

European Journal of Business and Strategic Management (EJBSM)

INFLUENCE OF INTERNAL FACTORS ON STRATEGY IMPLEMENTATION IN MACHAKOS COUNTY GOVERNMENT, KENYA

Linda Mutuku and Dr. Sedina Misango, PhD



Strategy

INFLUENCE OF INTERNAL FACTORS ON STRATEGY IMPLEMENTATION IN MACHAKOS COUNTY GOVERNMENT, KENYA

^{1*}Linda Mutuku

¹Post graduate student: South Eastern Kenya University, Kenya

*Corresponding author email: mutukulinda3@gmail.com

² Dr. Sedina Misango, PhD

Lecturer: School of Business and Economics: South Eastern Kenya University

Kenya

smisango@seku.ac.ke

Abstract

Purpose: Despite the critical role played by County Governments in strategic planning, they are faced by inability to implement the strategies effectively leading to poor performance characterized by several challenges such as: misappropriation of funds, corruption, delay in services and poor service delivery. The purpose of the study was to determine the influence of internal factors on strategy implementation in Machakos County Government.

Methodology: This study adopted cross-sectional survey research design. The population of the study was 1962 staff of Machakos County Government drawn from the different departments of Machakos County Government. Stratified sampling was applied to select 196 respondents from the population. Questionnaires having open and closed ended questions relating to the objectives were used to collect primary data. Both descriptive and inferential statistics were applied in the study to analyze data from the questionnaires. SPSS version 24.0 software was used to code and analyze data and findings tabulated and presented in forms of tables.

Results: The findings in regards to the influence of leadership skills on strategy implementation showed that the relationship between the leadership in place and subordinates was significant with a beta coefficient of 0.302. The study also found out that: Training employees is key to strategy implementation with a coefficient of 0.429.; Resource allocation played a big role in ensuring strategy implementation with a coefficient of 0.279. The respondents were in agreement that the management should involve them at all times in strategy implementation with a coefficient of 0.040. The study concluded that Strategic implementation in County governments is not guided by any explicit policy guideline from the national government and that most leaders charged with strategy implementation lack skills and knowledge on strategic formulation and hence cannot offer effective leadership to the process.

Unique Contribution to Theory, Practice and Policy: The study therefore recommends the following: County governments to draw and disseminate policy guidelines on formulation of strategic plans for it to be embraced as a management tool; Government training institutions to include strategic implementation topic into their curriculum so that all cadres of employees are equipped with needed skills and knowledge.

Key Words: *Strategy Implementation, Leadership Skills, Employee Involvement, Employee Training, Resource Allocation*

1.0 INTRODUCTION

1.1 Background of the Study

Strategy implementation is seen as an art rather than a science (Noble, 2009). The way strategies are crafted and implemented determines whether an organization may succeed, survive or die (Kihara, 2016). Formulating an effective strategy is difficult but implementing it throughout the organization is even more difficult (Hrebiniak, 2006). According to a survey by Allio (2005), 57 percent of organizations are not able to implement strategies effectively. Strategy implementation is one of the biggest management challenges facing all forms of organizations (Chinese white paper on strategy implementation, 2006). The white paper survey further indicated that 83 percent of surveyed organizations did not implement their strategies effectively. Of all the phases of strategic planning process, strategy implementation is the most demanding and time consuming. Strategy implementation involves collecting resources, motivating employees, establishing supportive culture and creating a supportive compensation scheme (Thompson & Strickland, 2008).

Globally, organizations are experiencing environmental dynamics such as development of new products, development of new technology, increasing competition, changing customer needs, economic fluctuations, social changes and globalization (Kihara, 2016). This way then, organizations must formulate and implement effective strategies to counter these dynamics. In the United Kingdom, Andrews, Boyne & Walker (2011) did a research on Strategy implementation and public service performance. The findings, suggests that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained. In Zimbabwe Winfred (2016) did a research on the impact of organizational culture and strategy implementation on commercial bank performance in Zimbabwe. The results of the study show that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance.

Kenyan Constitution (2010) led to formation of national Government and County Governments hence some of the functions which were previously done by the central Government were devolved to the County Governments. This constitutional change called for appropriate strategic interventions by County Governments so as to align themselves with the environment in which they operate (Kagumu, 2018). The County Government Act 2012 specifies key plans that each County is expected to generate and these are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. These plans are interrelated as they deal with different aspects of development and it is what the Annual budgets are to be based on. However, counties are they are faced with challenges in implementing the different plans. According to Abass, et al, (2017) County Governments are tasked to see to it that the policies crafted by the central Government are implemented for the good of its citizens. He further observes that for County Governments to improve their performance, they should come up with clear policies and way forward on strategy implementation.

1.1.1 Internal Factors Affecting Strategy Implementation

Strategic managers need to look beyond scanning and analyzing the external environment, for opportunities and threats, to scanning within the organization to identify internal strategic factors

which enhance their competitive advantage (Tolbert & Hall, 2009). The internal environment is controllable and manageable through planning and consists of factors such as current employees, management systems and organizational culture (Kibera, Munyoki & Njuguna, 2014). Wheelen and Hunger (2008) recon that the internal environment of an organization consists of variables that are within the organization itself and are not usually within the short-run control of top management: Such as; organizational structure, organizational culture, financial, physical and human resources, Leadership Skills, Employee Involvement and Employee Training.

