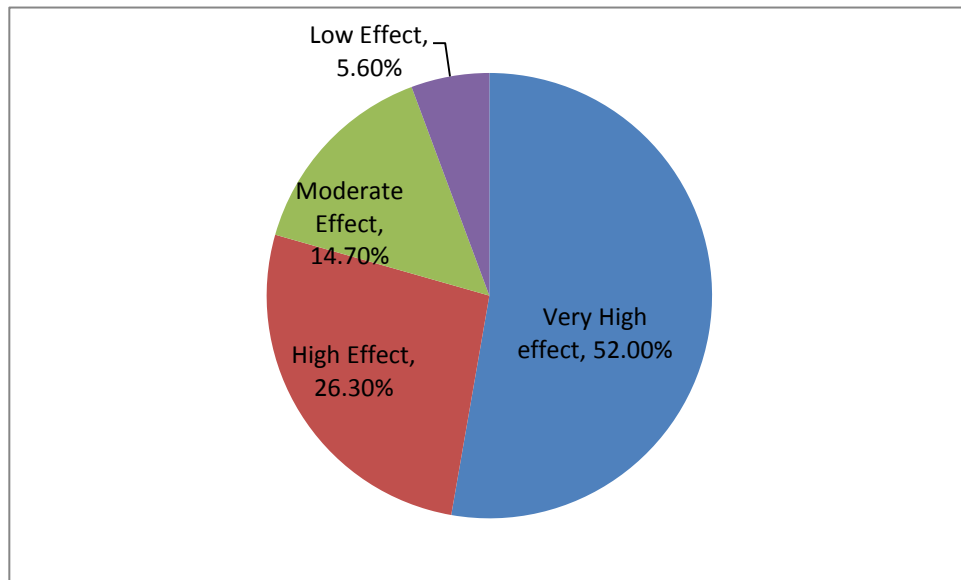


Figure 4.35: The effect of Line of command on Implementation of Strategic Plans

4.8.2 Responsibility and Authority

The study intended to rate the effect of sharing responsibilities and the use of authority by County Government officials on Implementation of Strategic Plans by county government. In this as displayed in figure 4.36 and table 4.36, 54.2% of the respondents indicated that the effect of sharing responsibilities and the use of authority by County Government officials was high in Implementation of Strategic Plans, 22.9% indicated

that the effect of sharing responsibilities and the use of authority by County Government officials was moderate in Implementation of Strategic Plans, 16.8% indicated that the effect of sharing responsibilities and the use of authority by County Government officials was very high in Implementation of Strategic Plans and 6.9% indicated that the effect of sharing responsibilities and the use of authority by County Government officials was lowly in Implementation of Strategic Plans with a mean of 3.82 and a standard deviation of 0.782.

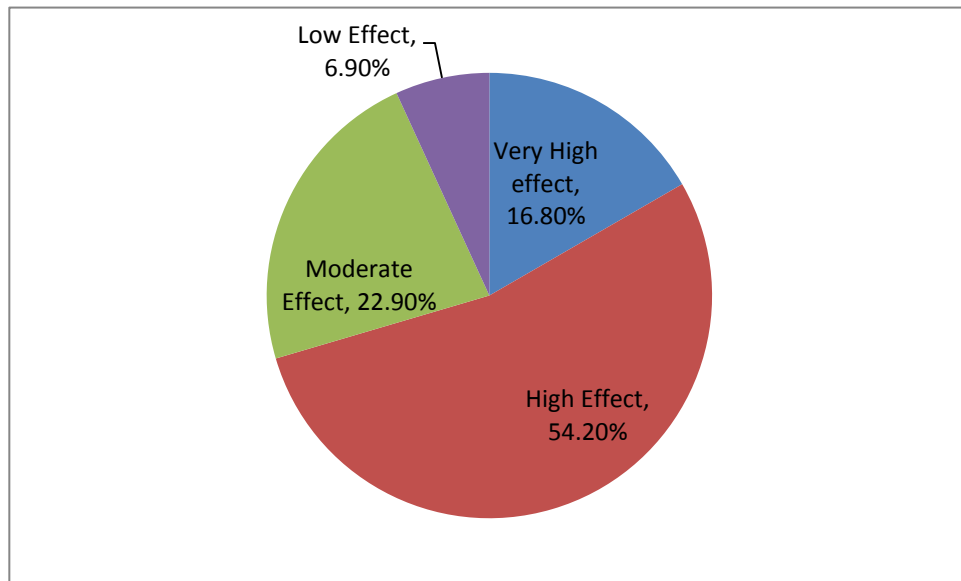


Figure 4.36: Responsibility and Authority on Implementation of Strategic Plans

4.8.3 Job Description

The third item of this study was to investigate the extent to which the job description of the county officials influences Implementation of Strategic Plans by the county governments. As shown in figure 4.37 and figure 4.15 about 43.1% of the respondents indicated that the job description of the county officials highly influence Implementation of Strategic Plans, 28.7% indicated that the job definition and description of the county officials very highly influence Implementation of Strategic

Plans, 21.5% indicated that the job definition and description of the county officials moderately influence Implementation of Strategic Plans, 4.4% indicated that the job definition and description of the county officials lowly influence Implementation of Strategic Plans and 2.1% indicated that the job definition and description of the county officials did not have any influence Implementation of Strategic Plans by the county government.

Lastly, the study was to assess the extent to which the organizational structure is a determinant of Implementation of Strategic Plans by the county governments in Kenya. The findings found out that 40.15 % of the respondents indicated that the organizational structure highly determines the Implementation of Strategic Plans, 35.3% indicated that the organizational structure determines the Implementation of Strategic Plans very highly, 20.3% indicated that the organizational structure determines the Implementation of Strategic Plans moderately, 3.7% indicated that the organizational structure lowly determines the Implementation of Strategic Plans and 0.5% indicated that the organizational structure did not determines the Implementation of Strategic Plans by the county government.

These study findings imply that organizational structure has a significant positive influence on Implementation of Strategic Plans by County Governments in Kenya. This view is supported by other studies, for example, Pearce and Robison (2004) indicated that successful Implementation of Strategic Plans depends on the organizational structure and that the structure of the organization should be consistent with the strategy to be implemented. They further submitted that the structure of the organization should be compatible with the chosen strategy and if there is incongruence, adjustment will be necessary. In addition Schaap (2006) suggested that adjusting organizational structure according to perfect strategy can ensure successful Implementation of Strategic Plans.

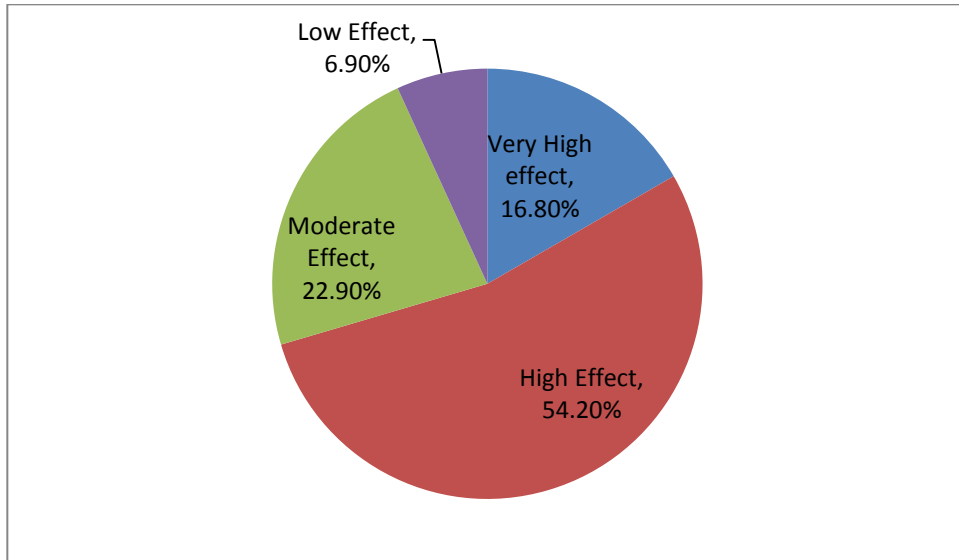


Figure 4.37: The effect of Organizational Structure on Implementation of Strategic Plans

4.9 Descriptive Statistics on Implementation of Strategic Plans

The Implementation Strategic Plans by county governments in Kenya formed the dependent variable of this study. It encompassed areas such as development projects, public participation, financial viability and management and service delivery. In this section a deliberate effort was made to assess the extent of interaction between the dependent variable, Implementation of Strategic Plans and the independent variables of organizational culture, Leadership Characteristics, organizational resources, and organizational structure.

4.9.1 Development Projects

The question sought to find out the extent to which development projects which form one of the main components of Implementation of Strategic Plans by county governments is influenced by the independent variables. Table 4.16 shows descriptive statistics for the extent to which Implementation of development projects by the county

Governments have been influenced by organizational culture, Leadership Characteristics, organizational structure and organizational resources.

Table 4.16: Extent to which Implementation of development projects has been influenced by the independent variables

(5)Very High (4) High (3) Moderate (2) Low (1) None

Variable	5(%)	4(%)	3(%)	2(%)	1(%)	mean	SD
Organizational culture	67 (35.8)	67 (35.8)	46 (24.6)	7 (3.7)	0 (0.0)	4.04	.87 0
Leadership Characteristics	96 (51.3)	71 (37.4)	17 (9.1)	3 (1.6)	0 (0.0)	4.39	.72 0
Organizational Structure	69 (36.9)	79 (42.2)	35 (18.7)	4 (2.1)	0 (0.0)	4.14	.79 1
Organizational Resources	110 (58.8)	49 (26.2)	23 (12.3)	5 (2.7)	0 (0.0)	4.41	.80 8

The findings in table 4.16 and figure 4.38 revealed that, 35.8% of the respondents said that organizational culture very highly influenced Implementation of development projects by the county Government, 35.8% highly influenced, 24.6% influenced moderately, 3.7% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.04 and a standard deviation of 0.870.

On Leadership Characteristics, 51.3% said that Leadership Characteristics very highly influenced Implementation of development projects by the county Government, 37.4%

highly influenced, 9.1% influenced moderately, 1.6% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.39 and a standard deviation of 0.720 as shown in table 4.16

On organizational Structure from table 4.16, 36.9% said that organizational structure very highly influenced Implementation of development projects by the county Government, 42.2% highly influenced, 18.7% influenced moderately, 2.1% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.14 and a standard deviation of 0.791 as shown in table 4.16.

From table 4.16 the following can be deduced. Organizational Resources, 58.8% of the respondents said that organizational resources very highly influenced Implementation of development projects by the county Government, 26.2% highly influenced, 12.3% influenced moderately, 2.7% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.41 and a standard deviation of 0.808.

The study findings imply that all the independent variables have a positive significant influence on development projects by County Governments in Kenya. From the findings all the respondents indicated that all the independent variables had positive significant influence on Implementation of Strategic Plans aspect of development projects. The results on the four independent variables as shown on figure 4.38 indicated that Leadership Characteristics had the greatest influence with 88.4%, followed by Organizational Resources at 85.0%, Organizational Structure 79.1% and Organizational Culture came last at 71.0%.

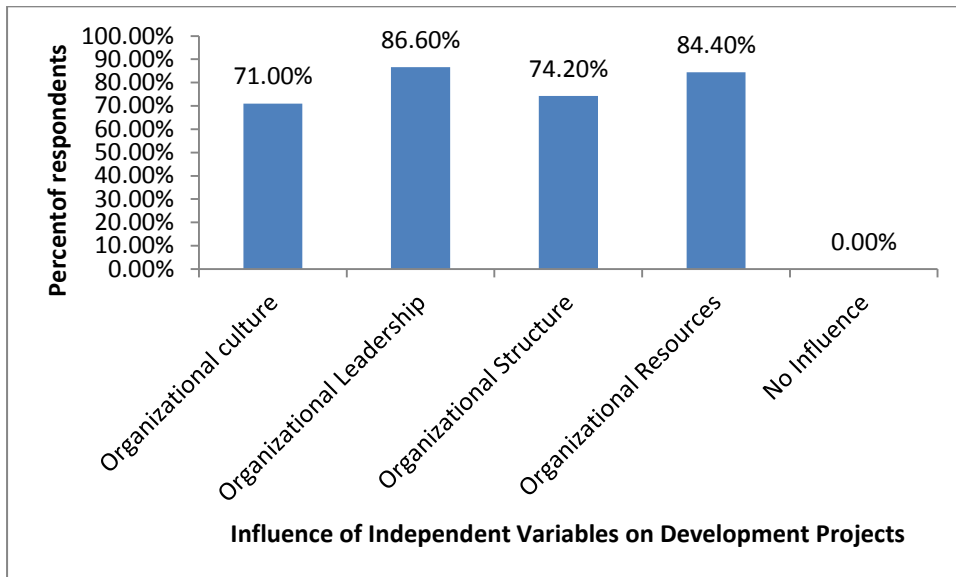


Figure 4.38: Influence of Independent Variables on Development Projects

4.9.2 Public Participation

The question sought to find out the extent to which public participation which form one of the main components of Implementation of Strategic Plans by county governments is influenced by the independent variables. Table 4.18 shows descriptive statistics for the extent to which Public participation by the county Governments in Kenya has been influenced by organizational culture, Leadership Characteristics, organizational structure and organizational resources.

Table 4.17: Extent to which public participation by County Governments has been influenced by the independent variables

(5)Very High (4) High (3) Moderate (2) Low (1) None

Variable	5(%)	4(%)	3(%)	2(%)	1(%)	mean	SD
Organizational culture	51 (27.4)	76 (40.9)	32 (17.2)	23 (12.4)	4 (2.2)	3.79	1.047
Leadership Characteristics	71 (38.2)	81 (43.5)	29 (15.6)	5 (2.7)	0 (0.0)	4.17	.787
Organizational Structure	61 (32.8)	63 (33.9)	52 (28.0)	10 (5.4)	0 (0.0)	3.94	.907
Organizational Resources	90 (48.4)	50 (26.9)	35 (18.8)	11 (5.9)	0 (0.0)	4.18	.93

The findings revealed that as shown in table 4.17, 27.4% of the respondents said that organizational culture very highly influenced Public participation by the county Governments, 40.9% highly influenced, 17.2% influenced moderately, 12.4% influenced lowly while 2.2% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 3.79 and a standard deviation of 1.047.

On Leadership Characteristics, 38.2% said that Leadership Characteristics very highly influenced Public participation by the county Governments, 43.5% highly influenced, 15.6% influenced moderately, 2.7% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.17 and a standard deviation of 0.787.

On organizational Structure, 32.8% said that organizational structure very highly influenced Public participation by the county Governments, 33.9% highly influenced, 28% influenced moderately, 5.4% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 3.94 and a standard deviation of 0.907.

On organizational Resources, 48.4% said that organizational resources very highly influenced Public participation by the county Governments, 26.9% highly influenced, 18.8% influenced moderately, 5.9% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.18 and a standard deviation of 0.939.

The study findings imply that all the independent variables have a positive significant influence on development projects by County Governments in Kenya. From the findings all the respondents indicated that all the independent variables had a positive significant influence on Implementation of Strategic Plans aspect of public participation. The results on the four independent variables as shown in figure 4.39 indicated that Leadership Characteristics had the greatest influence at 81.8%, followed by Organizational Resources at 75.3%, Organizational Culture 68.3% and Organizational Structure came last at 66.7.0%.

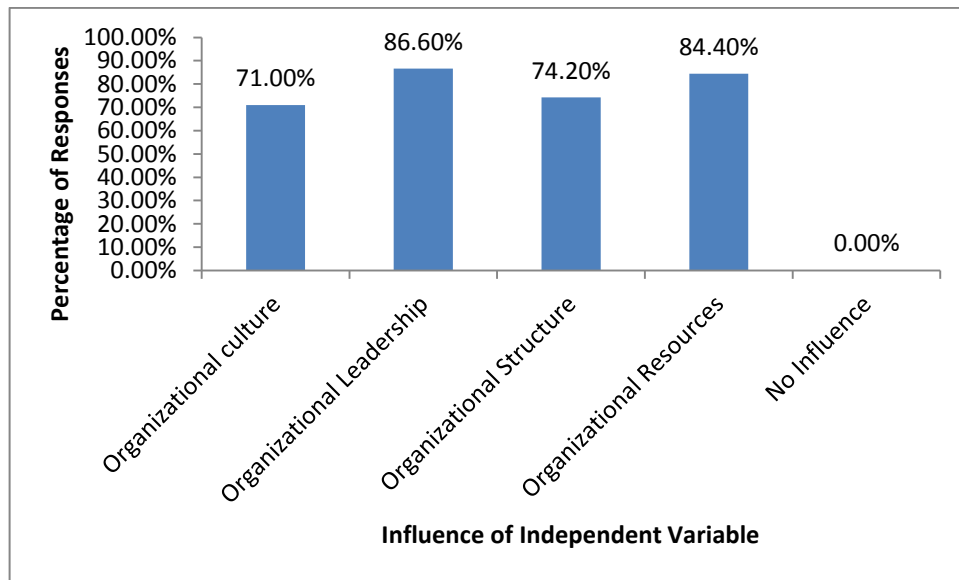


Figure 4.39: Influence of the Independent Variables on Public Participation

4.9.3 Financial viability and management by the county Governments in Kenya

The question sought to find out the extent to which financial viability which form one of the main components of Implementation of Strategic Plans by county governments is

influenced by the independent variables. Table 4.19 Show descriptive statistics for the extent to which financial viability and management by the county Governments in Kenya have been influenced by organizational culture, Leadership Characteristics, organizational structure and organizational resources.

