

**FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF STRATEGIC PLANS IN  
COUNTY GOVERNMENTS IN KENYA, A CASE OF KIAMBU COUNTY GOVERNMENT**

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**Abstract:** The implementation of the county strategic plans demands establishment of County Budget and Economic Forums to guide the means of consultation on county plans and budgets. There is a mismatch between what the counties qualitatively stated in their county development plans and their priorities and the actual budgetary allocations for the financial years. This was an indication of disconnect between planning and budgeting at the county levels. These challenges motivated this study to focus on the factors influencing effective implementation of strategic plans in county governments focusing on Kiambu County in Kenya. The specific objectives were to establish how resource allocation, organizational structure, organizational culture and top management team leadership qualities affect effective implementation of strategic plans. This study used descriptive survey design with questionnaire as the instrument for data collection. The target population was 84 staffs from Kiambu County Government which consisted of 12 sub county administrators, 60 ward administrators and 12 County Executive Committees (CECs). The findings revealed a positive and significant effect of each of the variables with effective implementation of strategic plans in the county governments. The study recommends that in order to enhance implementation of strategic plans in the county governments, there is a need for the county government to enhance resource allocation through allocating adequate financial resources for strategic implementation, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources that supports strategic implementation. There is a need for the county governments to increase organizational structure practices such as effective balancing and division of tasks and responsibilities among the county staff, in order to enhance effective implementation of strategic plans in the county governments.

**Key Words:** *Resource allocation, Organizational structure, Organizational culture, Effective implementation of Strategic plans*

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## **Introduction**

An analysis of the performance of the county governments by Nizam and Muriu (2015) indicated challenges in the implementation of the CIDP. They stated that there is a mismatch between what the counties qualitatively stated in their CIDP and their priorities and the actual budgetary allocations for the financial years. This was an indication of disconnect between planning and budgeting at the county levels. Successful implementation of any strategic plans requires good leadership mechanisms which have inspirational leaders who articulate shared goals and mutual understanding of what is right and what is important; intellectually stimulating leaders who can encourage people to think about problems in new ways, questioning their beliefs, assumptions, and values as well as developing the capacity to solve future problems in a creative and innovative way and transformational leaders who treat each person as an individual and provides coaching, mentoring, and growth opportunities in order to expand and elevate followers' needs in an attempt to maximize and develop their full potential (Bass & Avolio, 2008). The challenges highlighted by the ICPAK (2014) survey can be narrowed down to lack of transformational leadership in implementation of development plans and that is why the current study will seek to determine the factors influencing effective implementation of strategic plans at the Kiambu County in Kenya.

## **Statement of the Problem**

The implementation of county development plans like CIDP has experienced mixed results in various counties. Public participation in implementation of the plans is mandatory though various counties have failed to do so (ICPAK, 2014). The implementation of the CIDP demands establishment of County Budget and Economic Forums (CBEFs) to guide the means of consultation on county plans and budgets (Nizam & Muriu, 2015). A study done by International Budget Partnership (IBP) (2014), indicates that only 4 counties; Elgeyo Marakwet, Bungoma, Taita Taveta and Machakos have CBEFs in place but still face a challenge in implementation. According to ICPAK (2014), implementation of various county plans including CIDP has not met the potential required due to ineffective participation which has been seen to be a mechanism for getting wish lists as there is no organized format for discussing priorities, or any realism around the resources likely to be available after fixed costs are paid. Miller (2010) argues that 40% of the value anticipated in strategic plan in the public sector is never realized. All these can be attributed to various factors such as organizational culture, resource allocation, organizational structure and top management team leadership qualities at the counties.

Nizam and Muriu (2015) indicated that indeed there is a problem of implementation of development plans across Counties in Kenya. These problems can be linked to leadership, power and politics, existing structure, cultures and skills. This study therefore sought to establish the factors influencing effective implementation of strategic plans in county governments in Kenya taking a case of Kiambu County Government.

The study is also motivated by existing knowledge gaps in previous studies. On the local arena, Karimi (2010), carried out a research on challenges of strategic implementation in Mathare 4a slum upgrading in Nairobi, Kung'u (2012), carried out a survey on strategy implementation challenges in the mainstream churches in Kenya, Kinyoe (2012), did a study on the challenges of strategy implementation at the Christian Health Association of Kenya while Wanjiru (2011), carried out a study on the challenges of strategy implementation at the Jomo Kenyatta Foundation. All these studies focused on different contexts other than the county governments thus giving a contextual knowledge gap which this study sought to fill.