Leaders in organizations are responsible in ensuring strategy is effectively communicated (Abass et al, 2017). Lack of commitment from top leadership affects strategy implementation since it involves the management of an organization to provide forethought guidance and cohesion to a group with a common mission. This means that the key to leadership is influence and reciprocal relationship between the leader and the follower in the process of attempting to achieve their mission (Sababu, 2007). Lack of commitment by organizational leaders impacts strategy implementation because it entails managing the organization so as to provide guidance and cohesion to group of employees with a common purpose. The type of leadership in an organization determines success of strategy implementation. It can be democratic or laissez-faire or autocratic style. For successful strategy implementation, leaders should motivate employees during strategy execution (Wheelen & Hunger 2012).

Organizational resource includes; human, financial, physical and technological resources. Successful strategy implementation requires adequate resources. Most organizations fail in strategy implementation due to limited resources (Abass et al 2017). Resource allocation is the vital management activity that allows policy execution. Most institutions resources revolve around financial, physical, human, technological and good. There are some factors that hinder rational resource allocation and these include nepotism, tribalism, organizational politics, and lack of training and managerial skills among managers (Pearce et al, 2011).

According to Sofijanova and Chatleska (2013), employee participation entails a process of involvement and empowering employees in order to give their input for stellar individual and Organizational performance. Involvement means employee participation in decision making and problem solving, and increased autonomy in work processes. This makes employees to be more motivated, more committed, more productive and more satisfied with their work. Basic dimensions of involvement are: employee participation (as individuals or in teams), empowerment and self-managed teams. Rotich and Odero, (2016) define employee training as the process of identifying, assuring, and developing, through planned activities, the knowledge, skills, and abilities that employees need to help them perform their current and future job responsibilities in state agencies to the greatest extent possible.

1.1.2 Strategic Implementation

Strategy implementation involves converting a strategy into action and it is said to be successful if the organization achieves its objectives and expected financial and non-financial performance (Hrebiniak, 2006). Strategy implementation is concerned with translating a strategy into an action throughout an organization. Strategy implementation entails two main phases namely: operationalization of strategy and institutionalization of strategy. Strategy operationalization involves breaking long-term corporate objectives to operational short-term objectives and

coming up with departmental strategies and drawing action plans to achieve the objectives. When operationalizing a strategy, responsibilities are assigned to specific people, strategy supportive budgets put in place and employees aligned to strategy. Strategy institutionalization involves developing organizational capability that will support the new strategy (Arshad, 2012).

1.2 Statement of the Problem

The concept of Devolution Government introduced in Kenya in the year 2013 was aimed at bringing service delivery closer to people in the most effective and efficient manner. Despite the critical role played by County Governments in strategic planning, they are faced by inability to implement the strategies effectively leading to poor performance characterized by several challenges such as: misappropriation of funds, corruption, delay in services and poor service delivery (Abass et al., 2017). A study by Transparency international (TI) (2013) revealed that 41 percent of Kenyans were not satisfied with the performance of their County Governments in service delivery despite the fact that Counties have the County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans well drawn out on paper. This raises questions as to what County Governments are doing to ensure that their strategic implementation processes enhance organizational performance so as to reduce the dissatisfaction to zero. Various researches have been carried out on strategy implementation and performance by many scholars, however few have been conducted on the influence of internal factors of strategy implementation. Andrew, Boyne, Law & Walker (2011) conducted a research on strategy implementation and public service performance but not in the county governments and found out that that public organizations need to achieve a fit between strategic orientation and style of implementation if higher levels of performance are to be attained. 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. Kagumu (2018) carried out a study to evaluate the determinants of implementation of strategic plans by county governments in Kenya based in the central region. The study confined itself to only four conceptualized determinants being organizational culture, leadership characteristics, organizational resources, and organizational structure. 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. The researcher recommended that a similar study should therefore be carried out using those other factors not used in his study. This study seeks to therefore, narrow the research gap by identifying some of the influence of internal factors of strategy implementation in Machakos County Government in Kenya.

1.3 Objectives of the Study

The general objective of the study was to determine the influence of internal factors on strategy implementation in Machakos County Government, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

The study was guided by two theories, contingency theory of leadership and resource-based view theory:

2.1.1 Contingency Theory of Leadership

The Contingency Theory developed by Fed Fielder in 1958 assumes that styles are fixed, and that they cannot be adapted or modified. A leader is most effective when his or her attributes and style of leadership is matched with the situation and environment around them. The Contingency theory is not concerned with having the leader adapt to a situation, rather the goal is to match the leader's style with a compatible situation. To make best use of this theory, it is important to find what style a leader has (Gupta, 2009).

The Contingency theory can be used to create leadership profiles for organizations, in which certain styles can be matched with situations that have proven to be successful. Companies can know what type of person would fit in each position of the organization whenever there is an opening. This theory also helps to reduce what is expected from leaders, and instead puts emphasis on finding a match to the situation (Gupta, 2009). This theory, although complex, is very useful in matching professionals to the right situations and determining the best person for a job. The theory will be relevant to Machakos County in matching professionals to the right situations and determining the best person for a job to ensure organizational performance.