Table 4.18: Extent to which financial viability and management has been influenced by the independent variables

(5)Very High (4) High (3) Moderate (2) Low (1) None

Variable	5(%)	4(%)	3(%)	2(%)	1(%)	mean	SD
Organizational culture	74 (39.6)	58 (31.0)	44 (23.5)	11 (5.8)	0 (0.0)	4.04	.93 2
Leadership Characteristics	99 (52.9)	66 (35.3)	22 (11.8)	0 (0.0)	0 (0.0)	4.41	.69 3
Organizational Structure	61 (32.1)	78 (41.7)	43 (23.0)	5 (2.7)	0 (0.0)	4.04	.81 5
Organizational Resources	95 (50.8)	55 (29.4)	27 (14.4)	10 (5.3)	0 (0.0)	4.26	.89 7

The findings from table 4.18 revealed that, 39.6% of the respondents said that organizational culture very highly influenced financial viability and management by the county Governments in Kenya, 31% highly influenced, 23.5% influenced moderately, 5.8% influenced lowly while 0.0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.04 and a standard deviation of 0.932.

On Leadership Characteristics, 52.9% said that Leadership Characteristics very highly influenced financial viability and management by the county Governments in Kenya, 35.3% highly influenced, 11.8% influenced moderately, 0.0% influenced lowly while 0.0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.41 and a standard deviation of 0.693 as shown in table 4.18.

On organizational Structure as shown in table 4.18, 32.1% said that organizational structure very highly influenced financial viability and management by the county Governments in Kenya, 41.7% highly influenced, 23% influenced moderately, 2.7% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.04 and a standard deviation of 0.815.

On organizational Resources, 50.8% said that organizational resources very highly influenced financial viability and management by the county Governments in Kenya, 29.4% highly influenced, 14.4% influenced moderately, 5.3% influenced lowly while 0% said it did not influence at all. On average, it highly influenced as indicated by a mean value of 4.26 and a standard deviation of 0.897.

The study findings imply that all the independent variables have a positive significant influence on financial viability by County Governments in Kenya. From the findings all the respondents indicated that all the independent variables had a positive significant influence on Implementation of Strategic Plans aspect of financial viability. The results on the four independent variables as displayed in figure 4.40 indicate that Leadership Characteristics had the greatest influence at 86.6%, followed by Organizational Resources at 84.40%, Organizational Structure 74.20% and Organizational Culture came last at 71.00%.

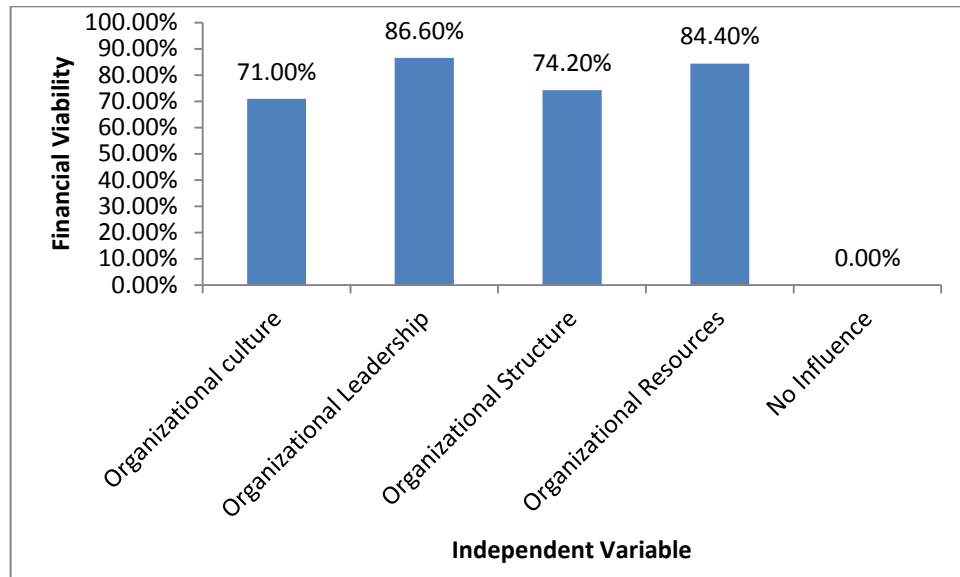


Figure 4.40: Influence of the Independent Variables on Financial Viability

4.10 Test for Assumptions of parametric tests

This section conducted tests for the assumptions made by the parametric tests. They include: normality, homoscedasticity and multicollinearity.

4.10.1 Tests for Normality

Normality can be defined as the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods, Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E. (2010). Normality is one of three assumptions for multivariate analysis. For purposes of making inferences from the study, a normality test was performed on the sample observations. This was to establish the pattern of distribution of the dependent variable, Implementation of Strategic Plans against the independent variables and its similarities to the universe population. According to Pallant (2005), an assessment of the normality of the dependent variable is a prerequisite condition in multiple linear regression analysis. If the dependent variable is not normally distributed, then there would be problems in the subsequent statistical analysis until the variable assumes normality (Child, 1990). This is

because regression assumes normality between the variables under analysis (Hair *et al.*, 2010). For a linear regression, it is assumed that the error term (residuals) has to be normally distributed. To check this assumption, a normal probability plot was plotted and the findings represented in figure 4.41 below. The findings revealed that the error terms were normally distributed as indicated by the points lying on the straight diagonal line. Therefore, the normality assumption was not violated in this study.

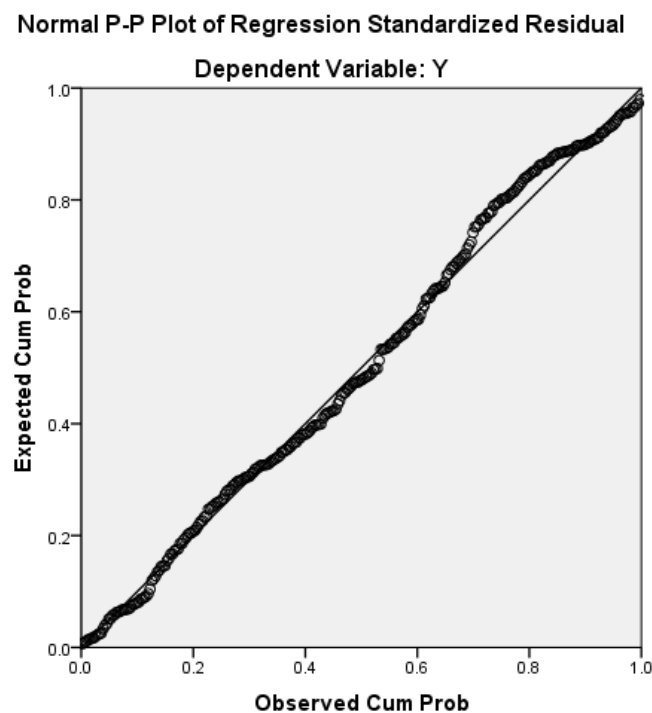


Figure 4.41: Test for Normality on Implementation of Strategic Plans

4.10.2 Homoscedasticity test

Homoscedasticity refers to constancy of variance. For any linear regression analysis, the error terms are assumed to be the same across all values of the independent variables. This was achieved through plotting a residual scatter plot for predicted scores and standardized residual values also known as errors of prediction. This assumption is met if the scores are randomly scattered about a horizontal line. According to the findings in

figure 4.42 the scores appeared to be randomly scattered. This indicated that the homoscedasticity assumption was not violated.

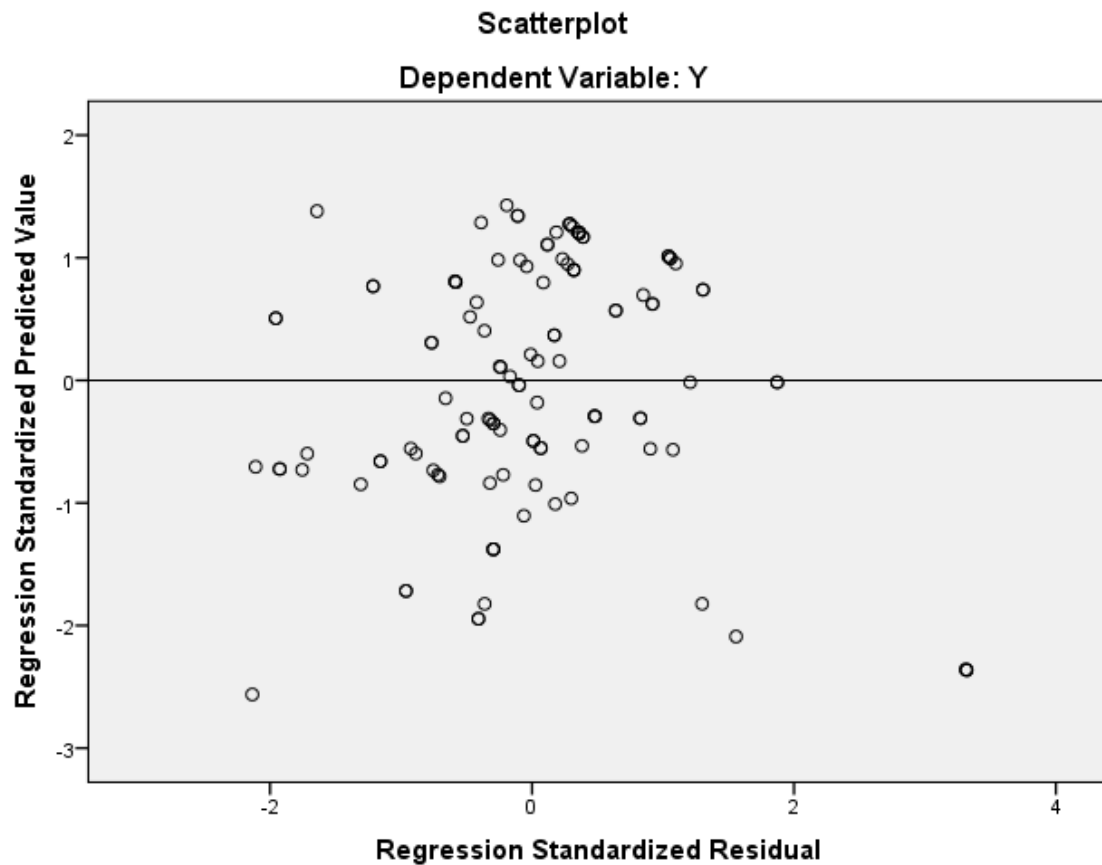


Figure 4.42: A scatter plot of standardized predicted values against standardized residuals

4.10.3 Multicollinearity

Multicollinearity test was done to determine the viability of using all the independent variables for further regression analysis. This is a statistical situation where some independent variables in a multiple regression model are highly correlated. It is important to undertake the test to help reduce the variables that measure the same things (Robert, 2007). When multicollinearity occurs the correlated predictors provide redundant information about the responses (Lauridsen & Mur, 2005). In parametric tests

it is assumed that independent variables should not be highly correlated meaning that multicollinearity should not exist. Variance Inflation Factor (VIF) was used to test for multicollinearity. A VIF value less than 0.5 indicates non-existence of multicollinearity while a VIF of more than 5 indicates existence of multicollinearity. The research findings in table 4.19 revealed that the no-multicollinearity assumption was not violated. The results are an indication of good estimation of variable coefficients which is a requirement for a linear regression model.

Table 4.19: Multicollinearity between dependent and independent variables

Variable	VIF
Organizational Culture	2.125
Leadership Characteristics	2.207
Organizational Resources	2.842
Organizational Structure	1.860

4.11 Inferential Analysis

Sekaran (2003) argued that if a study seeks to analyse the data beyond means and standard deviations for instance if there is need to examine the relationship between variables then bivariate analysis such as correlation and regression analysis are the most appropriate. Thus, this study applied Pearson correlation analysis to examine the strength of the relationship between independent variables and Determinants of Implementation of Strategic Plans by County Governments in Kenya which is the dependent variable. Moreover, regression analysis was used to examine the nature of the relationship as well as test the hypothesis of the study. The level of significance was tested at 5% and according to Oso and Onen (2009) with this significance level then the

researcher has 95% chances of making the correct decision that there exists a significant relationship between dependent and independent variable.

4.11.1 Pearson Correlation coefficient between Implementation of Strategic Plans and various independent variables.

The study sought to establish the strength of the relationship between organizational culture, Leadership Characteristics, organizational resources, organizational structure and Implementation of Strategic Plans by county governments. To achieve this Pearson's correlation coefficient was performed since both the independent and dependent variables were in a ratio scale.

Table 4.20 Correlation Analysis

Variables	Organization al culture	Leadership characteristic s	Organization al Resources	Organizatio nal structure	Implementati on of Strategic Plans
Organization al culture	1				
Leadership characteristic s	-.430**	1			
Organization al Resources	-.645**	.686**	1		
Organization al structure	-.547**	.541**	.584**	1	
Implementati on of Strategic Plans	-.474**	.355**	.403**	.668**	1
Mean	2.09	3.82	4.04	4.03	4.15
SD	0.60	0.67	0.58	0.61	0.54

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

a) Correlation analysis between Organizational culture and Implementation of Strategic Plans

A Pearson product-moment correlation coefficient was computed as shown in table 4.21, to assess the relationship between organizational culture and Implementation of Strategic Plans. There was a negative correlation between the two variables, $r = - 0.474$, $p = 0.000$. Overall, there was a moderate, negative correlation between organizational culture and Implementation of Strategic Plans. It therefore means that if the culture adopted by the County Government officials is not conducive to Implementation of Strategic Plans it will negatively affect Implementation of Strategic Plans.

Table 4.21: Pearson Correlation between Organizational culture and Implementation of Strategic Plans

		Organizational culture	Implementation of Strategic Plans
Organizational culture	Pearson Correlation	1	-.474**
	Sig. (2-tailed)		.000

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

b) Correlation analysis between Leadership Characteristics and Implementation of Strategic Plans

A Pearson product-moment correlation coefficient was computed as shown in table 4.22, to assess the relationship between leadership characteristics and Implementation of Strategic Plans. There was a positive correlation between the two variables, $r = 0.355$, $p = 0.000$. Overall, there was a moderate, positive correlation between leadership characteristics and Implementation of Strategic Plans. It therefore means that if the leadership characteristics adopted by the County Government officials is conducive to Implementation of Strategic Plans it will positively affect Implementation of Strategic Plans. The implication of this is that leadership characteristics of the County

Governments in Kenya should strengthen their leadership in order to improve on Implementation of Strategic Plans.

Table 4.22: Pearson Correlation between leadership characteristics and Implementation of Strategic Plans

		Implement ation of Strategic Plans	Leadership Characteristics
Implementation of Strategic Plans	Pearson Correlation Sig. (2-tailed)	1	.355** .000

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

c) Correlation analysis between Organizational Resources and Implementation of Strategic Plans

A Pearson product-moment correlation coefficient was computed, as shown in table 4.23, to assess the relationship between organizational resources and Implementation of Strategic Plans. There was a positive correlation between the two variables, $r = 0.403$, $p = 0.000$. Overall, there was a moderate, positive correlation between organizational resources and Implementation of Strategic Plans. It therefore means that if the resources of the county are well utilised to implement strategies of the county this would positively affect Implementation of Strategic Plans. This means that the County governments should exploit all the resources in the counties and have proper allocation of resources as this would increase Implementation of Strategic Plans.

Table4.23: Pearson Correlation between Organizational Resources and Implementation of Strategic Plans

		Implement ation of Strategic Plans	Organizational Resources
Implementation of Strategic Plans	Pearson Correlation	1	.403**
	Sig. (2-tailed)		.000

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

d) Correlation analysis between Organizational structure and Implementation of Strategic Plans

A Pearson product-moment correlation coefficient was computed table 4.24, to assess the relationship between organizational structure and Implementation of Strategic Plans. There was a positive correlation between the two variables, $r = 0.668$, $p = 0.000$. Overall, there was a strong, positive correlation between organizational structure and Implementation of Strategic Plans. It therefore means that if the structure of the county governments is improved this would positively influence Implementation of Strategic Plans. This means that the county governments should strengthen their administrative structures and align them to the strategy being implemented as this would bring about successful Implementation of Strategic Plans.

Table 4.24: Pearson Correlation between Organizational structure and Implementation of Strategic Plans

		Implementa tion of Strategic Plans	Organizational structure
Implementation of Strategic Plans	Pearson Correlation Sig. (2-tailed)	1	.668** .000

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

4.11.2 Tests of Hypotheses

A test of the research hypotheses was conducted using regression analysis with Implementation of Strategic Plans as the dependent variable, and each of the four Determinants of Implementation of Strategic Plans as the independent variables. The four hypotheses were formulated from the four objectives of the study.

The hypotheses of the study included:

H₀₁: There is no significant influence of organizational culture on Strategic Plans implementation by County Governments in Kenya.

H₀₂: Leadership has no significant influence on the Implementation of Strategic Plans by County Governments in Kenya.

H₀₃: Organizational resources have no significant influence on Implementation of Strategic Plans by County Governments in Kenya.

H₀₄: Organizational structure has no significant influence on Implementation of strategic Plans by County Governments in Kenya.

4.11.3 Influence of Organizational Culture on Implementation of Strategic Plans by County Governments in Kenya

The first objective of the study was designed to establish the influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated organizational culture with Implementation of Strategic Plans. Following the theoretical arguments the following hypothesis was formulated and tested:

H₀₁: There is no significant influence of organizational culture on strategic Plans Implementation by County Governments in Kenya.

The model summary in Table 4.27 demonstrates the coefficient of determination as indicated by Adjusted R square to be 0.221 implying that 22.1% of Determinants of Implementation of Strategic Plans by County Governments in Kenya is explained by organizational culture. This implies that a change of one unit in organizational culture by the county governments influences Implementation of Strategic Plans by 0.221.

Table 4.25 Model summary for Organizational culture and Implementation of Strategic Plans by County Governments

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.474 ^a	.225	.221	.47501

a. Predictors: (Constant), Organizational culture

In Table 4.28 the ANOVA was used to show the overall model significance. Since the p-value is less than 0.05, then organizational culture had a significant explanatory power on Implementation of Strategic Plans by county governments (F=51.421 and p-value <0.05).