## **Objectives of the Study**

- i. To determine the influence of resource allocation on effective implementation of strategic Plans in County Governments in Kenya
- ii. To establish the influence of organizational structure on effective implementation of strategic Plans in County Governments in Kenya
- iii. To analyze the influence of organizational culture on effective implementation of strategic Plans in County Governments in Kenya
- iv. To assess the influence of top management team leadership qualities on effective implementation of strategic Plans in County Governments in Kenya

## **Literature Review**

### **Theoretical Review**

#### **Administrative Management Theory**

Administrative Management Theory was developed by Henry Fayol in 1916. This theory is about business management as well as general management. Its main focus is management. He introduced six functions and fourteen principles of management in his theory (Grey, 2005; Shaik, 2008, Onkor 2009). Primary six functions of management are as under: Forecasting, Planning, Organizing, Commanding, Coordinating and Monitoring (Grey, 2005; Shaik, 2008; Onkar, 2009). Fayol proposed 14 principles of management he argues that Division of work, Authority, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interests to the General Interests, Remuneration, Centralization, Scalar Chain, Order, Equity, Stability of Tenure of Personnel, Initiative and Espirit de Corps (Koontz, 1980; Onkar, 2009; McNamara, 2011). When authority is assigned to any one, responsibility is also assigned to them also (Shaik, 2008 and Grey, 2005).

There should be unity of command in organization so that workers should receive orders from only one person, managers should divide work among individuals and groups to ensure that effort and attention are focused on special portions of the task and enforce discipline in organization because the success of organization requires the common effort of all workers. Management should encourage worker initiative. There are some workers in an organization who are innovators and they take step to perform the task with new and additional activity through self-direction (Koontz, 1980; Onkar, 2009; McNamara, 2011). McNamara (2011) suggests that managers should ensure that the organization moves towards a common direction to ensure effective and efficient operation in organization. Salaries of workers should not base on productivity of workers but it should base on many variables, such as cost of living, supply of qualified personnel, general business conditions, and success of the business (Onkar, 2009). Onkar (2009) states that management should encourage the harmony and general good feelings among employees because harmony and good relation of workers increase productivity and ensures effective implementation of plans.

This theory informs the independent variable of organizational culture. It is relevant to the study as it gives an understanding on how harmony and general good feelings among employees because harmony and good relation of workers increase productivity and ensures effective implementation of strategic plans.

### **Synoptic Theory of Strategic Planning**

The synoptic theory of strategic planning was developed by Hudson, (1979) which is pretty much identical to the rational model. The theory has four classical elements, namely goal setting, identification of alternatives, evaluation of means against ends, and implementation of decisions. Over the years, a conventional strategic planning process has evolved, based on approaches developed by Bryson (1995), Nutt and Backoff (1992). The theory emphasizes interaction and interpersonal dialogue and the process of mutual learning in planning, which typically involved clarifying missions and values, developing a vision of the future, analyzing external challenges and opportunities, assessing internal strengths and weaknesses, developing strategic goals and objectives, identifying strategic issues, developing and evaluating alternative strategies, and developing action plans. Currently, the synoptic theory support strategic planning in learning institutions and concerns content, involvement, participation and approach (Toft 1989). The more important issue, however, concerns putting plans into action.

Mintzberg (1994) is one of the most vocal critics of strategic planning, precisely because organizations' planning activities are too often completely divorced from performance measurement and resource allocation. The synoptic theory view strategic planning as substance concentrated on the consideration of current decision options based on available data and taken in the light of their possible effects and consequences over time. In other words, it views strategic planning as concerned with identifying foreseeable thrusts and weaknesses to avoid and strengths and opportunities to pursue.

This theory informs the dependent variable of effective implementation of strategic plans. It is relevant to the study as it gives an insight into various county governments' structures on effective plan and policy implementation.

### **Resource Dependence Theory**

Resource dependency theory, consistent with the resource-based view of firms as bundles of distinctive resources that lead to competitive advantage, focuses on the firm's capacity to establish relationships to access resources, (Van Witteloostuijn & Boone 2006). The county government makes dynamic choices to accomplish the set objectives. The major tenet is resource scarcity, resulting in multiple organisations competing for the same or similar sets of scarce resources. According to Barney and Arikan (2001), resources refer to the tangible and intangible assets firms use to conceive of and implement their strategies. According to resource dependency theory, the county is dependent upon other actors in the immediate task environment to obtain resources. For effectiveness, the county needs to obtain resources from actors in the external environment. Therefore counties need employees, funds as well as managers as well as other intangible resources for better performance.