2.1.2 Resource Based View Theory (RBV)

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. According to Pfeffer (2000), resources are inputs into the production process and they can be tangible or intangible. Tangible resources are 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. Sustainable competitive advantage is based on ownership of a firm's specific resources. It is not the resource type as such that matters but how the resource is employed, according to Peteraf and Bergen (2003). The Resource Based View theory will be 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.

2.2 Empirical Review

2.2.1 Influence of Leadership Skills on Strategy Implementation

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.

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 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.

Igbaekemen (2014) carried out a research on the impact of leadership styles on organizational performance. The results indicated that for any organization to survive, appropriate impact of leadership on the employee must be followed this will contribute to the better understanding of the need for adopting of Democratic, participative leadership in an organization, which will enhance organizational effectiveness. The leadership style in a given organization will influence how the chosen strategies will be implemented. Organizational structure, delegation of responsibilities, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in a particular organization.

2.2.2. Influence of Employee Training on Strategy Implementation

Rotich and Odero, (2016) in their study on factors influencing strategy implementation on the performance of commercial banks in Kenya, a case of co-operative bank of Kenya. The study concluded that training affects strategy implementation. The study further established that training was meant to improve employee performance by increasing the employees' ability to perform, creating and sharing an organizational goal, acting as a role model, training and development programmes are designed to educate employees beyond the requirements of their current position. The study recommended that there is need to train employees as employee training was found to affect strategy implementation to great extent which led to improved organizational performance.

Abass, Munga, and Were, (2017) in their study on the relationship between strategy implementation and performance in county governments of Kenya: A case study of Wajir County government concluded that training on strategic implementation had a significance and positive relationship to organizational performance. They recommended that County government leaders should support and facilitate employees with necessary skills and knowledge to ensure successful strategy execution.

2.2.3 Influence of Resource Allocation on Strategy Implementation

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. 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.

2.2.5 Influence of Employee Involvement on Strategy Implementation

Staff involvement in strategic decisions is important in every organization since the staffs are supposed to be directly involved in the implementation of strategies (Wairimu&Theuri,2014). Henry (2008) states that employees may not own strategy that is from senior management only without their input. Kivuva (2015) asserts that employee involvement in strategy implementation has immense benefits that can be experienced in an organization. In order to gain a competitive edge in a dynamic business environment it is thus important for managers to engage and involve employees in strategic decisions and effectively steer through challenges. Since employees are the engine that drives productivity and results, they play an important role in strategy implementation.

A study by Al-Kandi, Asutay and Dixon (2013) on three strategic cases indicated that employee involvement occurred when the strategic decision was made by top management (decision makers), although the people who implement the strategy (implementers) were also clearly involved in this process and their number is probably greater than those who actually made the decision. Therefore, their initial responsibility, besides involvement, is to map and design the strategic plan for the entire project, including the roles, responsibilities, goals, and objectives. The involvement process for all managers and implementers on all organizational levels is perceived as a crucial factor in the implementation process and it is of paramount importance for successful implementation.

3.0 RESEARCH METHODOLOGY

This study adopted cross-sectional survey research. The population of the study was 1962 staff of Machakos County Government. Stratified sampling was used where by a random sample of 10% (196 employees) was drawn from the 1962 employees, in the 12 departments to get the sample size of 196 staff from the population. Questionnaires having open and closed ended questions relating to the objectives were used to collect primary data. Both descriptive and inferential statistics were applied in the study to analyze data from the questionnaires. SPSS version 24.0 software was used to code and analyze data and findings tabulated and presented in forms of tables. A pilot study was carried out in the neighboring County of makueni where nineteen respondents were randomly sampled. The pilot study aimed at testing the validity and

reliability of the questionnaires in gathering the data required for purposes of the study. Test-retest method was used to measure reliability to ascertain similarity. The Cronbach Alpha scale was 0.846 showing a more internal consistency. The regression model used was; $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

4.0 RESEARCH FINDINGS

4.1 Response Rate

The study targeted 196 employees. Out of the 196 questionnaires distributed 185 were filled and returned forming a response rate of 94%. Nachmias and Nachmias (2004) advised that researchers face a challenge of low response rate that rarely goes above 50%. They further argued that a response rate of 50% and above is satisfactory and represents a good basis for data analysis.

4.2 Descriptive statistics

From the findings, Majority 56% (104) of the respondents were female while 44% (81) were male. This shows that the study considered both genders. From the findings, majority 32% (59) of the respondents were aged between 40-49 years, 26% (48) were between ages 30-39 and also the same percentage for 50 years and above and 16% (30) between ages 21-29. This means that individuals with different age group work together in the county governments. From the findings, majority 29% (53) had served between 11-15 years, 26% (48) between 6-10 years, 22% (41) between 16-20 years, 16% (30) for 21 years and above and 7% (13) for 0-5 years. This shows most employees have worked in the organization long enough to provide the information needed for this study. From the research findings, majority 37% (68) had attained a bachelor's degree, 36% (67) had attained college education and 27% (50) had attained a master's degree. This shows that individuals with different academic qualifications work in the County government. Therefore, they were able to provide the information needed for the study. As shown in figures 1-4 respectively.