Table 4.26 ANOVA for Organizational Culture and Implementation of Strategic Plans by County Governments

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	11.602	1	11.602	51.421	.000
Residual	39.937	177	.226		
Total	51.539	178			

a. Dependent Variable: Y

b. Predictors: (Constant), Organizational culture

Therefore the null hypothesis:

H₀₁: There is no significant influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya was rejected

The alternative hypothesis H_{a1} “**There is a significant influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya**” was adopted. These results are corroborated by the study of Musyoka (2011) whose study on challenges of Implementation of Strategic Plans in Jomo Kenyatta Foundation concluded that the challenges faced in Implementation of Strategic Plans at the institution emanated from sources internal to the organization due to behaviour resistance to change from the traditional deep-rooted public sector culture to a dynamic culture responsive to the market. The study by Ofori and Atiogbe (2011) further supports this finding in the case of the University of Kwame Nkrumah in which it revealed that the regression showed a 95% success rate on Implementation of Strategic Plans due to the presence of institutional culture. The implications of these findings point to the need for County Governments in Kenya to ensure that there is a fit between institutional culture and Implementation of Strategic Plans.

Table 4.27 Regression Coefficients for Organizational Culture and Implementation of Strategic Plans by County Governments.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.078	.131		38.628	.000
Organizational culture	-.430	.060	-.474	-7.171	.000

a. Dependent Variable: Y

From Table 4.29 regression equation $Y = \beta_0 + \beta_1 X_1 + \epsilon$. can be written as:

$$Y = 5.078 + -4.30 X_1 + \epsilon$$

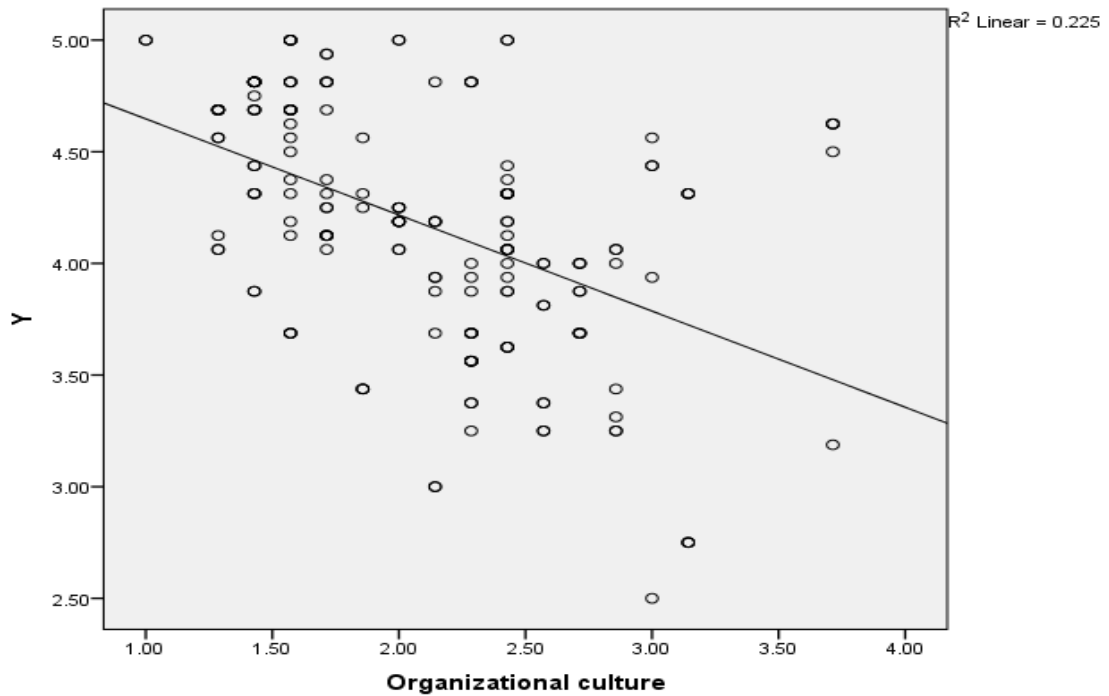
Where X_1 is Organizational Culture, Y is Implementation of Strategic Plans by County Governments in Kenya and ϵ is the error term.

The regression equation above shows that when organizational culture is held constant at zero, Implementation of Strategic Plans by County Governments would be 5.078 units.

There is a negative influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya. A unit increase in Organizational culture decreases Implementation of Strategic Plans by county governments by 0.430 Units. This can be explained by the fact that the county governments at the time of this study had been in existence for only three and a half years and had therefore not development a distinct culture among its workers. The workers had been inherited from the former local authorities and from the public service where corruption and lack of commitment to duty among other vices were common and it's not easy to change them overnight. This view is in line with studies done earlier for example, Thompson & Strickland (2008) submitted that the act of changing organizational culture is very difficult because of the heavy anchor of deeply held values and habits. This is because people like clinging to the old and familiar things and fear change. These findings are also in line with some earlier studies done, for example Amollo, (2012), in his study on "Challenges of Implementation of Strategic Plans at the Parliamentary Commission of Kenya (PARLSCOM)" found out that there was lack of definite organization culture at PARLSCOM hence posing a challenge to Implementation of Strategic Plans. It is therefore recommended that organizations should consider organizational culture an integral part of the process change if Implementation of Strategic Plans is going to realize its full potential of improving the way organizations do their business. Since the p-value is less than 0.05 we conclude that there is a significant influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya.

This was supported by a scatter plot as shown in figure 4.45 which show that the distribution of the scatter plot appears to fall along a line and is evenly distributed on either side. There is no skewness to either side indicating that there is a constant variance. Therefore a straight line can be fitted, which suggested that there was a linear relationship between organizational culture and Implementation of Strategic Plans. This was in form of $Y = \beta_0 + \beta_1 X_1 + \varepsilon$. The result had a p-value of 0.000 which indicated that the linear model was statistically significant in explaining the impact of

organizational culture on Implementation Strategic Plans by county governments in Kenya.



Y- Dependent Variable

Figure 4.43 Scatter Plot for Organizational culture and Implementation of Strategic Plans

These study findings therefore imply that organizational culture has a significant influence on Implementation of Strategic Plans by County Governments in Kenya. These findings are in line with those of other studies, for example, Ahmadi, Salamzadeh, Daraei, and Akbari (2012) studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and Implementation of Strategic Plans. Brenes and Mena (2008) concluded that organizational culture supportive of principles and values in the new strategy resulted in successful Implementation of Strategic Plans in the sampled firms and vice versa. Further according to Johnson & Scholes, (1999) the

culture of an organization is expected to be supportive of and consistent with the strategy being implemented as corporate culture gives employees a sense of how to behave and act and hence influencing employees to support current strategy in order to strengthen its implementation.

4.11.4. Influence of Leadership characteristics on Implementation of Strategic Plans by County Governments in Kenya.

The second objective of the study was designed to establish the influence of Leadership Characteristics on Implementation of Strategic Plans by County Governments in Kenya. The following hypothesis was formulated and tested:

H₀₂: Leadership characteristics have no significant influence on Implementation of Strategic Plans by County Governments in Kenya.

Table 4.28: Model Summary for Leadership characteristics and Implementation of Strategic Plans by County Governments in Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.489 ^a	.239	.234	.45325

a. Predictors: (Constant), Leadership Characteristics

The model summary in Table 4.30 demonstrates that the coefficient of determination as indicated by the adjusted R square to be 0.234 implying that 23.4% of the Implementation of Strategic Plans by County Governments is explained by Leadership Characteristics.

Table 4.29 ANOVA for Leadership Characteristics and Implementation of Strategic Plans by County Governments

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.722	1	8.722	42.455	.000 ^b
Residual	27.733	135	.205		
Total	36.455	136			

a. Dependent Variable: Y

b. Predictors: (Constant), Leadership Characteristics

In Table 4.31 the ANOVA was used to show the overall model significance. Since the p-value of .000 is less than 0.05, then Leadership Characteristics had a significant explanatory power on Implementation of Strategic Plans by county governments (F= 42.455 and p-value <0.05).

Table 4.30 Regression Coefficients for Leadership Characteristics and Implementation of Strategic Plans by County Governments

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.919	.201		14.540	.000
Leadership Characteristics	.328	.050	.489	6.516	.000

a. Dependent Variable: Implementation of Strategic Plans

From Table 4.32 the regression equation can be written as:

$$Y = 2.919 + 0.328 X_2$$

Where X_2 is Leadership Characteristics and Y is Implementation of Strategic Plans by County Governments.

The regression equation above shows that when Leadership Characteristics is held constant at zero, Implementation of Strategic Plans by County Governments would be 2.919 units. There is a significant influence of Leadership Characteristics on Implementation of Strategic Plans by County Governments in Kenya. A unit increase in Leadership Characteristics increases Implementation of Strategic Plans by County Governments by 0.328 Units. Since the p-value of .000 is less than 0.05 we conclude that there is a significant influence of Leadership Characteristics on Implementation of Strategic Plans by County Governments in Kenya.

The null hypothesis: H_{02} : **“Leadership characteristics have no significant influence on Implementation of Strategic Plans by County Governments in Kenya”** was therefore rejected.

As a result the alternative hypothesis H_{a2} **“Leadership characteristics have a significant influence on Implementation of Strategic Plans by County Governments in Kenya”** was therefore adopted

This was further confirmed through a scatter plot as shown in figure 4.46 which showed a positive linear relationship between Leadership Characteristics and Implementation of Strategic Plans by County Governments in Kenya. Figure 4.48 which show that the distribution of the scatter plot appears to fall along a line and is evenly distributed on either side. There is no skewness to either side indicating that there is a constant variance. Therefore a straight line can be fitted, which suggested that there was a linear relationship between Leadership Characteristics and Implementation of Strategic Plans. This was in form of $Y = \beta_0 + \beta_2 X_2 + \varepsilon$. The result had a p-value of 0.000 which indicated that the linear model was statistically significant in explaining the impact of Leadership Characteristics on Implementation Strategic Plans by county governments in Kenya. This implied that an improvement on Leadership Characteristics leads to an

increase in Implementation of Strategic Plans. The county governments should therefore align their leadership to the strategy being implemented. In addition the county government top leadership should take the front line in Implementation of Strategic Plans but not to leave it to their juniors.

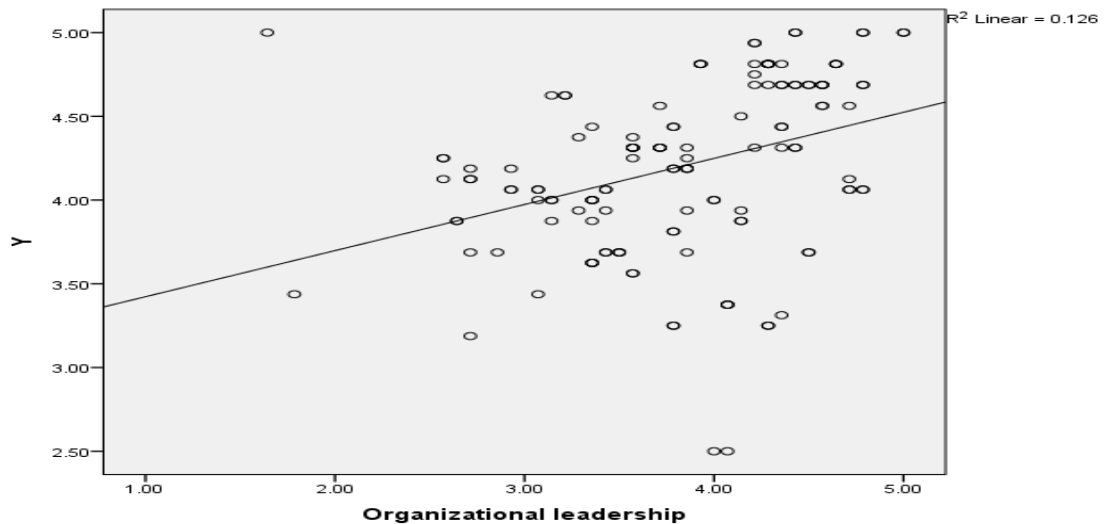


Figure 4.44: A scatter Plot showing Leadership characteristics and Implementation of Strategic Plans

The findings imply that Leadership Characteristics has a significant influence on Implementation of Strategic Plans by County Governments in Kenya. These study findings are in agreement with those of other researches done and works of scholars in the area of strategic management and in particular that of Implementation of Strategic Plans. For example, Pearce & Robinson (2008) submitted that leadership plays a central role in Implementation of Strategic Plans and if not properly managed poses challenges. Also Thompson and Strickland (2004) noted that general managers must lead the way not only conceiving bold new strategies but also by translating them into concrete steps that get strategies implemented

In addition the findings of this study are in agreement with those of Beer and Eisenstat (2000) who found out that poor coordination across functions and inadequate down-the-line leadership skills and development are killers of Implementation of Strategic Plans. In addition in a study involving Zimbabwe’s state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found out that relatively low leadership involvement in Implementation of Strategic Plans led to partial strategy success in the organization studied.

4.11.5. Influence of Organizational Resources on Implementation of Strategic Plans by County Governments in Kenya.

The third objective of the study was designed to establish the influence of organizational resources on Implementation of Strategic Plans by County Governments in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated organizational resources with Implementation of Strategic Plans. Following the theoretical arguments the following hypothesis was formulated and tested:

H₀₃: Organizational resources have no significant influence on strategic Plans implementation by County Governments in Kenya.

Table 4.31 Model Summary for Organizational Resources and Implementation of Strategic Plans by County Governments

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.403 ^a	.162	.157	.48252

a. Predictors: (Constant), Organizational resources

The model summary in Table 4.33 demonstrates that the coefficient of determination as indicated by the adjusted R square to be 0.157 implying that 15.7% of the Implementation of Strategic Plans by County Governments is explained by Organizational Resources.

Table 4.32: ANOVA for Organizational Resources and Determinants of Implementation of Strategic Plans by County Governments in Kenya.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.264	1	7.264	31.197	.000 ^b
Residual	37.485	161	.233		
Total	44.749	162			

a. Dependent Variable: Y

b. Predictors: (Constant), Organizational Resources

In Table 4.34 the ANOVA was used to show the overall model significance. Since the p-value of .000 is less than 0.05, then organizational resources had a significant explanatory power on Implementation of Strategic Plans by county governments (F=31.197 and p-value <0.05).

Table 4.33 Regression Coefficients for Organizational Resources and Implementation of Strategic Plans by County Governments.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.730	.268		10.171	.000
Organizational Resources	.367	.066	.403	5.585	.000

a. Dependent Variable: Y

From Table 4.35 the regression equation can be written as:

$$Y = 2.730 + 0.367 X_3$$

Where X_3 is Organizational Resources and

Y is Implementation of Strategic Plans by County Governments.

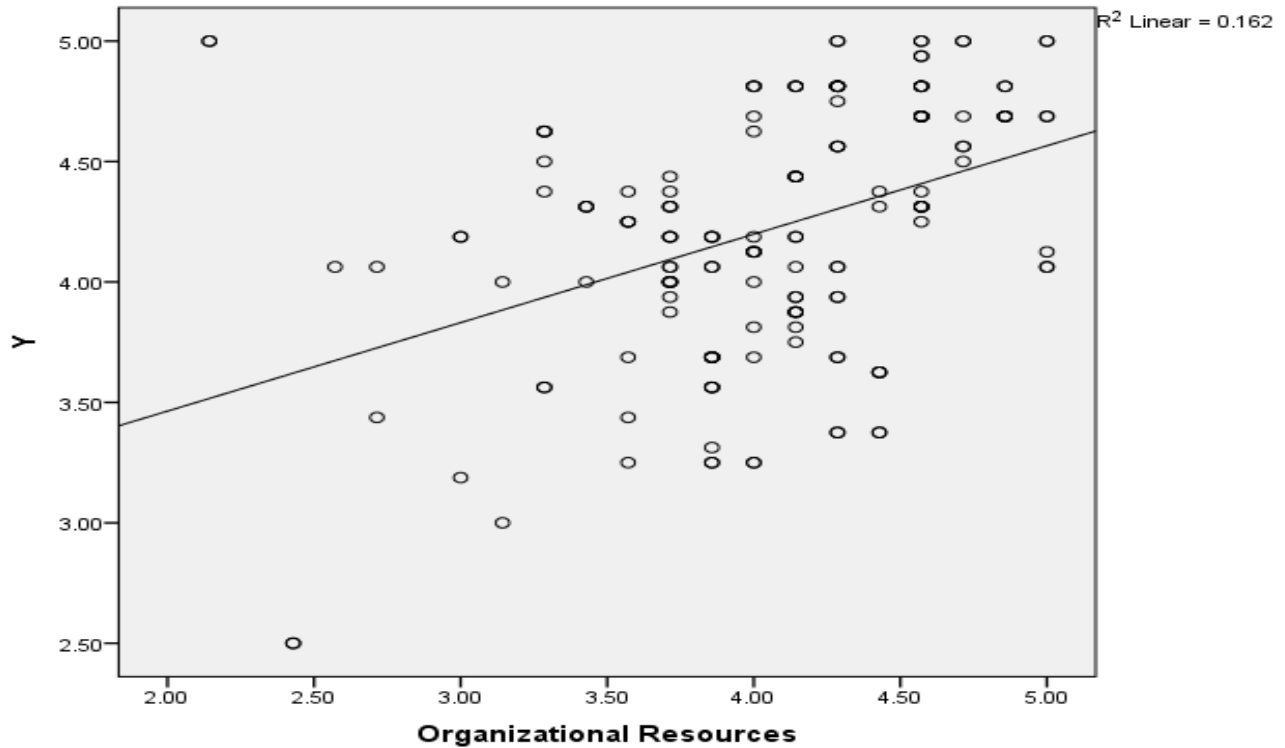
The regression equation above shows that when organizational resources are held constant at zero, Implementation of Strategic Plans by County Governments would be 2.730 units. There is a significant influence of organizational resources on Implementation of Strategic Plans by County Governments in Kenya. A unit increase in Organizational Resources increases Implementation of Strategic Plans by County Governments by 0.367 Units. Since the p-value of .000 is less than 0.05 the study concluded that there is a significant influence of organizational resources on Implementation of Strategic Plans by County Governments in Kenya.