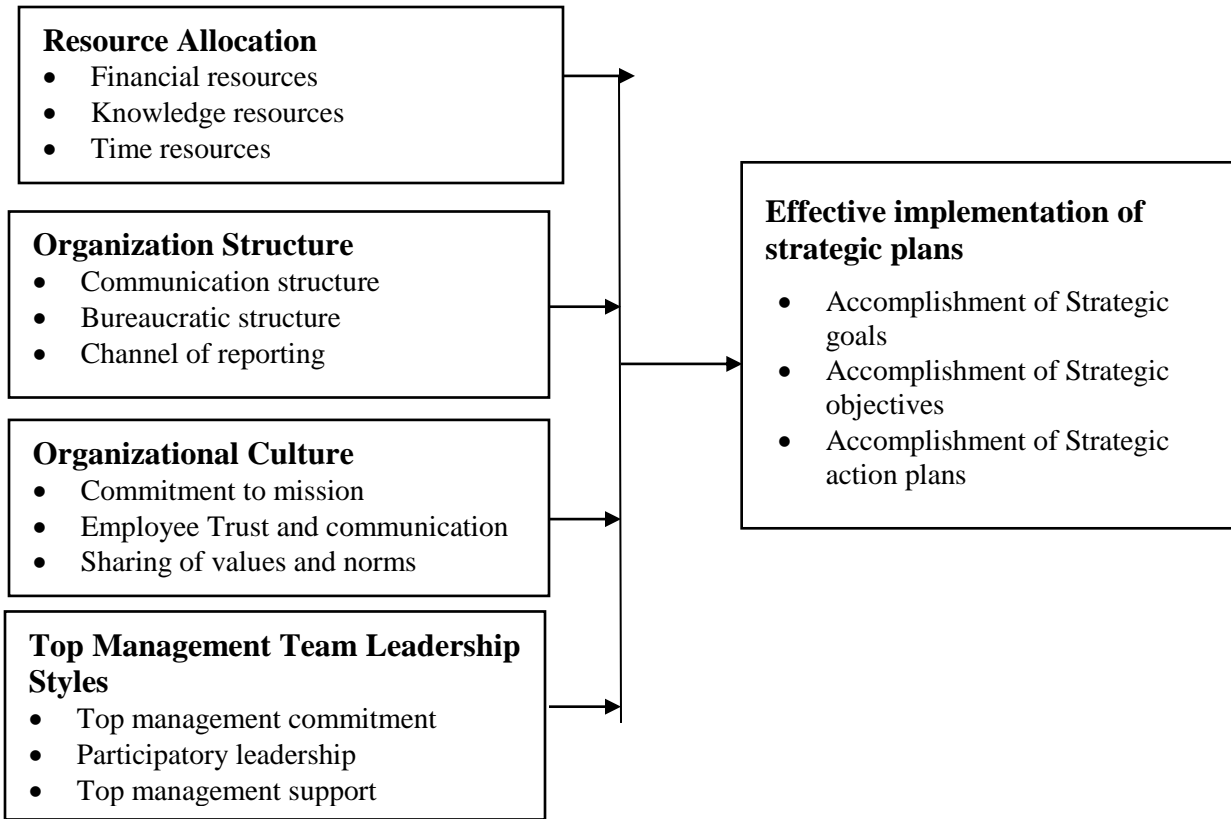
The theory informs independent variables of the study which are resource allocation and organizational structure. Resource dependence theory identifies how the success of the county in implementing its strategies depends on the uniqueness, rareness, and non-amiability of its resources such as the organizational structure. The theory is applicable to the study as it provides more understanding on the independent variable of resource allocation and organizational structure and its effect on the implementation of strategic plans.

## **Holistic Strategy Implementation Theory**

In pursuit of finding a model for strategy implementation that could overcome existing deficiencies, Bourgeois and Brodwin (2004) have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy. The commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model, the CEO is the rational agent behind the strategy decisions and plays no role in implementation. The CEO-model's works best with a powerful executive with few personal biases and vast and accurate sources of information (Bourgeois and Brodwin, 2004).