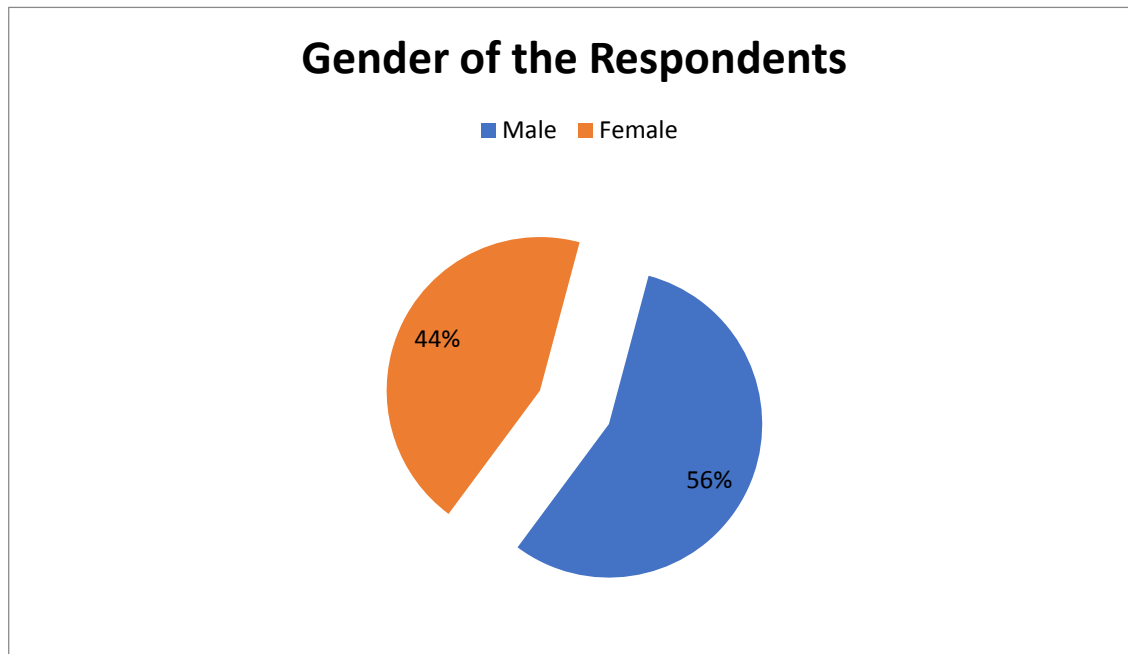


Figure 1: Gender of the Respondents

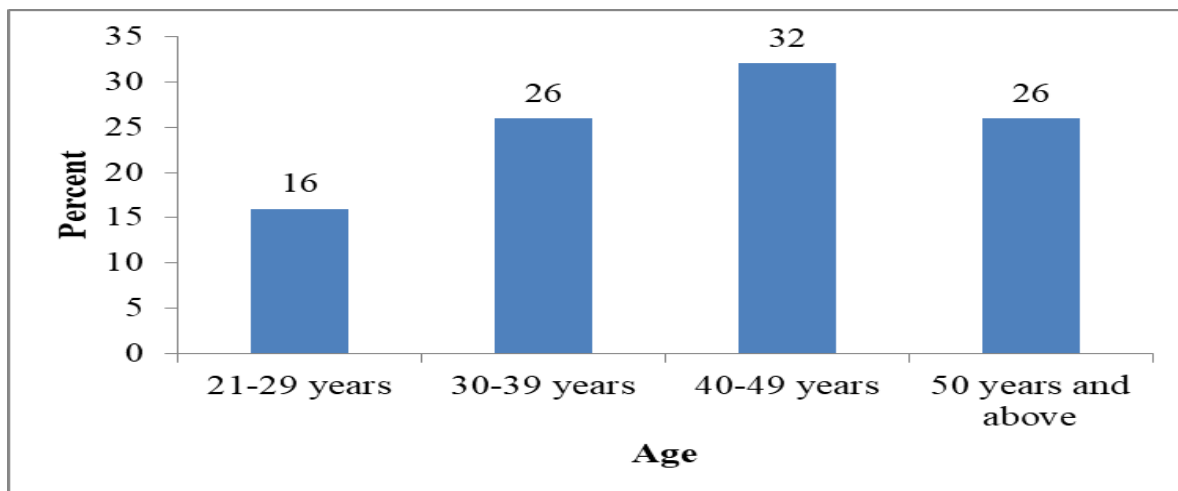


Figure 2: Age Category of Respondents

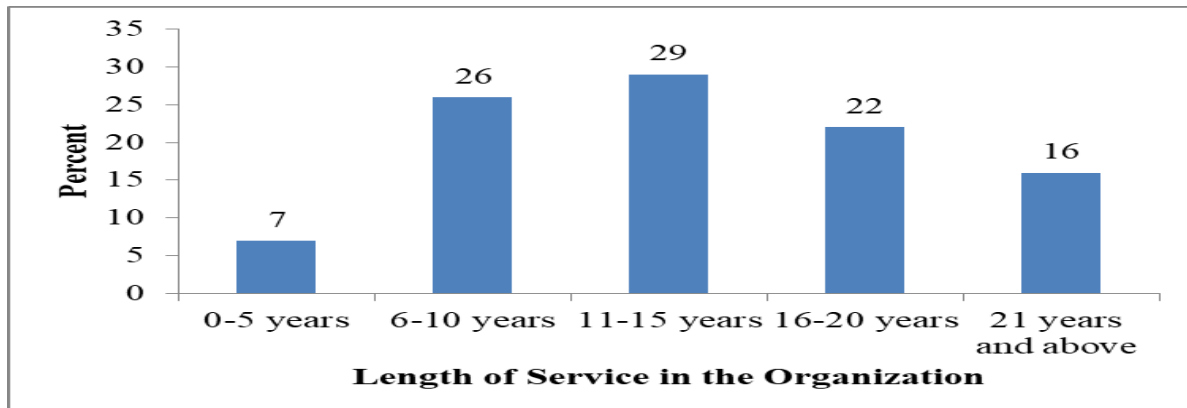


Figure 3: Respondents' Length of Service in the Organization

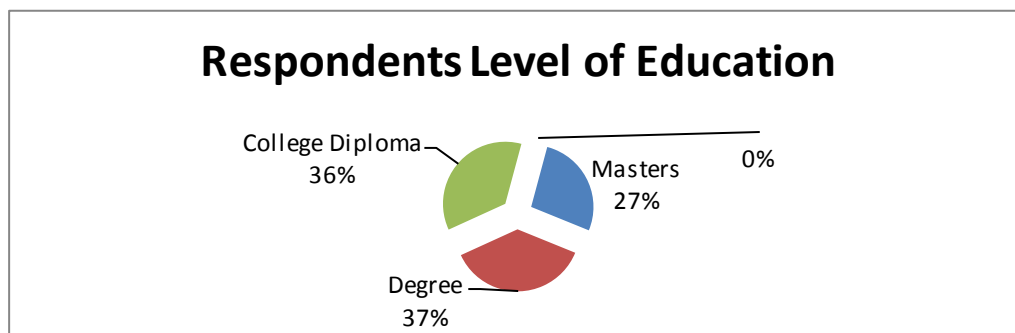


Figure 4: Respondents Level of Education

4.3 Inferential statistics

The researcher carried out a multiple regression analysis to accurately estimate the relationship between independent and dependent variables. The correlation and regression analysis results are presented in this section.

4.3.1 Correlation Analysis

The study sought to establish the strength of the association that existed among the study variables. The summary of the results in presented in Table 1 below.

Table 1: Association between Internal Factors and Strategy Implementation

| | | leadership skills | Employee Training | Resource Allocation | Employee Involvement | Strategy Implementation |
|-------------------------|---------------------|-------------------|-------------------|---------------------|----------------------|-------------------------|
| Leadership skills | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| | N | 185 | | | | |
| Employee training | Pearson Correlation | .501** | 1 | | | |
| | Sig. (2-tailed) | .005 | | | | |
| | N | 185 | 185 | | | |
| Resource Allocation | Pearson Correlation | .565** | .504** | 1 | | |
| | Sig. (2-tailed) | .005 | .000 | | | |
| | N | 185 | 185 | 185 | | |
| Employee involvement | Pearson Correlation | .524** | .415** | .506** | 1 | |
| | Sig. (2-tailed) | .002 | .000 | .000 | | |
| | N | 185 | 185 | 185 | 185 | |
| Strategy Implementation | Pearson Correlation | .521** | .452** | .565** | .632** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 185 | 185 | 185 | 185 | 185 |

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