The null hypothesis H_{03} : “Organizational resources have no significant influence on Implementation of Strategic Plans by County Governments in Kenya” was rejected. As a result the alternative hypothesis;

H_{a3} “Organizational resources have a significant influence on Implementation of Strategic Plans by County Governments in Kenya” was therefore adopted

This was confirmed by running a scatter plot as shown in Figure 4.47 which showed a positive significant linear relationship between organizational resources and Implementation of Strategic Plans by County Governments in Kenya. Figure 4.47 which show that the distribution of the scatter plot appears to fall along a line and is evenly distributed on either side. There is no skewness to either side indicating that there is a constant variance. Therefore a straight line can be fitted, which suggested that there was a linear relationship between organizational resources and Implementation of Strategic Plans. This was in form of $Y = \beta_0 + \beta_3 X_3 + \epsilon$. The result had a p-value of 0.000 which indicated that the linear model was statistically significant in explaining the impact of organizational resources on Implementation Strategic Plans by county governments in Kenya. This implied that an improvement on organizational resources leads to an increase in Implementation of Strategic Plans. The county governments should therefore align their resources to the strategy being implemented. In addition the county

governments should allocate their resources according to the strategy being implemented.



Y- Dependent Variable

Figure 4.45: A Scatter Plot for Organizational Resources and Implementation of Strategic Plans

The findings imply that organizational resources have a significant influence on Implementation of Strategic Plans by County Governments in Kenya. These study findings are in agreement with those of other researches done and works of scholars in the area of strategic management and in particular that of Implementation of Strategic Plans. For example, David (2009) asserted that it's not possible to implement a strategy without resources that can be made available by the organization. Kidombo (2007) observed that knowledge resources, material wealth, and coordination ability are key to successful Implementation Strategic Plans. Abuya (2011), on a study of challenges of

Implementation of Strategic Plans at Action Aid Kenya found out that resources can be a real challenge to Implementation of Strategic Plans.

Mutwiri, (2012), in a study on “challenges of strategic plan implementation by Brand Kenya Board,” identified financial constraints, overall budget of the Board, and human resource as major resources that affect implementation of strategies at the Brand Kenya Board. These findings are consistent with Hewlett (1999) and Cohen (2004) who identified financial constraints as a major constraint in the implementation of the strategic plan.

4.11.6. Influence of Organizational Structure on Implementation of Strategic Plans by County Governments in Kenya

The fourth objective of the study was designed to establish the influence of organizational structure on Implementation of Strategic Plans by County Governments in Kenya. The literature that was reviewed in this study as well as theoretical reasoning associated organizational structure with Implementation of Strategic Plans. Following the theoretical arguments the following hypothesis was formulated and tested:

H₀₄: Organizational structure has no significant influence on Implementation of Strategic Plans by County Governments in Kenya.

Table 4.34 Model Summary for Organizational Structure and Implementation of Strategic Plans by County Governments

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.668 ^a	.446	.443	.41500

a. Predictors: (Constant), Organizational structure

The model summary in Table 4.36 demonstrates that the coefficient of determination as indicated by the adjusted R square to be 0.443 implying that 44.3% of the

Implementation of Strategic Plans by County Governments is explained by Organizational Structure.

Table 4.35 ANOVA for Organizational Structure and Implementation of Strategic Plans by County Governments

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.233	1	24.233	140.709	.000 ^b
Residual	30.139	175	.172		
Total	54.373	176			

a. Dependent Variable: Y

b. Predictors: (Constant), Organizational structure

In Table 4.37 the ANOVA was used to show the overall model significance. Since the p-value of .000 is less than 0.05, then organizational structure had a significant explanatory power on Implementation of Strategic Plans by county governments (F=140.709 and p-value <0.05).

Table 4.36 Regression Coefficients for Organizational Structure and Implementation of Strategic Plans by County Governments.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	1.733	.207		
Organizational structure	.604	.051	.668	11.862	.000

a. Dependent Variable: Y

From Table 4.38 regression equation can be written as:

$$Y = 1.773 + 0.604 X_4$$

Where X_4 is Organizational Structure and Y is Determinants of Implementation of Strategic Plans by County Governments in Kenya.

The regression equation above shows that when organizational structure is held constant at zero, Implementation of Strategic Plans by County Governments would be 1.773 units. There is a significant influence of Organizational Structure on Implementation of Strategic Plans by County Governments in Kenya. A unit increase in Organizational Structure increases Implementation of Strategic Plans by County Governments by 0.604 Units. Since the p-value of .000 is less than 0.05 we conclude that there is a significant influence of organizational structure on Implementation of Strategic Plans by County Governments in Kenya.

This implied that the null hypothesis **H_{04} : Organizational structure has no significant influence on Implementation of Strategic Plans by County Governments in Kenya** was rejected.

The alternative hypothesis “ **H_{A4} : “Organizational structure has a significant influence on Implementation of Implementation of Strategic Plans by County Governments in Kenya”**” was therefore adopted.

This was further proved through a scatter plot figure 4.50 which showed that there was a positive linear relationship between organizational structure and Determinants of Implementation of Strategic Plans by County Governments in Kenya. Figure 4.50 show that the distribution of the scatter plot appears to fall along a line and is evenly distributed on either side. There is no skewness to either side indicating that there is a constant variance. Therefore a straight line can be fitted, which suggested that there was a linear relationship between organizational structure and Implementation of Strategic Plans. This was in form of $Y = \beta_0 + \beta_4 X_4 + \varepsilon$. The result had a p-value of 0.000 which indicated that the linear model was statistically significant in explaining the impact of organizational structure on Implementation Strategic Plans by county governments in Kenya. This implied that an improvement on organizational structure leads to an

increase in Implementation of Strategic Plans. The county governments should therefore align their structure to the strategy being implemented.

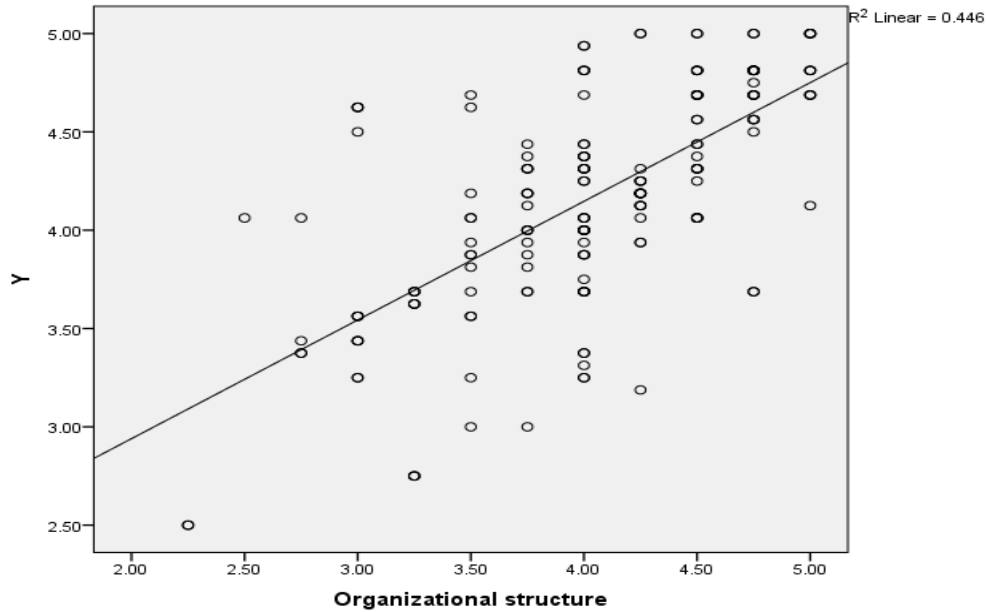


Figure 4.46: A scatter Plot showing Organizational Structure and Implementation of Strategic Plans.

The findings imply that organizational structure has a significant influence on Implementation of Strategic Plans by County Governments in Kenya. These study findings are in agreement with those of other researches done and works of scholars in the area of strategic management and in particular that of Implementation of Strategic Plans. For example, Robison (2004) indicated that successful Implementation of Strategic Plans depends on the organizational structure. Schaap (2006) suggested that adjusting organizational structure according to perfect strategy can ensure successful Implementation of Strategic Plans. Similarly, Markiewicz's (2011) study also reflected the importance of processes and structures in the successful implementation of strategies. In further support of this finding, Ofori and Atiogbe (2011) found out that for

Implementation of Strategic Plans process to be effective, an organizational structure must be suitable and relevant to the current strategy.

In addition Kandie, (2011), identified organizational structure as one of the challenges facing implementation of strategic plans at Kenya Reinsurance Corporation Ltd. The researcher asked the respondents how the organization structure influenced Implementation of Strategic Plans and they all confirmed that structure influenced strategy to a great extent. Also Amollo, L.O. (2012), carried out a study on challenges of Implementation of Strategic Plans at the Parliamentary Service Commission (PARLSCOM), and identified organizational structure as one of the factors that affect implementation of strategic plans.

4.11.7. Multiple Linear Regression

In this section the findings are discussed focusing on the main objectives of this study which sought to determine the relationship between Implementation of Strategic Plans by County Governments in Kenya and Organizational Culture, Or Leadership characteristics, Organizational Structure and Organizational Resources. It was found out that Organizational culture and Organizational structure had positive statistical significance in explaining the Implementation of Strategic Plans. The leadership characteristics and Organizational Resources have no statistical significance on Implementation of Strategic Plans. To prove this a multiple linear regression model was adopted for testing the significance of the influence of the independent variables on the dependent variable. Therefore, the overall model for the study was: -

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

Where Y =Determinants of Implementation of Strategic Plans by County Governments in Kenya, the dependent variable and X's are the independent variables where X_1 = Organizational Culture, X_2 = Leadership characteristics, X_3 = Organizational Structure, X_4 = Organizational Resources and ε is the error term. β 's are the coefficients of the model.

4.11.8 Aggregated Research Model

Table 4.37 Model Summary for the whole model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.717 ^a	.514	.497	.36848

a. Predictors: (Constant), Organizational structure, leadership characteristics, Organizational culture, Organizational Resources.

The model summary in Table 4.39 demonstrates the coefficient of determination as indicated by R squared to be 0.514 implying that 51.4% of the Implementation of Strategic Plans by County Governments is explained by Organizational Culture, Leadership Characteristics, Organizational Structure and Organizational Resources. This implies that there are other factors that influence Implementation of Strategic Plans by County Governments in Kenya which have not been included in this study accounting for 48.6%.

4.11.9 Overall model significance

Table 4.38: ANOVA for the Overall Model

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	15.850	4	3.963	27.977	.000 ^b
Residual	16.288	115	.142		
Total	32.138	119			

a. Dependent Variable: Y

b. Predictors: (Constant), Organizational structure, leadership characteristics, Organizational culture, Organizational Resources

In Table 4.40 the ANOVA was used to show the overall model significance. Since the p-value of .000 is less than 0.05, this means that the whole model is significant. (F = 27.977 and p value <0.05).

Table 4.39 Regression Coefficients for the Overall Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.474	.510		6.814	.000
Organizational culture	0.276	.080	-.328	-3.455	.001
Leadership characteristics	0.144	.063	0.208	2.270	.025
Organizational Resources	0.200	.092	.222	2.180	.031
Organizational structure	0.385	.074	.471	5.120	.000

a. Dependent Variable: Y = Implementation of Strategic Plans by County Governments.

The results in table 4.41 show that there was a significant influence of Organizational structure on Implementation of Strategic Plans by County Governments ($\beta_1 = 0.276$ P-value < 0.05). This implies that a unit change in Organizational structure reduces Implementation of Strategic Plans by 0.276 units. There is a significant influence of Leadership Characteristics on Implementation of Strategic Plans by County

Governments and ($\beta_2 = 0.144$ P-value < 0.05). This implies that a unit change in Organizational Resources increases Implementation of Strategic Plans by 0.144 units. Again, there is a significant influence of organizational resources on Implementation of Strategic Plans by County Governments ($\beta_3 = 0.200$ P-value < 0.05). This implies that a unit change in Organizational Resources decreases Implementation of Strategic Plans by 0.20 units. There is a significant influence of organizational structure on Implementation of Strategic Plans by County Governments and ($\beta_4 = 0.385$ P-value < 0.05). This implies that a unit change in Organizational Structure increases Implementation of Strategic Plans by 0.385 units.

The multiple linear regression equation is given by; $Y = 3.546 + 0.287X_1 + 0.034 X_2 + 0.102 X_3 + 0.447 X_4$

Where Y = Implementation of Strategic Plans by County Governments, the dependent variable and X's are the independent variables

where X_1 = Organizational Culture, X_2 = Leadership Characteristics, X_3 = Organizational Structure, X_4 = Organizational Resources and

ε is the error term. β 's are the coefficients of the model.

4.11.10 Responses to open ended questions

a) Determinants of Implementation of Strategic Plans by County Governments in Kenya

This question was answered by the respondents who indicated that the Implementation Strategic Plans by county governments did not happen within the anticipated timeframe. These were 44.6% of the total respondents. The question required the respondents to state the factors that hinder timely Implementation Strategic Plans by county governments in Kenya. This was an open ended question which attracted the following responses; political influence, delay in programme implementation, conflict of interest, time factor, risk and uncertainties, and lack of techniques to implement strategy.

Table 4.44 show frequencies of the identified factors hindering the implementation process. Financial constraints were found to be the main hindrance, while time factor, risk and uncertainties and lack of innovative techniques were found to be the least popular hindrances to implementation process.

Table 4.44: Factors hindering the implementation process

	Frequency	Percent
Financial Constraint	68	73.9
political influence	7	7.6
Delay in programme implementation	8	8.7
Conflict of interest	3	3.3
Time factor	2	2.2
Risk and uncertainties	2	2.2
Lack of techniques	2	2.2
Total	92	100.0

b) Leadership Characteristics

This open ended question required that the respondents state other factors that influence Implementation of Strategic Plans by County Governments in Kenya. The respondents indicated these factors as contained in Table 4.45. From table 4.45 majority of the respondents 17.4% indicated that embracing inclusiveness will improve communication on strategic objectives, while the minority indicated that use of multimedia, sensitization of all stakeholders and mainstreaming the strategic plans will improve the communication of strategic objectives implementation.

Table 4.45: In you opinion what do you think needs to be done to improve on strategy

Response	Frequency	Percent
Adopt more open forms of communication	14	9.4
Conducting of civic education and emphasis on observance of all set guidelines	11	7.4
Consultations of all stakeholders	10	6.7
Early funds disbursement	11	7.4
Effective communication by the management	9	6.0
Embracing inclusiveness	26	17.4
Encourage feedback from bottom up	11	7.4
Good communication of the strategy	12	8.1
Have a clear mode of communication	5	3.4
Involve all stakeholders in decision making	8	5.4
Sensitization of all stakeholders	6	4.0
Mainstreaming the strategic plans	6	4.0
Having open forums	7	4.7
Using multimedia approach	6	4.0
Consultation of all stakeholders	7	4.7

A review of the relevant literature indicates that most of the previous studies had also come up with other factors that influence Implementation of Strategic Plans some of which are included in the findings of this study. For example, Schmelzer & Olsen, (1994) gave factors such as Context and process, Miller, (1997) submitted factors such as context, system and action levers, Okumus, (2001, 2003) came up with factors such as Content, context, process, outcomes; and Ali & Hadi (2012) submitted factors such as Personnel, planning, management, organization, external factors.

c) Organisational Resources

This question required that the respondents indicate the unique resources that were there in their counties. The respondents indicated the following as the unique resources in their counties; agriculture and livestock, tourism, licenses from businesses and allocation from national government. Table 4.46: shows frequencies of the main resources in the county. Agriculture and livestock was found to be the main resources in the counties, followed by tourism, licenses from businesses and allocation from national government was found to be the least popular.

Table 4.46: The main resources in the county

	Frequency	Per cent
Agriculture and livestock	43	35.2
Tourism	27	22.1
Licenses from businesses	26	21.3
Allocation from national Government	26	21.3
Total	122	100.0

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings of the study. The chapter draws conclusions from the findings and makes recommendations on how County Governments in Kenya could improve on Implementation of Strategic Plans. The summary of the findings, the conclusion and the recommendations are presented per each specific objective. Finally, the chapter proposes areas for further research.

5.2 Summary of major Findings

The findings revealed that majority of the respondents were male. Further the findings revealed that the majority of the respondents were aged between 41 to 54 years. According to study findings the majority of the respondents had attained their highest education level as a college certificate while minority, had no formal education. The findings further implied that the majority of the staff had worked for the county governments for a very short period. This can be attributed to the fact that the county governments became operational only after the passing of the 2010 constitution and its operationalization after the 2013 general elections.

5.2.1 Influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya

The study findings revealed that culture of the county government workers had a significant influence on Implementation of Strategic Plans by County Governments in Kenya. The culture of the county government workers was studied in reference to; norms and beliefs, level of teamwork, commitment of officials, understanding of the strategic plans by the respondents, and communication within the county governments. The study sought to find out whether the norms and beliefs among the county government staff were conducive to Implementation of Strategic Plans. The study findings revealed that norms and beliefs as well as ethical practices among the county

government workers had a significant influence on Implementation of Strategic Plans by County Governments in Kenya. On the level of teamwork among the county government officials, more than half of the respondents indicated that the level of teamwork affected effective Implementation Strategic Plans by county governments in Kenya. The level commitment and poor understanding of the strategy to be implemented by county government officials were found to have a high effect on Implementation of Strategic Plans by the county governments. In addition more than three quarter of the respondents attributed ineffective communication of strategy by the county officials to have a high effect on Implementation of Strategic Plans by County Governments in Kenya. These findings implied that communicating strategy to all the stakeholders is very important and has a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

From the ANOVA results there was a negative significant influence of Organizational Culture on Implementation of Strategic Plans by County Governments in Kenya. A unit increase in organizational culture decreases Implementation of Strategic Plans by County Governments by 0.430 units. Since the p-value is less than 0.05 it meant that there was a negative influence between organizational culture and Implementation of Strategic Plans by county governments. This implies that organizational culture should be improved by the concerned authorities in order to increase the rate of Implementation Strategic Plans by the county governments.