The change model is based on planned interventions in the organization's structure and systems, which will set off the desired behavioral outcomes. This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan. The collaborative model extends the power of strategic decision-making from the CEO to the organization's management team. The theory informs an independent variable of the study which is top management team leadership qualities. This theory helps to motivate the managers and also provides the strategic decision-making-process with more information and cognitive capital. The theory informs the independent variable of top management team leadership qualities.

### Conceptual Framework



### Independent Variables

### Dependent Variable

#### Resource Allocation

According to David (2009), financial, physical, human, and technological resources can be used to achieve desired objectives in any organizations. Lack of resources can be a real challenge to strategy implementation. The human resource elements play a big role in design and administration of strategic plans (Thompson, *et al.* , 2010). The availability of resources, in terms of staff, to be knowledge, finance and time, is thought to be crucial as part of strategy implementation (Miller, 2005). In essence, resource represents the strengths that organization can use to assist with the conception and implementation of strategies. Therefore, appropriate allocation of resources is important to the survival and success of an organization.

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Franklin (2011) 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. Abok (2013) observed that knowledge resources, material wealth and coordination ability are key to successful implementation of strategy.

The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively implementing strategic plans (Osano, 2013). If the organization's resources are not utilized to the organization's advantage, the resources become a waste and burden that hinders effective strategy implementation.

Ogonge (2013) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get. Regardless of what means were used to acquire the organization resources, stakeholders will always want to compare the amount of resources used with the success of a given strategy implementation (Franklin, 2011). Most organizations and stakeholders have now started placing more emphasis on accountability and transparency not just on financial resources, but also on the way human resources are motivated to avoid large turnovers that are a detriment to strategy implementation. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period (Letting, 2010).

According to Yabs (2010), strategy implementation stage is often considered to be most difficult stage of strategic management. It requires personal discipline, commitment and sacrifice. When implementing strategies there is need to cultivate development of a strategy supportive culture, creation of an effective organization structure, redirecting of market efforts and motivating individual into action. Strategy evaluation and control is the process in which corporate activities and performance can be compared with desired performance (Fitzroy and Hulbert 2010). Managers need to know when particular strategies being put in place are not effective and thus managers at all levels use the clear, prompt, unbiased information for the people below the corporation's hierarchy to take corrective action and resolve problems.

## **Organizational Structure**

Zaribaf and Bayrami (2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation thus implying structure alignment with strategy. Organizational structure can be managed and changed through the process of organization design. Organization design is the process by which managers select and manage elements of structure so that an organization can control the activities necessary to achieve its goals. Organization structure is the tool the manager uses to achieve its goals (Chitale, Mohanty, & Dubey, 2013).

According to Kumar and Meenakshi (2009), organization structure supports effective controls. Accountability for performance is important in decentralized organizations. It is important to ensure that every unit has appropriate control over its performance. It is important to focus on units with shared responsibilities since business units and corporate departments keep blaming each other for performance problems. It is also necessary to focus on units whose performances are difficult to measure. Organization structure should acknowledge the problem of blurred responsibilities and fuzzy measures. Clear performance measures should be developed and greater clarity should be provided for overlapping responsibilities.

According to Rajasekar (2014), the organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation. Unclear organizational structure makes employees

confused and frustrated, and impedes successful strategy implementation (Pella et al., 2013). A structure should change with a change in organizational strategy. According to Markiewicz's (2011) processes and structures are instrumental in the successful implementation of strategies. Processes such as creativity, innovation, and perceptions of an organization are very important in implementing strategies. Hrebniak (2013) states that poor or inadequate information sharing, unclear responsibility and accountability, and working against the organizational power structure results in failed implementation process.

### **Organizational Culture**

Culture represents the ideologies, practices and policies that an organization holds dear. The perceptions, attitudes, interests and mentalities of employees in the organization are a representation of the established culture. This most definitely impacts any work process and this could be positively or negatively. Employees with positive attitudes and perceptions would have an easier time implementing strategic planning because whatever challenges faced in the midst of implementation would be taken on a positive light unlike employees with a negative attitude to work as they would take any challenge faced as term the work process undoable (Michael, 2013).