A positive correlation coefficient of .521 (or 52.1%) existed between leadership skills and strategy implementation which means that there is a strong relationship between leadership skills and strategy implementation. These findings concur with the findings by Abass et al, (2017) who affirmed that leaders in organization are responsible in ensuring strategy is effectively communicated and that lack of commitment from top leadership affects strategy implementation since it involves the management of an organization to provide forethought guidance and cohesion to a group with a common mission. There was a positive correlation coefficient of .452 (or 45.2%) between employee training and strategy implementation. This indicates that there is a strong relationship between the independent variable (employee training) and dependent variable (strategy implementation).

From the table 1 above, it can be observed that there was positive correlation coefficient of .565 (or 56.5%) between resource allocation and strategy implementation. This is a clear indication there is a strong relationship between resource allocation and strategy implementation. The

findings agree with findings by Bosset et al. (2003) who completed an examination to explore the connection among decentralization and value of resource allocation in Colombia and Chile. The findings proposed that decentralization can enhance value of resource allocation yet under specific conditions and with some particular approach instruments.

From table 1 above, it can be observed that there was positive correlation coefficient of .632 (or 62.3%) between employee involvement and strategy implementation. This shows that employee involvement strongly predicts strategy implementation. The findings concur with recommendations by Devas and Grant (2003) that increased involvement of the people in governance increases accountability. To do this well the people should be able to access accurate information on how the local government carry's its work, about the accounts and other financial records, performance, service level and the resources available. These indicators can be assessed by use of the available record of information that is easily available, existing structures of account notability on demand and supply and information asymmetric levels in the county government.