The study found out that there was a significant influence of organizational culture on Implementation of Strategic Plans. The influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya was significant therefore rejecting the null hypothesis and adopting the alternative hypothesis. Hence organizational culture had a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

5.2.2 The influence of Leadership Characteristics on Implementation of Strategic Plans by County Governments in Kenya.

This was the second objective of the study and its influence on Implementation of Strategic Plans. The aspects analysed included, decision making, levels of involvement in implementation, role of leaders in the Implementation Strategic Plans, and communication of strategy. It was the highest among the four research objectives. The findings imply that Leadership Characteristics has a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

On the issue of decision making, the study findings revealed that most of the decisions on Implementation of Strategic Plans occur on the Executives, followed by Members of county Assembly, Sub-county administrators and Ward Administrators. These study findings imply that most of the decisions on Implementation of Strategic Plans by the county governments happen at the Executive or Head of Department level and the Members of County Assembly level. The findings further imply that the lower cadre officers play little or no role on Implementation of Strategic Plans. The executive here comprised of the Governor and the Deputy Governor as well as the Heads of Department at county and sub county level.

The study also sought to investigate the influence of various leadership qualities. The study sought to assess the influence of leadership on Implementation of Strategic Plans by the county governments in Kenya. This was in reference to type of leadership, role of leadership, and communication on Implementation of Strategic Plans. The study sought to find out whether the county leadership is flexible and open to change on Implementation of Strategic Plans. The study revealed that the county leadership was flexible and open to change. This meant that the lack of flexibility and openness to change negatively impacted on Implementation of Strategic Plans by County Governments in Kenya. On whether leadership does consultation for new ideas on Implementation of Strategic Plans by county governments the study findings revealed that there was no consultation on Implementation Strategic Plans. Therefore this

implied that lack of consultation on new Implementation of Strategic Plans impacted negatively on Implementation of Strategic Plans. Further the study findings revealed that leadership encourages and motivates new ideas on Implementation of Strategic Plans. This implies that the county governments should ensure that they encourage and motivate the county workers in order to improve on Implementation of Strategic Plans.

The leadership style was found to impact highly on Implementation of Strategic Plans by County Governments in Kenya. This implied that the style of leadership has a significant positive influence on Implementation of Strategic Plans by County Governments in Kenya. The study also set to find out whether the county government leaders are responsible for effective Implementation of Strategic Plans. On this the study findings revealed that leaders were highly responsible for Implementation of Strategic Plans by County Governments in Kenya. The study likewise sought to assess the extent to which communication on Implementation of Strategic Plans by county governments. On this the respondents indicated that communication had a high influence on of Implementation of Strategic Plans by County Governments in Kenya. Overall leadership was given as an important driver of Implementation of Strategic Plans by County Governments in Kenya. This therefore means that if there is an improvement on county leadership in all aspects this will improve on Implementation of Strategic Plans by County Governments in Kenya.

The study found out that there was a significant influence of leadership on Implementation of Strategic Plans. The influence of Leadership Characteristics on Implementation of Strategic Plans by County Governments in Kenya was significant and this implied that the null hypothesis failed to be accepted, therefore adopting the alternative hypothesis. Hence Leadership Characteristics had a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

5.2.3 The influence of Organizational Resources on Implementation of Strategic Plans by County Governments in Kenya.

This study sought to assess the influence of organizational resources on Implementation of Strategic Plans by the county governments. This was in reference to; finances, human resources, availability of unique resources, and use of technology. This was the third objective of the study and its influence on Implementation of Strategic Plans was rated at 74.8% by the study respondent which was the second highest among the four study objectives. The findings imply that organizational resources have a significant influence on Implementation of Strategic Plans by County Governments in Kenya. The influence of organizational resources was studied in reference to; availability of unique resources, contribution of human resources, finances, technology, and resource allocation.

This study sought to find out the extent to which the unique resources owned by the county governments affect the implementation by the county governments. The respondents indicated that their counties had unique resources which they enlisted as; tourist sites, coffee and tea, horticulture, good road network, and minerals. Tourist sites were found to be the main unique resource, minerals were found to be the second main unique resource, followed by coffee and tea and horticulture and Good road network was found to be the least. The findings imply that the unique resources owned by the county governments have a great influence on Implementation of Strategic Plans.

The study sought to find out the contribution of human resources on Implementation of Strategic Plans by County Governments in Kenya. The findings indicated that the human resource aspect had a high contribution on Implementation of Strategic Plans by County Governments in Kenya. The second item on human resources was to assess the extent to which the human resource aspect of selection, training, performance appraisal and compensation by the county government determine Implementation of Strategic Plans by the county governments. The findings revealed that this aspect had a high influence.

The study further sought to assess the extent to which the finances owned by the county governments affected Implementation of Strategic Plans by the county governments in Kenya. The findings on this aspect revealed that finances had the highest influence on strategy Implementation Strategic Plans by county governments in Kenya. The study also sought to assess the extent to which the use of Information Communication Technology (ICT) affected Implementation of Strategic Plans by the county governments in Kenya. The study findings indicated that this aspect had a great influence. On resource allocation the study sought to investigate the extent to which the resource allocation affects Implementation of Strategic Plans by County Governments in Kenya. The study findings indicated that resource allocation had a significant influence on Implementation of Strategic Plans by County Governments in Kenya as indicated by 90% of the respondents. Lastly, the study set out to investigate the extent to which the organizational resources influence Implementation of Strategic Plans by the county governments.

The study found out that there was a significant influence of organizational resources on Implementation of Strategic Plans. The influence of organizational resources on Implementation of Strategic Plans by County Governments in Kenya was significant. This implied that the null hypothesis failed to be accepted therefore adopting the alternative hypothesis. Hence organizational resources had a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

5.2.4 The influence of Organizational Structure on Implementation of Strategic Plans by County Governments in Kenya.

This was the fourth and final objective among the four independent variables of the study and it sought to find out its influence on Implementation of Strategic Plans by County Governments in Kenya. It was the third highest among the four study objectives. The findings implied that organizational structure had a significant influence on Implementation of Strategic Plans by County Governments in Kenya. This objective was

studied in reference to the structural aspects of; line of command, responsibility and authority, as well as job definition.

The first item of study in respect to organizational structure was to assess whether the line of command affected Implementation Strategic Plans by the county governments. The findings from this study revealed that the line of command had a great influence on Implementation of Strategic Plans by county governments. The study also intended to rate the effect of sharing responsibilities and the use of authority by County Government officials on Implementation of Strategic Plans. The study findings revealed that sharing responsibilities and the use of authority by county government officials had a great influence of on Implementation of Strategic Plans by county governments.

The study found out that there was a significant influence of organizational structure on Implementation of Strategic Plans. The influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya was significant therefore adopting the alternative hypothesis. Hence organizational structure had a significant influence Implementation of Strategic Plans by County Governments in Kenya.

5.3 Conclusions

Based on the findings presented in chapter four and on summary of findings in section 5.2 of this thesis, the following conclusions were made.

The influence of organizational culture on Implementation of Strategic Plans by County Governments in Kenya was tested in reference to; norms and beliefs, level of teamwork, commitment of officials, understanding of the strategic plans by the respondents, and communication within the county governments. Based on these study findings it was safely concluded that norms and beliefs have a great significant influence on Implementation of Strategic Plans by county governments. These study findings give a conclusion that the level of teamwork has a significant influence on Implementation of Strategic Plans by County Governments in Kenya These findings led to a conclusion that for successful Implementation Strategic Plans by the county governments the process should be all inclusive. This further led to a conclusion that other factors such as

understanding of strategy by county government officials, role of Communication, and ethical practices by the county officials all influence Implementation of Strategic Plans by the county governments in Kenya.

The study was carried out on various aspects of leadership characteristics by the county governments in Kenya. The aspects analysed included, decision making, levels of involvement in implementation, role of leaders in the Implementation Strategic Plans, and communication of strategy. From these study findings it was concluded that most of the decisions on Implementation of Strategic Plans by the county governments happen at the Executive or Head of Department level and the Members of County Assembly level. The findings further led to a conclusion that the lower cadre officers play little or no role on Implementation of Strategic Plans. It was further concluded that leadership characteristics had the greatest influence on Implementation of Strategic Plans by County Governments in Kenya. Other aspects of leadership that were studied in this research were; role of leadership, and communication on Implementation of Strategic Plans. These study findings implied that leadership had a significant influence on Implementation of Strategic Plans by County Governments in Kenya.

The study was also carried out on various aspects of organizational structure by the county governments in Kenya. From the findings of this study the respondents indicated that the structure of the county governments in Kenya had a significant influence on Implementation Strategic Plans by the county governments. It was therefore concluded that the aspects of organizational structure of the county governments had a significant influence. These aspects were; line of command responsibility and authority as well as job definition while the sum of the influence of organizational structure influence was as analysed in Table 4.16. These study findings implied that organizational structure of the county governments in Kenya had a significant influence on their Implementation of Strategic Plans.

The objective of organizational resources was the final objective of this study and sought to find out the influence of resources on Implementation of Strategic Plans by County

Governments in Kenya. This was in reference to resource aspects such as; finances, human resources, availability of unique resources, and use of technology. From the findings we concluded that finances have the highest influence on Implementation of Strategic Plans followed by technology, while human resource and unique resources came last. Overall most of the respondents indicated that organizational structure had a significant influence on Implementation of Strategic Plans.

5.4 Recommendations

These study recommendations are in line with the objectives, findings and conclusions of the study. The findings of this study have contribution to the county governments, contribution to theory and knowledge, implication of the study on policy, theory and practice.

5.4.1 Recommendations for County Government Managers

The organizational culture of the county governments should be improved in order to facilitate Implementation of Strategic Plans. The county governments should therefore improve on the level of teamwork among the county government staff. This can be done by encouraging interdepartmental coalition and interaction of the staff from different departments. On norms and beliefs, the county governments should adopt change management techniques to induct its staff and give them a good orientation to their new roles. This is partly because the county governments are fairly young having come into operation in 2013 which means that most of the county staff had not worked for long for the county governments while others had been deployed from the national government which had different norms and beliefs. On lack of commitment by the county government officials and workers, the county government administrators should make the process of Implementation of Strategic Plans all inclusive. There should also be emphasis on the right ethical practices by the county government staff in order to facilitate Implementation of Strategic Plans

Organizational structure of the county governments should be aligned to the strategy being implemented. The county government should train middle level management on

the new strategy that is being introduced. It is also important for county governments to institute organizational structure that supports Implementation of Strategic Plans and one that ensures that there is overall coordination in inter-departmental linkages and flow of communication. The county governments should also ensure that their organizational structure follows strategy in order to ensure effective Implementation of Strategic Plans. The structure of administration within the county governments should not be rigid but flexible in order to be compatible with the strategy that is being implemented. In case there is incongruence with the strategy being implemented appropriate adjustment should be made. The line of command should be made clear among the county staff and the officials involved in Implementation of Strategic Plans. This would help to eliminate the conflicts on responsibility and make the officials aware of who to directly report to in case of obstacles in Implementation Strategic Plans.

From the research findings it was evident that leadership had the greatest influence on Implementation of Strategic Plans by the county governments in Kenya. Instead of having a top-bottom decision making as indicated by most of the respondents, the county governments should adopt a multi-dimensional way of communicating strategy. The county governments should also have a clear job description among all the officials who implement strategy. This would facilitate Implementation of Strategic Plans by avoiding conflicts and negligence which hinder Implementation of Strategic Plans by the county governments. Likewise sharing responsibilities and use of authority by the county officials should be improved and made clear to the officials involved in the process of implementation should be made aware of and even given training on their roles and responsibilities in Implementation of Strategic Plans process. The county executive should also play a major role on implementation but not just formulating the strategy and leaving it to their juniors to implement. The leadership style by the county government leaders should be one that is accommodative, democratic but not dictatorial. This would give room to consultations at all levels before, during and after the implementation of the strategy. At the same time the county leadership should encourage and motivate the staff as they come up with new ideas on Implementation of Strategic

Plans. The county governments should also improve on the way they communicate the strategy objectives to all the stakeholders. This would make them to own the strategy therefore easing its implementation. This would easily be done by having consultation of all stakeholders through open forums, involving professionals in decision making, and encouraging feedback from bottom up.

From the findings of this study the human resource had a very great influence on Implementation of Strategic Plans. The county governments should therefore ensure that the human resource aspects of selection, training, performance appraisal and compensation by the county governments are done well. This would make the county governments to have the right staff and be able to maintain the right staff especially professionals and experienced staff. This would facilitate Implementation of Strategic Plans. On job recruitment the county governments should ensure that employees are recruited based on merit but not on political patronage, nepotism, or tribalism. This would ensure only the qualified staffs are employed as this would facilitate Implementation of Strategic Plans. Additionally the county governments should institute in their policies motivational strategies in order to motivate employees and other staff. The county governments should have an employment policy that allows the employment of full time staff in order to stabilize the staff base among the county governments. This would facilitate Implementation of Strategic Plans by County Governments in Kenya.

The county governments should look for ways of getting finances and not just relying on the allocation from the national government. Again the misappropriation of funds by the county staff can be tamed through litigation and prosecution of the staff involved in those vices. On use of technology and in particular use of Information Technology or IT, there should be continuous acquisition of IT technology and those involved in Implementation of Strategic Plans trained to acquire up to date IT skills and experience. The county governments should therefore embrace IT in order to achieve high percentage on Implementation of Strategic Plans. On resource allocation the county governments should allocate resources to the projects that have a direct influence on the

lives of the county residents. This would encourage the county residents to support the strategy hence its successful implementation.

5.4.2 Policy Recommendations

The study has addressed the concerns of scholars, policy makers and practicing managers, and helped close some of the apparent information gaps and, hence, made its contribution to the field of strategic management and in particular on Implementation of Strategic Plans. The study has given them an insight into the issues ailing Implementation Strategic Plans by county governments. The policy makers should use the recommendations from this study to offer solution to the challenges facing county governments in their implementation of strategic plans or the CIDP. They would develop policies on use of ICT which was found to highly influence Implementation of Strategic Plans by county governments and other similar organizations and institutions.

Secondly the policy makers in the County Governments should align their organizational structure with the strategy being implemented in order to facilitate Implementation of Strategic Plans in their institutions. This would be in line with the findings of this study which indicated that when the organizational structure is not aligned to the strategy being implemented then the implementation fails. Further the policy makers should help to develop a conducive organizational culture in their organizations in order to improve on Implementation of Strategic Plans. Such a policy would cover cultural aspects such as team work, and ethical practices by the staff all which influences Implementation of Strategic Plans in organizations or institutions. The findings of this study would help to develop policies on Leadership Characteristics aspects on leadership styles, job description, sharing responsibilities and use of authority, motivation of staff, and consultation with stakeholders.

The study has addressed the concerns of scholars, policy makers and practicing managers, and helped close some of the apparent information gaps and, hence, made its contribution to the field of strategic management and in particular on Implementation of Strategic Plans. The study has given them an insight into the issues ailing Implementation Strategic Plans by county governments. The policy makers should use

the recommendations from this study to offer solution to the challenges facing county governments in their implementation of strategic plans or the CIDP. They would develop policies on use of ICT which was found to highly influence Implementation of Strategic Plans by county governments and other similar organizations and institutions. Secondly the policy makers in the County Governments should align their organizational structure with the strategy being implemented in order to facilitate Implementation of Strategic Plans in their institutions. This would be in line with the findings of this study which indicated that when the organizational structure is not aligned to the strategy being implemented then the implementation fails. Further the policy makers should help to develop a conducive organizational culture in their organizations in order to improve on Implementation of Strategic Plans. Such a policy would cover cultural aspects such as team work, and ethical practices by the staff all which influences Implementation of Strategic Plans in organizations or institutions. The findings of this study would help to develop policies on Leadership Characteristics aspects on leadership styles, job description, sharing responsibilities and use of authority, motivation of staff, and consultation with stakeholders.

5.4.3 Contribution to New Knowledge

This study contributes towards creation of knowledge, its dissemination, and knowledge on the topic of Implementation of Strategic Plans by providing empirical evidence on Determinants of Implementation of Strategic Plans by county governments in Kenya. The first contribution of this study is the development of a conceptual framework that integrates key factors that determine Implementation of Strategic Plans with aspects of functions of county governments. Secondly, the findings of this study have provided knowledge on the factors that determine Implementation of Strategic Plans by county governments and how they impact on Implementation of Strategic Plans. The study findings have revealed that organizational culture, structure, leadership, and resources all have influence on Implementation of Strategic Plans by county governments. Thirdly, the study successfully tested four hypotheses related to the conceptual framework developed in chapter two and the study objectives developed in chapter one. Based on

research findings, it was found that all the four null hypotheses failed to be accepted and in their place the alternative hypothesis were adopted. These hypotheses can therefore be used for future studies on Implementation of Strategic Plans by organizations and institutions.

5.4.4 Contribution to Theory and Practice

This study has a great theoretical significance as it adds to the body of knowledge regarding the Implementation Strategic Plans by county governments in Kenya. It will aid further research by various scholars as they will be making reference to this study on issues of Implementation of Strategic Plans challenges in the devolved government units. The knowledge achieved from the findings in this study confirms the role of situational leadership theory in Implementation of Strategic Plans. This study shows how much county governments Implementation of Strategic Plans will be lost if those responsible on strategic leadership in the county governments do not adopt strategic leadership practices as identified and argued out in this study. The findings further confirm that aspects of situational leadership theory such as leadership styles, clear job description, decision making and communication, motivation, and consultation of stakeholders, have an influence on Implementation of Strategic Plans by organizations. Secondly is the Resource Based View Theory which formed one of the objectives of this study. This study therefore has enriched the resource based view theory in reference to Implementation of Strategic Plans by analysing the different set of resources available in the county governments in Kenya. The findings of this study confirmed that some aspects of this theory had a great influence on Implementation of Strategic Plans. The study findings confirmed that resources play a very crucial role on Implementation of Strategic Plans by organizations. These are both tangible resources like minerals, agricultural products, and finances but as well as intangible resources such as human resources and technology. The Higgins model of Implementation of Strategic Plans which was used to explain all the four independent variables used in this study, was confirmed to have an influence on Implementation of Strategic Plans in organizations. This theory therefore can be applied in other similar studies on Implementation of

Strategic Plans in organizations. All the four aspects of Higgins model which included; organizational culture, structure, leadership and resources were found to have an influence on Implementation of Strategic Plans by County Governments in Kenya.