Culture is manifested almost everywhere in an organization, if we know where to look for it. It is reflected in the words and language people use in communicating with one another. It is also manifested in the artifacts that are in (and on display in) the company's facilities. Sometimes, the culture of a company is obvious and clearly visible, as in the treatment we receive as customers and the artifacts we see that support this focus on customer service. Sometimes, a company's culture is subtler and needs to be 'read' (Flamholtz & Randle, 2011).

Franklin (2011) has observed that organizational culture requires internal integration such that collective identity and togetherness determines day to day communications, acceptable behaviors and power allocations in the organization structures. Similarly, external adaptation for dealing with outside environment will be very much in need when trying to implement a strategic plan. Ongenge (2013) has also added that the environment of an organization will affect how the culture relates to implementation. He argues that for external focus, such culture could be adaptability or mission culture whereas an internal focus could lean the organization's culture towards clan-based or bureaucratic culture. Awino (2007) found out that organizational culture needs a collective identity and togetherness in order to determine day-to-day communications, acceptable / non acceptable behavior as well as power/status allocation.

### **Top Management Team Leadership Qualities**

According to Mackey (2008), Executive leaders and top management teams are critical to organizations' performance. Top leaders formulate a collective purpose, instill values, influence culture, and determine the strategic plan for an organization, so they have significant influence on organizational outcomes. This influence has been quantified in previous studies to show that CEOs alone can account for about 29% of the overall variance in organizational profitability.

Some of the functions of top management include communicating the reason for change, coming up with a roadmap on how to move forward, having strong partners in key positions, ensuring the processes get moving, instituting measures and deadlines, rewarding the ones who have achieved milestones, reallocating resources, and presiding the process of strategic change (Hitt, Ireland & Hokisson, 2011). To execute their roles well, four



types of skills are required by top management. These are technical skills, human skills, conceptual skills, and design skills.

According to Rapa and Kauffman (2005), top-level management's commitment to the strategic direction itself is a very instrumental factor when implementing a strategy. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members.

Poor managed leadership in an organization is a major hindrance to effective strategy implementation. According to Pearce and Robinson (2008), the chief executive officer of an organization jointly with key managers ought to have skills necessary, personalities, education and experience to execute the strategy. However, a lack of leadership commitment and particularly strategic leadership by top management of the organization has been identified as one of the major barriers to effective strategy implementation. Strategic leadership commitment is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment.

Thompson *et al* (2012) say that strategic management and leadership are key drivers to strategic implementation. Strong and decisive leadership is essential to gain employee commitment and enthusiastic involvement in converting strategic plans into implementable activities with measurable results. Strategic leaders manage radical change and can communicate within and externally with an open management style, shaping a fresh culture in which employees can feel involved.

### **Implementation of Strategic Plans**

The aim of strategy implementation is to turn plans into actions in order to accomplish strategic objectives and goals of the organization. Lynch (2012) identifies four elements of implementation: Identifying strategic objectives, Formulating specific plans, Allocating resources and budgets, and Monitoring and controlling the procedures. Implementation requires carefully planned activities for the organization to achieve its objectives. Within the implementation process, there are three major approaches: comprehensive (pushed through regardless of changes in the environment), incremental (in conditions of great uncertainty) and selective (compromises are made).

According to Pettigrew and Whipp (2012), implementation is a continuous and iterative process, not one that simply occurs after the formulation of the strategy. Hrebiniak and Joyce (2012) highlight two significant limitations in implementation: Bounded rationality (managers are bound by their own limitations in terms of options and will attempt to reduce implementation to bite size chunks; they may also make decisions that favour their own personal goals which are not necessarily the same as the organization) and Minimum intervention (the philosophy of "if it aren't broke, don't fix it"; managers only change what they perceive to be necessary and sufficient).

### **Research Methodology**

A descriptive survey research design was adopted in this study, appropriate for this research because it was capable of handling both qualitative and quantitative data. The target population for this study consisted of 12 sub county administrators, 60 ward administrators, 12 County Executive Committees (CECs) from Human Resource, Finance, Public administration, County Legal Officer and County Public Service Board. This made a total of 84 county personnel as the target population. A census approach was undertaken in this study on the 84

respondents. The study used questionnaires with closed ended questions to collect quantitative primary data. Quantitative data was analyzed using descriptive statistics such as frequencies and percentages. Correlation was used to establish the association between the variables while a multivariate regression model was used to establish the factors influencing effective implementation of strategic Plans through the following model;

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

Where: Y = Effective Implementation of Strategic Plans, X<sub>1</sub> = Resource Allocation, X<sub>2</sub> = Organizational Structure, X<sub>3</sub> = Organizational Culture, X<sub>4</sub> = Top Management Team Leadership Qualities, ε is error term, β<sub>0</sub> represents the constant and β<sub>1, 2, 3, 4</sub> are regression coefficients

## Results

The total number of questionnaires that were administered was 84. Out of these, 73 questionnaires were filled and returned. This represented an overall successful response rate of 87%.