4.3.2 Regression Results

4.3.2.1 Model of Fitness

The results of the model's coefficient of determination are presented and discussed in Table 2 below. To answer the research questions, regression analysis was run to ascertain the nature of the effect of the internal factors on strategy implementation. The results of the model's coefficient of determination are presented and discussed in Table 2 below.

Table 2: Model Fitness

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|----------|-------------------|----------------------------|
| .742 | .551 | .550 | 1.74475 |

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Leadership skills, Employee training, Resource Allocation and Employee Involvement.

As can be observed in Table 2 above, the regression model of strategy implementation coefficient of determination R Square was 0.551 and R was 0.742. The coefficient of determination R Square indicated that 55.10% of the variation on strategy implementation can be explained by the set of independent variables, namely; X1= leadership skills, X2= employee training, X3= resource allocation and X4= employee involvement. The remaining 44.9% of variation in strategy implementation can be explained by other variables not included in this model. This demonstrates that the model has a solid match since the esteem is over 5%. This concurs that R-squared is dependably somewhere in the range of 0 and 100%: 0% which shows that the model clarifies none of the variability of the response data around its mean and 100% demonstrates that the model clarifies the variability of the response data around its mean. In general, the higher the R-squared, the better the model fits the data. In general, the higher the R-squared, the better the model fits the data. The adjusted R square is slightly lower than the R square which implies that the regression model may be over fitted by including too many

independent variables. Dropping one independent variable will reduce the R square to the value of the adjusted R-square.

The study findings in Table 2 above indicate that the four variables considered in the study (Leadership skills, Employee Training, Resource Allocation and Employee Involvement) had a positive association with strategy implementation ($r = 0.742$). Further, the results show that Leadership skills, Employee Training, Resource Allocation and Employee Involvement explained 55% of the change in strategy implementation in Machakos County ($r^2 = 0.551$). This suggests that 45% of the change in strategy implementation is explained by other factors that were not included in the model.

4.3.2.2 Analysis of Variance (ANOVA)

The study further used Analysis of Variance (ANOVA) test to determine the influence that independent variables have on the dependent variable in the overall regression model and findings are presented in Table 3 below. Green and Salkind (2003) posit that Analysis of Variance helps in determining the significance of relationship between the research variables. The results of Analysis of Variance (ANOVA) for regression coefficients in Table 3 below reveals the value of F (2.582) being significant at 95% confidence level. The value of F is large enough to conclude that the set coefficients of independent variables are not jointly equal to zero. This implies that at least one of the independent variables has an influence on the dependent variable. Table 3 below show that the regression model had a significant predictive power $P=0.0136 < 0.05$. These findings suggest that Leadership skills, Employee Training, Resource Allocation and Employee Involvement could significantly influence strategy implementation in Machakos County Government.

Table 3: Analysis of variance (ANOVA)

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|--------------------|
| 1 | Regression | 31.445 | 4 | 7.861 | 2.582 | .0136 ^b |
| | Residual | 1047.184 | 183 | 3.044 | | |
| | Total | 1078.629 | 184 | | | |

4.3.2.2 Regression of coefficients

Table 4 Beta Coefficients, Overall Multiple Regression

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|----------------------|-----------------------------|------------|---------------------------|-------|------|
| | β | Std. Error | | | |
| (Constant) | 5.387 | 1.427 | | 3.776 | .000 |
| Leadership skills | .302 | .203 | .081 | 1.489 | .027 |
| Employee training | .429 | .217 | .107 | 1.981 | .028 |
| Resource Allocation | .279 | .223 | .068 | 1.247 | .036 |
| Employee involvement | .040 | .140 | .015 | .288 | .041 |

a. Dependent Variable: strategy implementation

$$Y = 5.387 + 0.302X_1 + 0.429X_2 + 0.279 X_3 + 0.040X_4$$

Table 4 above presents the beta coefficients of all independent variables versus dependent variable (strategy implementation). As can be observed from 4 above, leadership skills (X_1) had a coefficient of 0.302 which is greater than zero. The t statics is 1.489 which has a p-value of 0.027 which is less than 0.05 implying that the coefficient of X_1 is significant at 0.05 level of significance. This shows that leadership skills had a significant positive influence on strategy implementation. This shows that a one-unit improvement in leadership skills results to improvement in strategy implementation by 0.302 units holding other factors constant. The coefficient of employee training (X_1) was 0.429 which was greater than zero. The t statistic of this coefficient is 1.981 with a p value of 0.028 which is less than 0.05. Since the coefficient of X_2 is significant, it shows that a one-unit improvement in employee training results to improvement in strategy implementation by 0.429 units holding other factors constant.

Table 4 also shows that resource allocation (X_3) had a coefficient of 0.279 which is greater than zero. The t statics is 1.247 which has a p-value of 0.036 which is less than 0.05 implying that the coefficient of X_3 is significant at 0.05 level of significance. This shows that resource allocation had a significant positive influence on strategy implementation. That a one-unit improvement in resource allocation results to improvement in strategy implementation by 0.279 units holding other factors constant Table 4 further shows that employee involvement (X_4) had a coefficient of 0.040 with a t static of 0.288 which has a p-value of 0.041 which is less than 0.05. This implies that the coefficient of X_4 is significant at 0.05 level of significance. This shows that a one-unit improvement in employee involvement results to improvement in strategy implementation by 0.041units holding other factors constant.