Systems Theory was used to explain the role of organization structure on Implementation of Strategic Plans. The findings of this study confirmed the aspects of this theory as it was established that organizational structure had a great influence on county governments in Kenya. Therefore it's a recommendation of the researcher that this theory can be used in similar studies in different organizations. The theory of organizational culture was used in this study as it was found to be relevant in this study. The aspects of organizational culture which were applied in this research included level of team work, level of commitment, and conduciveness of the culture at the place of work. From this study all the aspects of organizational culture theory mentioned above were found to have an influence Implementation of Strategic Plans by County Governments in Kenya. This means that this theory can be used in other similar studies.

5. 5 Areas for Further Research

There are some areas that may need further exploration in the area of Implementation of Strategic Plans and strategic management and which are related to this study. First this study collected data using a semi-structured questionnaire and it's the researchers feeling that other methods can be used namely, comparative research and census study. Secondly this study was on only one aspect of strategic management creating a gap for other aspects of strategic management like strategy formulation and monitoring and evaluation which should be studied in relation to county governments in Kenya. The findings revealed that culture had a negative influence on Implementation of Strategic Plans by the county governments in Kenya. It's our submission that a study should be carried out on the role of organizational culture on Implementation of Strategic Plans by County Governments in Kenya. Therefore further research on organizational culture's role on Implementation of Strategic Plans by the county governments should be carried out. Further research should also be carried out on the effect of other factors like political interference, and the role of Information technology on Implementation of

Strategic Plans. In addition a similar study should be carried out in a group of counties in another geographical region as this was done mainly in the central Kenya region, for example similar studies can be carried out in western Kenya, Coast, Rift Valley, or even Nyanza regions among others. In addition a similar study can be carried out in the private sector like the telecommunication sector, or on manufacturing sector to find out whether the findings in this research hold true. The study findings revealed that there were other factors that influenced Implementation of Strategic Plans by County Governments in Kenya as indicated by the responses from the open ended questions. A similar study should therefore be carried out using those other factors not used in this study.

REFERENCES

- Abuya, B.A (2011) *Implementation of Strategic Plans Challenges at Action Aid Kenya*, unpublished MBA Thesis University of Nairobi
- Ahmadi, S, A., Salamzadeh, Y., Daraei, M., and Akbari, J. (2012), Relationship between Organizational Culture and Implementation of Strategic Plans: Typologies and Dimensions: *Global Business and Management Research: An International Journal*, 4(3-4), 286-299.
- Akinyele, S.T., & Fasogbon, O.I. (2007). Impact of Strategic Planning on Organisational Performance and Survival, *Research Journal of Business Management*, 1, 62-71. doi:10.3923/rjbm.2007.62.71
- Aldin C. & Caldwell, W. (1991) *Strategy and Human Resource Management*, New York, Wiley Publishers
- Alison, T. (1996) To Strive in Environment Turbulence *Journal of Human Resource Management*, 4 (2)
- Allison, M., & Kaye, J. (2nd Ed.), (2005), *Strategic Planning for Non-Profit Organisations: A Practical Guide and Workbook* New York: Wiley Publishers.
- Alvesson, M. (2002) *Understanding Organizational Culture* London: Sage
- Allio, M.K. (2005). A Short, Practical Guide to Implementing Strategy *Journal of Business Strategy*, 26(4) 12-21
- Amollo, L. (2012). *Challenges of Implementation of Strategic Plans at the Parliamentary Service Commission of Kenya*, University of Nairobi: Unpublished MBA Project.
- Amulyoto, C. N. (2011). *Strategy as Vehicle for Change in Organizational Training*: University of Nairobi: Unpublished PhD thesis.

- Andreas, R. (2000), Implementation of Strategic Plans an Insurmountable obstacle. *Journal of Business Strategy*, 6 (1), 141-146.
- Aaltonen, P. and Ikavaiko, H. (2002), Implementing strategies successfully: *Integrated Manufacturing Systems*, 13 (6).415-418.
- Arasa, R.M. (2008). *The Challenges of Implementing Strategic Plans in Large Management Consultancies*: University of Nairobi: Unpublished PhD thesis
- Aosa, E. (1992). *An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya* Strathclyde University: Unpublished PhD thesis.
- Ashkenas R. & Francis S (2000) Integration managers: Special leaders for special times: *Harvard Business Review*, 78 (6), 108-116.
- Atkinson, H. (2006). Implementing Strategy, a role for the balanced scorecard? *Management Decision*: 44 (10), 1441 – 1460
- Awino, Z. B. (2007). *The Effect of Selected variables on corporate performance: A survey of Supply Chain Management in Large Private Manufacturing Firms in Kenya*. University of Nairobi: Unpublished PhD Thesis.
- Bass, B. M. (2008). *The Bass handbook of leadership: Theory, research, & managerial applications* (4th ed.). New York: Free Press.
- Baldwin, J.R, & Sabourin, D. (2007), “Impact of the adoption of advanced information and communication technologies on firm performance in the Canadian manufacturing sector”: *The Canadian Productivity Review* 15(2), 206-211
- Barney J. B. (1991). "Firm Resources and Sustained Competitive Advantage": *Journal of Management*, 17(1): 99-120.

- Barney, J. B., & Arikan, A. (2001) *The Resource-based View: Origins and Implications*, Oxford: Blackwell
- Brauer, M., & Schmidt, S.L., (2006). Strategic Governance: How to assess board effectiveness in guiding strategy execution: *Strategic Governance*.14, 13-22.
- Beamish, P.W., (2000). *Asia-Pacific Cases in Strategic Management*. New York: Irwin/McGraw-Hill Publishers.
- Beer, M., & Eisenstat, R.A. (2000). The silent killers of Implementation of Strategic Plans and learning. *Sloan Management Review* 4 (3), 29-40
- Beer, M., & Nohria, N. (2000) Cracking the code of change. *Harvard Business Review*, 78 (3), 133-141.
- Bhimani, A.,& Langfield-S. K. (2007). Structure, formality and the importance of financial and non-financial information in strategy development and implementation. *Management Accounting Research*, 18(1), 3-31
- Bossidy, L. & Charan, R. (2002) *Execution: The Discipline of Getting Things Done*, New Delhi: Wiley Publishers
- Brauer, Matthias & Sascha Schmidt (2006). "Exploring Implementation of Strategic Plans Consistency over Time: The Moderating Effects of Industry Velocity and Firm Performance." *Journal of Management and Governance*, 10(2), 205-26.
- Brenes, E.R., Mena, M., & Molina, G.E. (2008). Key Success Factors for Strategy Implementation in Latin America. *Journal of Business Research*, 61(6), 590-598.
- Brooke, L. (2005). *Chambers Dictionary (Ed.)*. Edinburgh: Chambers Harrap Publishers.
- Brown, A. (1998). *Organizational Culture*, Edinburgh: Pearson Education.

- Bryson, J.M. (2004). *Strategic planning for public and non-profit organizations: A guide to strengthening and sustaining organizational achievement* (3rd Ed.). San Francisco: Jossey-Bass.
- Burugu, N.J. (2010). *The County Understanding Governance and Devolution in Kenya*, Nairobi: Lector.
- Cameron, K. & Quinn, R. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. San Francisco: Josey-Bass.
- Campbell, D., Stonehouse, G., & Houston, B., (2002), *Business Strategy: An Introduction* (2nd Ed.). Oxford: Elsevier Butterworth-Heinemann.
- Carlopio, J., & Harvey, M. (2012). The Development of a Social Psychological Model of Implementation of Strategic Plans. *International Journal of Management*, 29(3), 75-85.
- Cater, T., & Pucko, D. (2010). Factors of effective Implementation of Strategic Plans: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 15(3), 207-236
- Champoux, S. M. (2000). *360 degrees management in the public sector: developing an approach to collective leadership. Work 4, Third transatlantic dialogue* Newark: University of Delamere.
- Chandran, E. (2004) *Research Methods: A Quantitative Approach with Illustrations from Christian Ministries*. Nairobi: Daystar University.
- Child, B. (1990). Normality test for statistical analysis: A guide for non-statisticians. *International Journal*, 10(20), 486-489.
- Christensen, C. (2006). *What is an Organization's Culture?* Boston: Harvard Business School Publishing. Retrieved from www.hbr.org.

- Cifuentes, M., (2008), *Better services for all: The impact of LASDAP in an informal settlement of Nairobi*. In Kibua, T.N. & Germano, M., (Eds.) *Decentralization and devolution in Kenya: New approaches*. Nairobi: Nairobi University Press.
- Conger, J. A. (2011). *Charismatic leadership*. In A. Bryman, D. Collinson, K. Grint, B. Jackson & M. Uhl-Bien (Eds.), *The SAGE handbook of leadership* Thousand Oaks, Sage.
- Cooper, D. R & Schindler, P. S. (2006) *Business Research Methods*, 9th, edition, New Delhi: McGraw-Hill Publishing.
- Christensen, C. (2006). *What is an Organization's Culture?* Boston: Harvard Business School Publishing. Retrieved from www.hbr.org.
- Cooper, D. R & Schindler, P. S. (2006) *Business Research Methods*, (9th, Ed.). New Delhi: McGraw-Hill Publishing
- Cooper, D. R. & Schindler, P. S. (2006). *Business Research Methods*. New Delhi: McGraw Hill Publishing.
- Creswell, J. W. (2003). *Research design: A qualitative, quantitative, and mixed method approaches* (2nd Ed.). Thousand Oaks: CA Sage.
- Crittenden, Victoria L. & William F. C., (2008). "Building a Capable Organization: The Eight Levers of Implementation of Strategic Plans," *Business Horizons*, 51(4), 301-09.
- David, F.R; (2009): *Strategic Management: Concepts And Cases* (12th Ed.).New Delhi: Prentice Hall.
- Des, T., Kiker, D. S., & Cross T.C. ,(2005). A meta-analysis to review organizational outcomes related to Organization Management. *Canadian journal of administrative sciences*, 17, 21-74.

- De Vaus, D. A. (2002) *Surveys in social research, (5th Ed.)*, London: UCL press
- Dobni, Brooke (2003). "Creating a Implementation of Strategic Plans Environment," *Business Horizons*, 46(2), 43-46.
- Dobni, C. Brooke & George Luffman, (2003). "Determining the Scope and Impact of Market Orientation Profiles on Implementation of Strategic Plans and Performance." *Strategic Management Journal*, 24(6), 577-85.
- Ellis, A., Cutura, J. N., Dione, I. Gillson, C., Manuel & Thongori, J., (2007). *Gender and Economic Growth in Kenya, Unleashing the Power of Women*. Washington DC: The International Bank for Reconstruction and Development/World Bank.
- Forman, J., & Argenti, P. A. (2005). How Corporate Communication Influences Implementation of Strategic Plans, Reputation and the Corporate Brand: An Exploratory Qualitative Study. *Corporate Reputation Review*, 8(3), 245-264.
- Gakure, R. W. (1995). *Factors Affecting Job Creating and Low Job Creating Firms Owned by Women*. Illinois: Unpublished PhD Thesis University of Illinois.
- Gakure, R. W. (2001). *Issues Impacting on Growth of Women Owned Enterprises in Kenya*. Paper presented at Shifting Gears in Women's Enterprises Conference, Durham University.
- Gakure, R. (2003). *Factors Affecting Women Entrepreneurs' Growth Prospects in Kenya*. Prepared for the International Labour Organization (ILO), Geneva.
- Gall, M. D., Gall, J. P., & Borg, W. R., (2007) *Educational research: An introduction*. Boston: Pearson Education.
- Galpin, T.J. (1998), When Leaders Really Work The Talk: Making Strategy Work Through People, *Human Resource Planning*. 21(3), 38- 45.

- Gichuhi, D. M. (2014). *Influence of human resource management factors on competitiveness of public universities in Kenya*. An unpublished PhD thesis, Juja: JKUAT.
- Glynn, M. A., & DeJordy, R. (2010). *Leadership through an organizational behaviour lens: A look at the last half-century of research*. In N. Nohria, & R. Khurana (Eds.), *Handbook of leadership and practice* (119-158). Boston: Harvard Business Press.
- Graeff, C. L. (1997). Evolution of situational leadership theory: A critical review. *The Leadership Quarterly*, 8(2), 153-170.
- Grest, P. (2010), *Kenya's New Constitution Sparks Hopes of Rebirth*, Retrieved From, <http://www.bbc.co.uk/news/world-africa>.
- Hagen, A.F., Hassan, M.T. & Amin, S.G., (1998). Critical strategic leadership components: an empirical investigation. *SAM Advanced Management Journal*, 63(3): 39-44.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th Ed.). Upper Saddle River: Prentice Hall
- Hassan, S., Mahsud, R., Yukl, G., & Prussia, G. E. (2013), Ethical and empowering Leadership and leader effectiveness. *Journal of Managerial Psychology*, 28(2), 133-146.
- Heracleous, L. (2000). The Role of Implementation of Strategic Plans in Organization Development: *Organization Development Journal*. 18, 75-86.
- Hickson, D. J., Miller, S. J. & Wilson, D. C. (2003). Planned or Prioritized? Two Options in Managing the Implementation Strategic Plans Decisions. *Journal of Management Studies*, 40(7), 1803-1836
- Higgins J. M. (2005), The Eight 'S's of Successful Strategy Execution: *Journal of Change Management*. 5(1), 3-13.

- Hitt, M.A., Ireland, R.D., & Hokinson, R.E.(2001). *Strategic management: competitiveness and globalization* (4th Ed.). Ohio: Thomson/South Western.
- Hrebiniak, L.G. (2013). *Making Strategy Work: Leading Effective Execution and Change.*, New Jersey: Pearson Education Inc.
- Hutzschenreuter, T. & Kleindienst, I., (2006). Strategy-Process Research: What Have We Learned and What Is Still to Be Explored. *Journal of Management*, 32 (5), 673-720.
- Ifinedo, P. & Nahar, N., (2009). "Interactions between contingency, organizational IT factors, and ERP success", *Industrial Management & Data Systems*, 109(1), 118 – 137.
- Janićijević N. (2011). Methodological approaches in the research of organizational culture. *Economic Annals*: 189, 69–100.
- Jennings, Michael, (2008), *Kenya: Recent History in Africa South of the Sahara.* Routledge: Exeter Publishers
- Johnson, G., & Scholes, K. (2002) *Exploring Corporate Strategy: texts and cases.* Harlow: Prentice Hall.
- Johnson, G., Langley, A., Melin, L. & Whittington, R., (2007). *Strategy as Practice: Research Directions and Resources*, Cambridge: Cambridge University Press.
- Jonk, J., & Ungerath, M. (2006) *Mergers and acquisitions: Not so fast – Companies need to pace themselves during the integration process.* New York: Financier Worldwide.
- Jooste, C. & Fourie, B. (2009), The role of strategic leadership in effective Implementation of Strategic Plans: perceptions of South African strategic leaders. *South African Business Review*, 13(3): 51–68.

- Kangu, M., (2012), *Chairperson, Task Force on Devolved Government in Kenya*,
Nakuru: Personal Interview,
- Kaplan, R. S., & Norton, D. P. (2001). *The strategy-focused organization – how balanced scorecard companies thrive in the new business environment*. Boston: Harvard Business School Press.
- Kauzya, J.M. (2007). *Political Decentralization in Africa: Experiences of Uganda, Rwanda, and South Africa*; New York: United Nations.
- Khaunya, M. F., Wawire, B.P., & Chepng'eno, (2015), Devolved Governance in Kenya, “Is it a False Start in Democratic Decentralization for Development?” *International Journal of Economics, Finance, and Management*, 4(1), 1-20
- Kidombo, H. C. (2007). *The Management of HRM Practices in Strategic Policies*. University of Nairobi: Unpublished PhD Thesis
- Kimenyi, S., (2013), *Kenya Devolution and Resource Sharing Calculator*, Retrieved from <http://www.brookings.edu/research/interactives/2013/kenya-resource-sharing>.
- Kimenyi, S. Mwangi and Meaghar, P, (2004). *Devolution and Development: Governance Prospects in Decentralizing States*, Hants: Ashgate Publishing.
- Klein A. (2011). Corporate culture: its value as a resource for competitive advantage, *Journal of Business Strategy*, 32, (2), 21–28.
- Kothari, C.R. (2006), *Research Methodology: Methods and Techniques*. New Delhi: Wiley Publishers.
- Kothari, S. K. (2009). *Research Methodology*, New Delhi: New Age International Publishers

- Kraaijenbrink, J., Spender, J.-C. & Groen, A.J. (2010), The Resource-Based View: A Review and Assessment of Its Critique. *Journal of Management*, 36 (1) 349-372.
- Kumar, R. (2005). *Research Methodology- A Step-by-Step Guide for Beginners*, (2nd.ed.), Singapore: Pearson Education.
- Kumar, V. & J. Andrew Petersen (2005), "Using a Customer-Level Marketing Strategy to Enhance Firm Performance: A Review of Theoretical and Empirical Evidence," *Journal of the Academy of Marketing Science*, 33 (4), 504-19.
- Lane, Nikala (2005), "Implementation of Strategic Plans: The Implications of a Gender Perspective for Change Management," *Journal of Strategic Marketing*, 13(2), 117-31.
- Lauridsen J. & Mur J. (2005). Multicollinearity and Outliers in Cross-Sectional Analysis: *Journal of Geographical Systems*, 8(4):317-333.
- Lewis, D. (2003) "Theorizing the organization and management of non-governmental development organizations towards a composite approach", *Public Management Review*, 5(3), 325-344.
- Li, Y. Guohui, S., & Eppler M. J. (2010) *Making Strategy Work: A Literature Review on the Factors Influencing Implementation of Strategic Plans*, In F.W. Kellermanns & P. Mazzola (Eds.), *Handbook of Strategy Process Research*, New York: Edward Elgar.
- Li, Yang; Guohui, S; & Eppler, M.J (2008) *Making Strategy Work: A Literature Review On The Factors Influencing Implementing of Strategic Plans: ICA Working Management*, 5, 124-188.
- Lorsch, J. W. (2010). *A contingency theory of leadership. Handbook of leadership theory and practice*, (2nd Ed). Boston: Harvard Business Press.