### Respondents Demographic Information

**Table 1 Respondent Demographic Information**

Demographic Characteristic	Category	Percentage
Respondent's Level of education	College	12%
	University	67%
	Masters	16%
	PhD	5%
Respondent work position	County executive committees	11%
	Sub county administrator	9%
	Ward administrator	80%
Respondents work experience in the county	Below 3 years	9%
	4 years	57%
	More than 4 years	34%

### Descriptive results of the study

#### Resource Allocation

The results revealed that majority of the respondents agreed that the county allocates adequate financial resources for strategic implementation and that resources allocated are utilized as per set goals (Mean = 4.59 and 4.68) respectively. However, the respondents neither agreed nor disagreed that the county provides for proper utilization of physical resources that are accessible, carries out audits of all the resources allocated and employs and deploys well-trained human resources that supports strategic implementation ( Mean = 3.47, 3.32 and 3.47) respectively. On average, it was concluded that the respondents agreed that there is adequate resource allocation towards implementation of the strategic plans in Kiambu county (Average Mean = 3.91).

**Table 2 Resource Allocation**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev</b>
The county allocates adequate financial resources for strategic implementation	4.59	0.81
Resources allocated are utilized as per set goals	4.68	0.51
The county provides for proper utilization of physical resources that are accessible	3.47	1.07
The county carries out audits of all the resources allocated	3.32	1.15
The county employs and deploys well-trained human resources that supports strategic implementation	3.47	1.07
<b>Average</b>	<b>3.91</b>	<b>0.92</b>

### **Organizational Structure**

It was agreed that there is effective balancing and division of tasks and responsibilities among the county staff and that the county government has a clear channel of reporting which enhances efficiency (mean 3.97 and 4.10 respectively). The findings shows that the respondents moderately agreed on whether there is effective coordination of personal efforts and roles, the county has several hierarchical levels involved in decision-making as well as a flexible structure that is suitable for strategy implementation ( Mean = 3.44, 3.33 and 3.48) respectively. On average, it was concluded that the respondents agreed that there is better organizational structure towards implementation of the strategic plans in Kiambu county (Average Mean = 3.66). A standard deviation of 1.33 revealed a small variation in the responses on organizational structure implying that similar opinions were shared by the respondents.

**Table 3 Organizational Structure**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev</b>
There is effective balancing and division of tasks and responsibilities among the county staff	3.97	1.32
There is effective coordination of personal efforts and roles	3.44	1.51
The county government has a clear channel of reporting which enhances efficiency	4.10	1.33
The county has several hierarchical levels involved in decision-making	3.33	1.38
The county has a flexible structure that suitable for strategy implementation	3.48	1.14
<b>Average</b>	<b>3.66</b>	<b>1.33</b>

## Organizational Culture

The results revealed an agreement with all the statements on organizational culture. It was revealed that majority of the respondents, on average, agreed that the county involves employees during strategy planning and formulation, has established trust and communication which contributes to efficiency in implementation of strategies and encourages sharing of values to boost cultural compatibility (mean 3.99, 4.43 and 3.71 respectively). It was also established that the respondents agreed that the county culture enhances employee commitment to strategy implementation as well as encourages sharing of norms to boost cultural compatibility (mean 3.94 and 3.64 respectively). On average, it was concluded that the respondents agreed that there is conducive organizational culture towards implementation of the strategic plans in Kiambu county (Average Mean = 3.94).