5.0 SUMMARY, CONCLUSSION AND RECOMMENDATIONS

5.1 Summary of the findings

The study established that leadership skills significantly influenced strategy implementation ($P= 0.027 \leq 0.05$). According to the study, leadership has been cited as a necessary component for strategic implementation process. The study noted that leaders in county government communicate the developed strategies to the staff for implementation and that strategies are communicated effectively to all parties involved in its implementation.

The study also established that employee training is key to successful strategic implementation. Employee training was found to statistically influence strategy implementation ($P= 0.028 \leq 0.05$). These findings concur with the study by Rotich and Odero, (2016) on factors influencing strategy implementation on the performance of commercial banks in Kenya, a case of co-operative bank of Kenya.

The study further established that resource allocation statistically influenced strategy implementation with ($P= 0.036 \leq 0.05$). It can therefore be deduced from these findings that when planning resource allocation, factors such as population; the need and demand for services; the current distribution of facilities personnel and services should be considered. The study also established that the use of information communication technology is key aspect in strategy implementation. These findings agree with findings by Kibicho (2015) who carried out a study on Determinants of Implementation of Strategic Plans success in the Insurance Industry in Kenya

which concluded that resource strength significantly determines Implementation of Strategic Plans success among insurance companies in Kenya.

From the findings of this study it was evident that employee involvement has a positive influence on strategy implementation ($P= 0.040 \leq 0.05$). These findings agree with the findings of Kivuva (2015) who asserted that employee involvement in strategy implementation has immense benefits that can be experienced in an organization.

5.2 Conclusion

The study concluded that leaders in organization are responsible in ensuring strategy is effectively communicated and that lack of commitment from top leadership affects strategy implementation since it involves the management of an organization to provide forethought guidance and cohesion to a group with a common mission. The training of employees has a positive effect on strategy implementation as it improves employee performance by increasing the employees' ability to perform, creating and sharing an organizational goal. The study also concluded that when planning resource allocation, factors such as population; the need and demand for services; the current distribution of facilities personnel and services should be considered. The equitable distributions of financial resources at local levels require that it be based on the key principles of equity, efficiency and affordability, there is need to go beyond the generalized approach and focus on the cost of delivering specific services, equitable utilization of resources requires adequate planning and budgeting for different types and amount of services to be delivered depending on the needs of the population. Employee involvement on all organizational levels is perceived as a crucial factor in the implementation process and it is of paramount importance for successful implementation.

5.3 Recommendations

Based on the study findings, the county governments should consider, though not be limited to, the following recommendations to ensure successful strategic formulation and implementation:

There is need to draw, review and harmonize policies on county governments strategic implementation. The study found no existing policy explicitly requiring county governments to draw strategic plans. The national government should provide a policy framework making it compulsory for county governments to have a strategic plan and also have a mechanism in place to ensure that they comply. The policy should also be disseminated to HR Trainers and head of departments to include strategic implementation in their training plans to ensure that employees have the requisite skills and attitudes to strategic implementation. Such a framework would enhance county government management leading to effectiveness and efficiency in pursuit of organizational goals.

Government training institutions for instance Kenya school of government should include strategic implementation topic into their curriculum so that all cadres of employees will be empowered with skills and knowledge. This would make them aware of the strategic implementation Approaches so that they can choose the approaches that are most appropriate for their individual counties. In-service training should be organized for new recruits to build their capacity so that they too would effectively participate and contribute to strategic formulation.

Such capacity building and empowerment would also guarantee uniformity and high standards of strategic plan documents produced by county governments.

The county governments should empower the head of departments, and other administrators involved in strategic planning to provide effective leadership to the process by equipping them with requisite knowledge and skills through in-serve training. Further, training of employees at all levels should include strategic planning in the training programs so that the employees entering the service have the right attitude, skills and competences in strategic management.

The human resource department should be developed through training and in-servicing facilitated by the national government, to acquire skills and knowledge that would enable them to be effective in the strategic formulation process. Training funds should also be availed for purpose of strategy formulation. The levying or disbursement of such funds to county governments by national government should be timely and adequate for effective planning and implementation of strategies.