- Marczyk, G., DeMatteo, D. & Festinger, D. (2005) *Essentials of research design and methodology* Hoboken: John Wiley & Sons.
- Markiewicz, P. (2011). Change Management in the Implementation of Strategic Plans Process. *Intelektine Ekonomika*, 5(2), 257-267.
- Matanda, T., & Ewing, M. T. (2012), The process of global brand strategy development and regional implementation. *International Journal of Research in Marketing*, 29(1), 5-12.
- Martin, J. (2002). *Organizational Culture: Mapping the Terrain*. London: Sage.
- Mattsson, Jan, Ram Ramaseshan, & David Carson, (2006), "Let Marketers Reclaim Corporate Strategy," *Journal of Strategic Marketing*, 14(2), 165-73.
- McGough, R. (2010). *The contemporary context for developing change leadership*, UK: Elsevier
- McNamara, C. (2008). *Strategic Planning (in non-profit or for-profit organizations)* Retrieved from <http://www.amazon.com>.
- Menguc, B., Auh, S., & Shih, E. (2007), Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance. *Journal of Business Research*, 60(4), 314-321.
- Miller, D. (2002). Successful change leaders: what makes them? What do they do that is different? *Journal of Change Management*, 2 (4), 359-68.
- Mintzberg, H. (2004). Formulating workable strategies: A perspective of Company formation, *Harvard Business Review*, 13(4), 353-368.
- Mintzberg, H. (2008). "The Pitfalls of Strategic Planning: *California Management Review*, .36:32-47.

- Mugenda, A. & Mugenda, O. (2006), *Research Methods: Qualitative and Quantitative Approaches*. (3rd Ed.) Nairobi: ACTS.
- Mule, J. (2015) *Advocacy & Legal Advisory Centre*: Retrieved from <http://www.kenya.org>
- Muli, C. M. (2008), Challenges of Implementation of Strategic Plans in public corporations: A case study of Telkom Kenya Limited. *Journal of Education and Social Sciences Research Abstracts*, 2 (5), 25-36.
- Mwendo, L. (2009). *Retirement age increased to 60 years*. Retrieved from <http://www.kenyaweklypost.com/modules.php>.
- Nachmias, D. A & Nachmias, F.S., (2006) *Social Statistics for a Diverse Society* (3rd Ed.) Milwaukee: Sage Publications.
- Nadkarni, S., & Herrmann, P. O. L. (2010), CEO personality, strategic flexibility, and firm performance: The case of the Indian business process outsourcing industry. *Academy of Management Journal*, 53(5), 1050-1073.
- Ngechu, J. (2010). Trailing in the wake of organizational strategic changes. *Conference Proceedings of ASBBS*, 17 (1)
- Njuguna, A. M. (2010). *Strategies to Improve Pension Fund Efficiency in Kenya*. Nelson Mandela Metropolitan University: Unpublished PHD Thesis.
- Northouse, G. (2007), *Leadership theory and practice*. (3rd Ed.) Thousand Oak, London, New Delhi: Sage Publications.
- Nutt, P. C. (1999). Surprising but true: half the decisions in organizations fail: *Academy of Management Executive*, 13/4, 75 - 90.
- Nyanyom, (2010). *Devolution in Kenya's New Constitution: Working Paper No. 4.Nairobi: Society for International Development*. Retrieved from, <http://www.sidin.net/docs/wpf.pdf>.

- Obiga, S.D. (2014). *Challenges of Implementation of Strategic Plans at the Nairobi County Government*. MBA Unpublished Project, University of Nairobi
- Odour, C. O.,(2014). *Handbook on County Planning, Budgeting, and Social Accountability*, Nairobi: Birds Printers.
- Okumus, F. (2003).A Framework to Implement Strategies in Organizations: *Management Decision*, 41(9), 871-882.
- O'Leary, B., Lou Lindholm, M., Whitford, R., & Freeman, S. (2002). Selecting the best and the brightest: Leveraging human capital. *Human Resource Management*, 41(3), 325-340.
- Olson, E. M., & Slater, S. F., (2002). The balanced scorecard, competitive strategy, and performance. *Business Horizons*, 45(3), 11-16.
- Olson, E.M., Slater, S.F. & Hult, G.T.M. (2005). The importance of structure and process to Implementation of Strategic Plans. *Business Horizons* 48, 47-54.
- Olson, E.M., Stanley, M.F., Slater, G. & Hutt, T.M. (2005) *The importance of structure and process to Implementation of Strategic Plans. The importance of structure and process to Implementation of Strategic Plans*. Retrieved from <https://pdfs.semanticscholar.org/32ad/a786101a367fc6148de1c99c68f8e4e.pdf>.
- Onions, C.W. (1966). *The Oxford Dictionary of English Etymology*, Oxford University Press.
- Opano, J.O., Shisia, A., Sang, w., & Josee, V.M. (2015) Strategic Planning and Implementation Practices at the Kisii County Government in Kenya: *International Journal of Economics commerce, and Management*, 111, 5-12.

- O'Reilly, C.A., Caldwell, D, F., Chatman, J.A., Lapiz, M., & Self, W. (2010). How Leadership Matters: The Effects of Leaders' Alignment on Implementation of Strategic Plans. *Leadership Quarterly*, 21(1), 104-113
- Orodho A.J & Kombo D.K., (2002) *Research Methods*. Nairobi: Kenyatta University, Institute of Open learning.
- Orodho A.J., (2003) *Essentials of Educational and Social Science Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Otieno, T., (2015). *Kenya best governor named in national poll*, Retrieved from <http://www.nation.co.ke>.
- Oyugi, L.N. & Kibua, T.N., (2008), *Planning and budgeting at the grassroots level: The case of local authority service delivery action plans*. In Kibua, T.N. & Germano, M., (eds.) *Decentralization and devolution in Kenya: New approaches*. Nairobi: Nairobi University Press
- Pallant, J. (2005). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows Version 12 (2nd Ed)*, Maidenhead: Maidenhead Open University Press
- Pearce, J. & Robinson, R. (2004), *Strategic Management: Strategic Formulation and Implementation*. New Delhi: A.I.T.B.S. Publishers and Distributors.
- Pfeffer, J. & Sutton, R.I., (2000) *The Knowing-Doing Gap: How Smart Companies Turn process Knowledge into Action*. Cambridge: Harvard Business School Press.
- Rajasekar, J (2014) Factors affecting Effective Implementation of Strategic Plans in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. *International Journal of Business and Social Science* . 5, 9(1);

- Rapert, Molly Inhofe, Anne Velliquette, & Judith A. Garretson (2002), "The Strategic Implementation Process: Evoking Strategic Consensus through Communication," *Journal of Business Research*, 55(4), 301-10.
- Raps, A. (2004). Implementing strategy. *Strategic Finance*, 85(12), 48-53.
- Robbins, S. P. & Judge, T. A. (2007). *Essentials of Organizational Behaviour* (9thEd.) Upper Saddle River: Prentice Hall.
- Robert M. O. (2007), A Caution Regarding Rules of Thumb for Variance Inflation Factors, *Quantity and Quality journal* 41(5), 673-690.
- Rogers, P.R., Miller, A., & Judge, W.Q., (2009). Using Information Processing theory to Understand Planning/Performance Relationships in the context of strategy. *Strategic management journal*, 20. 566 - 577.
- Ronald, A.H. & Marty, L. (2002). *Leadership on The line*, Boston: Harvard Business School Press.
- Rowe, W.G. (2001). Creating wealth in organizations: the role of strategic leadership. *Academy of Management Executive*, 15(1): 81–94.
- Sanderlands, E. (1999). All Talk and No Action, Perish The Thought: *Management Decision*, 32,(5): 10 -11.
- Särndal, Carl-Erik, Swensson, Bengt, & Wretman, J., (1992). *Model Assisted Survey Sampling*. New York: Springer-Verlag.
- Saunders, W., Goldenberg, C., & Gallimore, R., (2008), *Increasing achievement by Focusing grade level teams on improving Local Authorities room learning*. Santa Monica: Lesson Lab Research Institute.
- Schaap, J.I. (2006). "Toward Implementation of Strategic Plans Success: An Empirical Study of the Role Of Senior – Level Leaders In The Nevada Gaming Industry". *UNLV Gaming Research And Review Journal*, 10, 13 -37.

- Schein E. (2004). *Organizational Culture and Leadership*, Thousand Oaks: Sage.
- Sekaran, (2006) *Research Methods for Business: A Skill Building Approach*, fourth Edition, New Delhi: John Willey and Sons.
- Sekaran, U. (2010). *Research Methods for business: A skill Building Approach* (5th Ed.). Haddington: John Wiley & Sons Publishers.
- Senge, P., (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Random House.
- Shah, A. M. (2005), 'The Foundations of Successful Implementation of Strategic Plans: Overcoming the Obstacles'. *Global Business Review*, 6(2), 293-302.
- Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2015). Top management ethical leadership and firm performance: Mediating role of ethical and procedural justice climate. *Journal of Business Ethics*, 129(1), 43-57.
- Sirkin, H. L., Keenan, P., & Jackson, A. (2005) The hard side of change management, *Harvard Business Review*, 83/10, 109 – 118.
- Slater, Stanley F. & Eric M. Olson (2000), "Strategy Type and Performance: The Influence of Sales Force Management," *Strategic Management Journal*, 21(8), 813-29.
- Slater, Stanley F. & Eric M. Olson (2001), "Marketing's Contribution to the Implementation of Business Strategy: An Empirical Analysis," *Strategic Management Journal*, 22(11), 1055-67.
- Smircich L. (1983). *Organizations as shared meanings*, in L. Pondy, p. Frost, G, Morgan & T. Dandridge (Eds.) *Organizational symbolism*, Greenwich: JAI.
- Steiner, J. (1979) Managerial involvement in strategy and organizational performance: *Journal of General Management* 16(4), 25-32.

- Stevenson, L., St-Onge, A. (2005). *Support from growth oriented women entrepreneurs in Kenya*. Geneva: International Labour Organization.
- Strickland, A. and Thompson, A. (2003), *Strategic Management: Concepts and Cases*, Boston: Irwin.
- Thompson, A. A., Strickland, A.J., & Gamble, J. E. (2007). *Crafting and Executing Strategy-Texts and Readings* (15th Ed.). New York: McGraw-Hill Irwin.
- Thompson, J. & Martin, F. (2010) *Strategic Management: Awareness and Change* (6th Ed.). London: Cengage Learning.
- Thorpe, Eleri R. & Robert E. Morgan (2007), "In Pursuit of the "Ideal Approach" To Successful Marketing Implementation of Strategic Plans." *European Journal of Marketing*, 41(56), 659-77.
- Torochim, W., (2006). *Deductive and Inductive Thinking* Retrieved from <http://www.socialresearchmethods.net/kb/dendid>, Php.
- Wainaina Eric, (January 14th, 2016), *Kiambu County on the Sport over Failure to keep the Executive on Check*, Nairobi: Daily Nation, Retrieved from <https://www.nation.ac.ke/counties/kiambu>.
- Wambui, G. L. (2006). *Managers and Implementation of Strategic Plans in NGOs*. University of Nairobi: Unpublished.
- Wambui, E. (2015), Murang'a County Governor Impeachment Rejected, *Monthly 1*(1) 12-14
- Watson, Wyatt Worldwide, (2006). *Ageing Workforce: 2006 Report Asia Pacific*, Retrieved from [http://www.watsonwyatt.com/ageing Workforce 2006.pdf](http://www.watsonwyatt.com/ageing%20Workforce%202006.pdf)
- Wheeler, S., McFarland, W & Kleiner, A., (2007) A blueprint for strategic leadership *Strategy and Business*, 49: 1–13.

- Wilderom C. et al. (2000). *Organizational Culture as a predictor of Organizational performance*, in Ashkanasy N. et al. (eds.) *Handbook of Organizational Culture & Climate*. Thousand Oaks: Sage.
- Winter, G. (2000). *A Comparative discussion of the notion of validity in qualitative & quantitative Research*, Retrieved from, <http://www.nova.edu/ssss/QR/QR4-3/winter>.
- Yukl, G. (2011). *Contingency theories of effective leadership*. In A. Bryman, D. Collinson, K. Grint, B. Jackson & M. Uhl-Bien (Eds.), *The SAGE handbook of leadership* (286- 298). Thousand Oaks, CA: Sage.
- Zaribaf, M., & Bayrami, H (2010) *An effective factors pattern affecting implementation of strategic plans*. Unpublished MBA thesis: Islamic Azad University.
- Zikmund, G. W., Babin J. B., Carr, J.C & Griffin M., (2010), *Business Research Methods*, (8th Ed.), Oklahoma: Cengage Learning.
- Zikmund, W. G. (2010). *Business Research Methods* Florida: The Dryden Press.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

Ref No	Date
--------	------

Instructions

Kindly respond to all questions by ticking (√) and or giving comments where necessary.
Please give additional information where you feel it is necessary.

PART A: Demographic information.

1. Gender

Male [] female []

2. Age bracket

20 – 25 years	<input type="checkbox"/>	26 – 30 years	<input type="checkbox"/>
31 – 35 years	<input type="checkbox"/>	36 – 40 year	<input type="checkbox"/>
41 – 54 years	<input type="checkbox"/>	above 54 years	<input type="checkbox"/>

3. Educational level (please indicate the highest level).

No formal education	<input type="checkbox"/>	certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>	PHD	<input type="checkbox"/>

Others please specify

4. What is your current designation within the County Government?

Executive	<input type="checkbox"/>	Sub- County Administrator	<input type="checkbox"/>
Ward- Administrator	<input type="checkbox"/>	Member of County Assembly	<input type="checkbox"/>

Other's (please specify).....

5. How many years have you worked in the County Government?

1 – 5 years	<input type="checkbox"/>	6 – 10 years	<input type="checkbox"/>
11 – 15 years	<input type="checkbox"/>	16 – 20 years	<input type="checkbox"/>
Above 21 years	<input type="checkbox"/>		

6. For how long have you been working in your current position?

1 – 2 years	<input type="checkbox"/>	2 – 4 years	<input type="checkbox"/>
5 – 6 years	<input type="checkbox"/>	above 6 years	<input type="checkbox"/>

**PART B: DETERMINANTS OF IMPLEMENTATION OF STRATEGIC PLANS
BY COUNTY GOVERNMENTS IN KENYA**

1. Does your department develop strategic plans? (Please tick as it applies).

–

2. What is the time frame of your strategic plans (planning horizon)? (Please tick as it applies).

Short term (1year) Medium term (5years) Long term (more than 5yrs)

3. Please specify the time period(s) covered: _____ Years.

4. Indicate whether the following features characterize your planning process (Please tick as it applies).

(i) Formal planning meeting	<input type="checkbox"/>
(ii) Informal planning sessions	<input type="checkbox"/>
(iii) Clear responsibility for planning	<input type="checkbox"/>
(iv) Existence of a planning department	<input type="checkbox"/>
(v) Existence of a mission, vision and objectives	<input type="checkbox"/>
(vi) Evaluation and control on implementation	<input type="checkbox"/>

Any other.....

5) a) Does the implementation happen within the anticipated timeframe?

Yes

No

b) If NO what factor(s) hinder the implementation process?

6) How often are these plans reviewed? Every _____ year(s)/month(s). Other:

7. On a scale of 5 to 1 (where 1 means Very High, 2 High, 3 Moderate, 4 Low, and 5 None) Please rate the level at which the following factors influence the Implementation Strategic Plans by the county government

DETERMINANTS OF STRATEGY IMPLEMENTATION	1 Very High	2 High	3 Moderate	4 Low	5 None
Organizational Culture					
Leadership Characteristics					
Organizational Structure					
Organizational Resources					

8) In your opinion are there other factors that determine Implementation of Strategic Plans by county government? Please list them.

PART: C: ORGANIZATIONAL CULTURE

1. On a scale of 5 to 1, please give your assessment on the role of the following aspects of organizational culture on Implementation of Strategic Plans by the county government.

ORGANIZATIONAL CULTURE	1 Very High	2 High	3 Moderate	4 Low	5 None
Norms and beliefs of the county government officials are conducive to Implementation of Strategic Plans?					
The level of teamwork among the county government officials affect effective implementation of strategies by the County Government					
The level of commitment by county officials affect Implementation of Strategic Plans by the County Government					
A poor understanding of the strategy by the county officials affect Implementation of Strategic Plans by the County Government					
Ineffective communication of strategy by the county officials affect Implementation of Strategic Plans by the County Government					
To what extent do ethical practices by county officials affect Implementation of Strategic Plans by the County Government					
To what extent do you think organizational culture of the county government has determined Implementation of Strategic Plans by the County Government?					

SECTION D: LEADERSHIP CHARACTERISTICS

1) In which management level in your organization does most of the decisions on implementation of strategies occur or seem to occur?

Executive Sub-county Administrators

Members of County Assembly Ward Administrators

Impossible to tell

2) On a scale of 5 to 1, please assess the level of involvement of the following people/departments in guiding the Implementation of Strategic Plans by the county government.

SENIOR COUNTY OFFICIALS INVOLVED IN Implementation of Strategic Plans	1 Very High	2 High	3 Moderate	4 Low	5 None
The Executive					
Sub- county Administrators					
Members of County Assembly					
Ward Administrators					

Others: (specify) _____

3) On a scale of 5 to 1, please give your assessment on the role of the following aspects of leadership on Implementation of Strategic Plans by the county government.