REFERENCES

- Abass, M. M. (2017). The Relationship Between Strategy Implementation And Performance In County Governments Of Kenya:A Case Study Of Wajir County Government. *International Academic Journal Of Human Resources And Business Administration*, 2(3), 381-401.
- Abuya, B.A. (2011). Implementation Of Strategic Plans Challenges At Action Aid Kenya. *Unpublished, MBA Thesis University Of Nairobi*.
- Al-Kandi,I . Asutay,M. Dixon,R. (2013). Factors Influencing The Strategy Implementation Process And Its Outcome: Evidence From Saudi Arabian Banks. *Journal Of Global Strategic Management*, Vol 7 (2), 5-15.
- Allio, M. (2005). A Short ,Practical Guide To Implementing Strategy. *Journal Of Business Startegy*, 26(12-21).
- Andrew, R., Boyne,A. Law,J & Walker R. (2011). Sage Journals. *Strategy Implementation And Public Service Performance*, Volume: 43 Issue: 6, Page(S): 643-671 .Arshad, A. (2012). Net Present Value Is Beter Than Internal Rate Of Return . *Interdisciplinary Journal Of Contemporary Research In Business*, 4(8), 211-219.
- Bosset,T. Giedion,U. Larranaga, O. And Arbelaez,J. (2003). Decentralization And Equity Of Resource Allocation: Evidence From Colombia And Chile. *Bulletin Of The World Health Organisation*, 81(2):95-100.
- Devas,N & Grant,U. (2003). Local Government Decision- Making - Citizen Participation And Local Accountability: Some Evidence From Kenya And Uganda. *Public Admistration And Development*, 307-316.
- Green S.B, Salkind N.J & Green S.B. (2003). *Using Spss For Windows And Macintosh: Analyzing And Understanding Data*. Upper Saddle River,N.J: Prentice Hall.
- Henry , A. (2008). *Understanding Strategic Management*. London: Oxford University Press.

- Hrebiniak, L. (2006). Obstacles To Effective Strategy Implementation. *Organizational Dynamics*, 35,12-31.
- Igbaekemen, G.O. (2014). Impact Of Leadership Style On Organization Performance: A Strategic Literature Review. *Public Policy And Administration Research*, Vol 4(9) PP.126-136.
- Kagumu, J. G. (2018). Determinants Of Implementation Of Strategic Plans By County Governments In Kenya. *Unpublished*.
- Kenya Constitution (2010). Nairobi: National Council For Law Reporting.
- Kibera, P.F. & Njuguna J.W, Munywoki D.J,& (2014). Influence Of Internal Organizational Environment On Performance Of Community Based Hiv And Aids Organizations In Nairobi County. *European Scientific Journal*.
- Kibicho, P. (2015). Determinants Of Strategy Implementation Success In The Insurance Industry: A Survey Of Insurance Companies In Kenya. *International Journal Of Business And Social Science*, 6(4),74-91.
- Kihara, P. B. (2016). Relationships Among Structural Adaptation Strategy Implementation And Performance Of Small And Medium Manufacturing Firms In Thika Sub-County, Kenya. *British Journal Of Applied Science & Technology*.
- Kivuva .W. (2015). Effects Of Employee Involvement In Strategic Management Implementation. *International Jornal Of Advanced Research*, 3(8), 164-171.
- Mutie, J.M & Irungu, D.N. (2014). Determinants Of Successful Strategic Plan Implementation: Lessons From The Church Commissioners For Kenya. *European Journal Of Business And Management* , Vol.6, No.33, 2014 .
- Nachmias, C. & Nachmias,D. (2004). *Research Methods In The Social Sciences(5th Edition*. London: Arnold Publishers.
- .
- Noble, C.H. (2009), Implementing Marketing Strategies: Developing and Testing A Managerial Theory, *Journal of Marketing*, Vol. 63 Pp.57-73.
- Obiga, S. (2014). Challenges Of Implementation Of Strategic Plans At The Nairobi County Government. *Mba Unpublished Project, University Of Nairobi*.
- Pearce, J. A. (2011). *Strategic Management: Strategy Formulation And Implementation*. Third Edition, Richard D. Irwin Inc.
- Peteraf, M. (2003). Unravelling The Reource Based Triangle. *Managerial And Decision Economics*, 24(4) 309-323.
- Pfeffer, J. (2000). The Knowing- Doing Gap: How Smart Companies Turn Process Knowledge Into Action. *Haevard Business School Press*.

- Rotich ,G.,& Odero,C.O. (2016). Factors Influencing Strategy Implementation On The Performance Of Commercial Banks In Kenya, A Case Of co-Operative Bank Of Kenya. *The Strategic Journal Of Business And Change Management*, Vol.3, Iss. 3 (4), Pp 73 -87.
- Sababu, M. (2007). *Strategic Management Analytical Approach*. Nairobi, Kenya: The Jomo Kenyatta Foundation.
- Sofijanova, E. & Chatleska. (2013). Employee Involvement And Organizational Performance:Evidednce From The Manufacturing Sector In Republic Of Macedonia. *The International Scientific Conference " Business And Regional Development"*. Bulgaria.
- Thompson, A. (2008). *Crafting And Executing Strategy: The Quest For Competitive Advantage*. Boston: Mcgraw Publishers.
- Tolbert, P.S & Hall, R.H. (2009). *Organizations Structures,Processes And Outcomes*. Newyork: Pearson Education,Inc.
- Wairimu,N. &, Theuri,F. (2014). Factors That Influence the Level of Staff Involvement in the Strategic Planning Process in Public Institutions. *IOSR Journal of Business and Management (IOSR-JBM)*, Volume 16, Issue 4. Ver. II (Apr. 2014), PP 21-27.
- Wheelen, T. (2008). *Strategic Management And Business Policy*. Usa: Pearson Prentice Hall.
- Winfred, G. (2014). Organizational Culture, Strategy Implementation And Commercial Bank Performance In Zimbabwe. *International Review Of Managemnet And Marketing*, Vol 6(2) 307-316.