LEADERSHIP CHARACTERISTICS ASPECTS	5 Very High	4 High	3 Moderate	2 Low	1 None
Leadership is flexible and open to change					
Leadership does consultation for new idea					
Leadership encourages & motivate new ideas					
Leadership style is enabling effective strategies implementation					
Leadership style influences Implementation of Strategic Plans					
leaders are responsible for effective Implementation of Strategic Plans					
leadership is an important driver of Implementation of Strategic Plans					
leadership contributes positively to the effective implementation of a strategy within the county					
To what extent do you think Leadership Characteristics of the county government has determined the effective implementation of strategies by the County Government?					
To what extent do you think communication of strategic objectives affect implementation of strategies by					

county governments?					
---------------------	--	--	--	--	--

4) How would you describe the flow of communication in your organization?

Top-Down Bottom-Up Multi-Directional

5) How do they receive information on strategic objectives?

Meetings

Newsletters

Posters

Other (specify) _____

6) In your opinion what do you think needs to be done to improve communication on strategic objectives?

SECTION E: ORGANIZATIONAL RESOURCES

1) What are the main resources in the county?

2. Does the county have unique resources that other counties don't have?

Yes No

If your answer in 2 above is yes please list the unique resources

3. On a scale of 5 to 1, please give your assessment on the role of the following aspects of organizational resources on Implementation of Strategic Plans by the county government.

ASPECTS OF ORGANIZATIONAL RESOURCES	5 Very High	4 High	3 Moderate	2 Low	1 None
To what extent do the unique resources affect Implementation of Strategic Plans by the county government?					
To what extent does the organizational human resource contribute to the achievement of the county strategic objectives?					
To what extent does the human resource aspect of selection, training, performance appraisal, and compensation by the county government determine Implementation of Strategic Plans?					
To what extent do finances owned by the county government affect Implementation of Strategic Plans by the county government?					
To what extent does the use of Information Communication Technology (ICT) affect Implementation of Strategic Plans by the county government?					
To what extent do resource allocation affect Implementation of Strategic Plans by county government					
To what extent do you think the					

organizational resources determine Implementation of Strategic Plans by the county government					
---	--	--	--	--	--

4) On a scale of 5 to 1, (where 1 indicates insignificant effect and 5 indicates full effect) please assess the level of involvement of the following in guiding the implementation of strategic plans. Rank these according to their degree of effect in implementation of strategic plans in the county government (Please indicate the rank position)

- Funding has dictated the type of project
- Funding has slowed down implementation
- Accessibility of resources is an obstacle
- Lack of people trained in strategic management
- The strategic objectives are not clear

SECTION F: ORGANIZATIONAL STRUCTURE

1. On a scale of 5 to 1, please give your assessment on the role of the following aspects of organizational structure on Implementation of Strategic Plans by the county government.

ASPECTS OF ORGANIZATIONAL STRUCTURE	5 Very High	4 High	3 Moderate	2 Low	1 None
The line of command affect Implementation Strategic Plans by the county government					
Rate the effect of sharing					

responsibilities and the use of authority by County Government officials in Implementation of Strategic Plans by county government					
To what extent do you think job definition and description of the county officials influence strategy implementation by the county government					
To what extent do you think the organizational structure is a determinant of Implementation of Strategic Plans by the county government?					

SECTION G: Implementation of Strategic Plans

1. To what extent do you think implementation of development projects by county governments in Kenya have been influenced by the following?

VARIABLES	Very High	High	Moderate	Low	None
Organizational culture					
Leadership Characteristics					
Organizational Structure					
Organizational Resources					

2. To what extent do you think public participation by county governments in Kenya has been influenced by the following?

VARIABLES	Very High	High	Moderate	Low	None
Organizational Culture					
Leadership Characteristics					
Organizational Structure					
Organizational Resources					

3. To what extent do you think Financial Viability and Management by the county governments in Kenya is influenced by the following?

VARIABLES	Very High	High	Moderate	Low	None
Organizational Culture					
Leadership Characteristics					
Organizational Structure					
Organizational Resources					

4. To what extent do you think service delivery by the county governments in Kenya has been affected by the following variables?

VARIABLES	Very High	High	Moderate	Low	None
Organizational Culture					
Leadership Characteristics					
Organizational Structure					
Organizational Resources					

THANK YOU FOR YOUR COOPERATION.

APPENDIX 2: List of counties in Kenya Arranged in Alphabetical Order

1. Baringo County
2. Bomet County
3. Bungoma County
4. Busia County
5. Elgeyo Marakwet County
6. Embu County
7. Garissa County
8. Homa Bay County
9. Isiolo County
10. Kajiado County
11. Kakamega County
12. Kericho County
13. Kiambu County
14. Kilifi County
15. Kirinyaga County
16. Kisii County
17. Kisumu County
18. Kitui County
19. Kwale County
20. Laikipia County
21. Lamu County
22. Machakos County
23. Makueni County
24. Mandera County
25. Meru County
26. Migori County
27. Marsabit County
28. Mombasa County

29. Muranga County
30. Nairobi County
31. Nakuru County
32. Nandi County
33. Narok County
34. Nyamira County
35. Nyandarua County
36. Nyeri County
37. Samburu County
38. Siaya County
39. Taita Taveta County
40. Tana River County
41. Tharaka Nithi County
42. Trans Nzoia County
43. Turkana County
44. Uasin Gishu County
45. Vihiga County
46. Wajir County
47. West Pokot County

APPENDIX 3: LETTER OF INTRODUCTION

Dear Respondent,

I am a postgraduate student in the School of Human Resource Development and Procurement, Jomo Kenyatta University of Agriculture and Technology, pursuing a PhD course in Strategic Management. One of the requirements to the award of the degree would be to write a dissertation in my area of specialization. I am carrying out a research study on **DETERMINANTS OF IMPLEMENTATION OF STRATEGIC PLANS BY COUNTY GOVERNMENTS IN KENYA**. You have been selected as one of the respondents for the study. I kindly request you to spare some time from your busy schedule to fill in the attached questionnaire to the best of your knowledge and ability. Please note that the information provided will be used for academic purpose only and will be treated with utmost confidentiality.

Thank you.

JOHN GITAU KAGUMU

HD 418-4742/ 2014

Appendix 4: Letters From The Department Of Etlm



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

**DEPARTMENT OF ENTREPRENEURSHIP, TECHNOLOGY, LEADERSHIP AND
MANAGEMENT**

Telegrams "Uhika"
Tel: (0151) 52181-4, 067- 52711
Fax: (0151) 52164

OFFICE OF THE CHAIRPERSON
P. O. BOX 62000
NAROH

JKU/3/114/22

DATE: 14TH NOVEMBER, 2016

To whom it may concern:

RE: RESEARCH PROJECT FOR: JOHN GITAU KAGL MU HD418-4742/2014


This is to introduce to you **Mr. John Gitau** who is a student pursuing PhD in Strategic Management in the Department of Entrepreneurship, Technology, Leadership and Management, in the School of Entrepreneurship, Procurement and Management, at Jomo Kenyatta University of Agriculture and Technology.

The student is currently undertaking a PhD research on: "**Determinants of Strategy Implementation by County Governments in Kenya**" in partial fulfilment of the requirement for the programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable him obtain the necessary data for the research. Please note that the information given is purely for academic purposes and will be treated with strict confidence.

Thank you.

Yours Sincerely,


14 NOV 2016


Dr. Alice Simiyu

Research Project Coordinator, ETLM Department



JKUAT is ISO 9001:2008 & ISO 14001:2004 Certified
Setting Trends in Higher Education, Research and Innovation

Appendix 5: Letter From Board Of Postgraduate Studies


JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY
DIRECTOR, BOARD OF POSTGRADUATE STUDIES

RECEIVED
14 DEC 2016
SCHOOL OF ENTREPRENEURSHIP, PROCUREMENT AND MANAGEMENT

P.O. BOX 63000
NAIROBI - 00200
KENYA
email: director@eps.jkuat.ac.ke

TEL: 254-067-52711/52783 4
FAX: 254-067-52156/52283

REF: JKU/2/11/HD418-4742/2014

13TH DECEMBER, 2016


JOHN GITAU KAGUMU
C/O SEPM
JKUAT

Dear, Mr. Kagumu,


RE: APPROVAL OF Ph.D. RESEARCH PROPOSAL AND OF SUPERVISORS

Kindly note that your Ph.D. research proposal entitled: "DETERMINANTS OF STRATEGY IMPLEMENTATION BY COUNTY GOVERNMENTS IN KENYA" has been approved. The following are your approved supervisors:-

1. Dr. Esther Waiganjo
2. Prof. Romanus Orihiambo


PROF. MATHEW KINYANJUI
DIRECTOR, BOARD OF POSTGRADUATE STUDIES

Copy to: Dean, SEPM


JKUAT is ISO 9001:2008 certified
Setting Trends in Higher Education, Research and Innovation

Appendix 6: Research Permit



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

Telephone: +254 20 2213471,
2241346, 3310571, 2216436
Fax: +254 20 3 8245 318219
Email: cg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

5th Floor, Uthili House
Uhuru Highway
P.O. Box 20023-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/67377/15073** Date: **16th December, 2016**


John Gitau Kagumu
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Determinants of strategy implementation by county governments in Kenya.*" I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **15th December, 2017.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

THIS IS TO CERTIFY THAT:

**MR. JOHN GITAU KAGUMU
of JOMO KENYATTA UNIVERSITY OF
AGRICULTURE SCIENCE AND
TECHNOLOGY, 0-10303 WANGURU, has
been permitted to conduct research in
Klambu, Kirinyaga, Muranga and
Nyandarua, Nyeri Counties**

**on the topic: DETERMINANTS
OF STRATEGY IMPLEMENTATION BY
COUNTY GOVERNMENTS IN KENYA**

**for the period ending:
15th December, 2017.**


**Applicant's
Signature**

Permit No: NACOSTI/P/16/67377/15073
Date Of Issue: 16th December, 2016
Fee Received: Ksh 2000.




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

CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. Government Officer will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation**

**RESEARCH CLEARANCE
PERMIT**

Serial No. A 12407

CONDITIONS: see back page

Appendix 7: Letter From County Government Of Kiambu

**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF KIAMBU**

Telegraphic Address
"Governor" Kiambu
E-mail: kiambucountygovernment@gmail.com
When replying please Quote Ref No. & Date



County Secretary's Office
Kiambu County
P.O. Box 2344-00966
KIAMBU, KENYA

KCG/ED/12/11/VOL I/10

7th December, 2016

Jon Gitau Kagumu
HD418-4742/2014

**RE: AUTHORITY TO CONDUCT RESEARCH IN KIAMBU COUNTY ON
"DETERMINANTS OF STRATEGY IMPLEMENTATION BY COUNTY
GOVERNMENTS IN KENYA"**

This is in reference to your request to conduct research in Kiambu County on "Determinants of Strategy Implementation by County Governments in Kenya" dated 14th November, 2016.

This is to let you know that you have been allowed to conduct the research.

Ensure that you visit the Sub County Administrators in the Sub Counties you will visit for directions.

A handwritten signature in blue ink, appearing to read 'Fredrick M. Kitema'.

**Fredrick M. Kitema
COUNTY SECRETARY & HEAD OF PUBLIC SERVICE**

CC. All Sub County Administrators Kiambu County – accord him the necessary assistance.

Appendix 8: Letter From County Government Of Kirinyaga



APPENDIX 9: LETTER FROM COUNTY GOVERNMENT OF MURANGA

MURANG'A COUNTY GOVERNMENT



OFFICE OF THE COUNTY SECRETARY/HEAD OF PUBLIC SERVICE

ALL CORRESPONDENCE TO BE ADDRESSED:
THE COUNTY SECRETARY

E-mail: countysecretary@muranga.go.ke
Web: muranga.go.ke

P.O Box 52—10200,
Murang'a,
Kenya
Telephone 060-2030271

Ref: MCG/CS/I/I VOL II (13)

15th March 2017

John Gitau Kagumu
HD418-4742/2014

RE: AUTHORITY TO CONDUCT RESEARCH IN MURANG'A COUNTY ON "DETERMINANTS OF STRATEGY IMPLEMENTATION BY COUNTY GOVERNMENTS IN KENYA"

Reference is made to your letter requesting to be allowed to conduct research and a letter from National Commission for Science, Technology and innovation authorising you to conduct the research.

The county Government of Murang'a authorises you to conduct the research. Ensure you visit respective sub County Administrators to inform them of your presence.

P.K. Mukuria
COUNTY SECRETARY/HEAD OF PUBLIC SERVICE

Copy to: All Sub County Administrators Murang'a County (Please accord him the necessary assistance).

Appendix 10: Letter From County Government Of Nyandarua



REPUBLIC OF KENYA

**COUNTY GOVERNMENT OF NYANDARUA
OFFICE OF THE COUNTY SECRETARY AND
HEAD OF PUBLIC SERVICE**



Telephone: 0202660859
Fax:02026660859
Website:www.nyandarua.go.ke
Email:cs@nyandarua.go.ke

P.O. Box 701-20303
Ol Kalou
Kenya

REF.NYA/CNT.GOV/ADM/1/6

16th March,2017

**ALL SUB COUNTY ADMINISTRATORS
WARD ADMINISTRATORS
NYANDARUA COUNTY GOVERNMENT**

RE: JOHN GITAU KAGUMU HD.418-4742/2014

The above named is PHD student of Jomo Kenyatta University of Agriculture and Technology who is currently undertaking a PHD research on determinants of strategy implementation by County Governments in Kenya.

The purpose of this letter to you is therefore to assist him where possible in filling the questionnaires herewith and any other assistance he might require from you.


KENNEDY D OTWORI

COUNTY SECRETARY
THE COUNTY GOVERNMENT OF
NYANDARUA
P. O. Box 701 - 20303
OLKALOU
Telephone: 020 2660859
Email: info@nyandaruacounty.or.ke

for: COUNTY SECRETARY AND HEAD OF PUBLIC SERVICE

Appendix 11: Letter From County Government Of Nyeri

COUNTY GOVERNMENT OF NYERI



OFFICE OF THE GOVERNOR
DEPARTMENT OF PUBLIC ADMINISTRATION, INFORMATION
& COMMUNICATION

When replying please quote
Our reference no. and date

P.O BOX 1112 10100
FAX NO. 051 2030 537
NYERI.

Email: chtefficerpaic@gmail.com

REF: NCG/PAIC/02/II/54

DATE: 27TH APRIL, 2017.

John Gitau Kagumu
HD418-4742/2014

**RE: AUTHORITY TO CONDUCT RESEARCH IN NYERI COUNTY ON
“DETERMINANTS OF STRATEGY IMPLEMENTATION BY COUNTY
GOVERNMENTS IN KENYA”.**

Reference is made to your letter dated 12th April, 2017 requesting to be allowed to conduct research and a letter from National Commission for Science, Technology and Innovation authorizing you to conduct research.

The department of Public Administration, Information and Communication authorizes you to conduct research. The Sub County Administrations have been notified of your presence and they will further direct you to the Sub County Head of Departments and Ward Administrators.

PAULINE NDEGWA
For: Ag. CHIEF OFFICER
PUBLIC ADMINISTRATION, INFORMATION AND COMMUNICATION.

Copy to: All Sub County Administrators.

Appendix 12: Letter From County Commissioner Muranga

REPUBLIC OF KENYA



THE PRESIDENCY
MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT

Telephone: 060-2030467
Email: comuranga@gmail.com

COUNTY COMMISSIONER
MURANG'A COUNTY
P. O. BOX 7-10200
MURANG'A

When replying please quote

REF.NO.PUB.24/11/VOL.II/194 **9TH March, 2017**

John Gitau Kagumu
Jomo Kenyatta University Of Agriculture
And Technology
P.o Box 62000-00200
NAIROBI.

RE: RESEARCH AUTHORIZATION.

In reference to a letter NACOSTI/P/16/67377/15073 dated 16th December, 2016 from the National Commission for Science, Technology and Innovation regarding the above subject, You are hereby authorized to carry out research on "***Determinants of strategy implementation by County Governments in Kenya***" for a period ending 15th December, 2017.




FELIX O. CHESSA
For: **COUNTY COMMISSIONER**
MURANG'A COUNTY.

Appendix 13: Letter From County Commissioner Kirinyaga



THE PRESIDENCY
MINISTRY OF INTERIOR AND COORDINATION
OF NATIONAL GOVERNMENT

Telegrams "COMMISSIONER" Kerugoya
Telephone. 21053 Kerugoya
countycommissionerkirinyaga@gmail.com

COUNTY COMMISSIONER
KIRINYAGA COUNTY
P.O. BOX 1
KERUGOYA

ADM 1/23 VOL.I/170

19TH: JANUARY 2017

John Gitau Kagumu
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI

RE: RESEARCH AUTHORIZATION

You have been authorized to conduct research on "***Determinants of strategy implementation by county governments in Kenya,***" in Mt. Kenya Region, for a period ending 15th December 2017.

By a copy of this letter the Deputy County Commissioners, Kirinyaga County and County Director of Education are requested to accord you the necessary assistance.

LINET B. OBWOYE
FOR: COUNTY COMMISSIONER
KIRINYAGA COUNTY

C.C.

All Deputy County Commissioners
Kirinyaga County

County Director of Education
Kirinyaga County

Appendix 14: Letter From County Commissioner Nyandarua



THE PRESIDENCY
MINISTRY OF INTERIOR AND COORDINATION
OF NATIONAL GOVERNMENT

Telegrams:
Fax No. 020-2196509
E-mail. county.nyandarua@ys.aoc.com
When replying please quote

COUNTY COMMISSIONER
NYANDARUA COUNTY
P.O. BOX 3
OL KALOU

Ref. CTY/CORR.3/3 VOL.1/136

17th February, 2017

John Gitau Kagumu
Jomo Kenyatta University of Agriculture
And Technology
P.O. Box 62000-00200
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on, "*Determinants of Strategy implementation by County Government in Nyandarua County*," I am pleased to inform you that you have been authorized to undertake research in Nyandarua County for the period ending **15th December, 2017**.

You are advised to report to all Deputy County Commissioners, Nyandarua County before embarking on the research project.


JANE N. NGURE
FOR: COUNTY COMMISSIONER,
NYANDARUA COUNTY

CC. Deputy County Commissioners
NYANDARUA COUNTY