**Table 4 Organizational Culture**

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<b>Statements</b>	<b>Mean</b>	<b>Std Dev</b>
The county involves employees during strategy planning and formulation	3.99	1.22
Establishment of trust and communication, contributes to efficiency in implementation of strategies	4.43	0.95
The county encourages sharing of values to boost cultural compatibility	3.71	1.06
County culture enhances employee commitment to strategy implementation	3.94	1.21
The county encourages sharing of norms to boost cultural compatibility	3.64	1.14
<b>Average</b>	<b>3.94</b>	<b>1.12</b>

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## Top Management Team Leadership Qualities

It was established that on average, the respondents agreed the top management has developed a conducive environment which supports our strategic planning efforts, clearly defined and quantified objectives for the implementation of strategy plan and that ward administrators are fully involved in the strategic planning process (mean 4.44, 4.36 and 4.17 respectively). It was also established that the top county management personnel are committed towards implementing county projects and that the county uses participatory leadership whereby the public opinion on strategic plans are always sought before implementation ( Mean = 4.15 and 4.86 ) respectively. On average, it was concluded that the respondents agreed that there is a supportive top management team towards implementation of the strategic plans in Kiambu county (Average Mean = 4.40). A standard deviation of 0.92 revealed a small variation in the responses on organizational culture implying that similar opinions were shared by the respondents.

**Table 5 Top Management Team Leadership Qualities**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev</b>
The top management of our organization has developed a conducive environment which supports our strategic planning efforts	4.44	0.84
The top management team has clearly defined and quantified objectives for the implementation of strategy plan	4.36	1.10
Ward administrators are fully involved in the strategic planning process	4.17	1.10
The top county management personnel are committed towards implementing county projects	4.15	1.05
The county uses participatory leadership whereby the public opinion on strategic plans are always sought before implementation	4.86	0.49
<b>Average</b>	<b>4.40</b>	<b>0.92</b>

### Effective Implementation of Strategic Plans

It was established that the respondents agreed that the county has had a success in accomplishment of its strategic goals, strategic objectives and strategic action plans as shown by mean response of 4.59, 4.72 and 3.86 respectively. It was also shown that the respondents were in agreement with the statements that the county has had a success in accomplishment of its strategic policies and strategic programs as shown by a mean response of 3.96 and 4.79.

**Table 6 Effective Implementation of Strategic Plans**

<b>Statements</b>	<b>Mean</b>	<b>Std Dev</b>
The county has had a success in accomplishment of its strategic goals	4.59	0.81
The county has had a success in accomplishment of its strategic objectives	4.72	0.49
The county has had a success in accomplishment of its strategic action plans	3.86	0.98
The county has had a success in accomplishment of its strategic policies	3.96	0.86
The county has had a success in accomplishment of its strategic programs	4.79	0.41
<b>Average</b>	<b>4.34</b>	<b>0.71</b>

### Correlation Results

The findings of the study on resource allocation revealed that the variable has a positive and significant correlation with effective implementation of strategic plans in the county governments ( $r = 0.425$ , Sig = 0.000,  $< 0.05$ ). This implies that an improvement in resource allocation leads to a significant improvement in effective implementation of strategic plans in the county governments. The findings also showed that organizational structure has a positive and significant correlation with effective implementation of strategic plans in the county governments ( $r$

= 0.385, Sig = 0.000, < 0.05). This implies that an improvement in organizational structure leads to a significant improvement in effective implementation of strategic plans in the county governments.

The findings of the study further showed that organizational culture has a positive and significant correlation with effective implementation of strategic plans in the county governments (r = 0.302, Sig = 0.004, < 0.05). This implies that an improvement in organizational culture leads to a significant improvement in effective implementation of strategic plans in the county governments. The findings also showed that TMT Leadership qualities has a positive and significant correlation with effective implementation of strategic plans in the county governments (r = 0.300, Sig = 0.005, < 0.05). This implies that an improvement in organizational culture leads to a significant improvement in effective implementation of strategic plans in the county governments.

**Table 7 Correlation Analysis**

Correlations		Resource Allocation	Organizational Structure	Organizational Culture	TMT Leadership qualities	Effective Implementation of Strategic Plans
Resource Allocation	Pearson Correlation	1				
Organizational Structure	Pearson Correlation	0.004	1			
Organizational Culture	Pearson Correlation	0.082	-0.126	1		
TMT Leadership qualities	Pearson Correlation	-0.185	-.287**	-0.204	1	
Effective Implementation of Strategic Plans	Pearson Correlation Sig. (2-tailed)	.425** 0.000	.385** 0.000	.302** 0.004	.300** 0.005	1

**\*\* Correlation is significant at the .01 level (2-tailed).**

### Regression Results

The regression results show that resource allocation, organizational structure, organizational culture and top management team leadership qualities jointly have a positive correlation with implementation of strategic plans in the county governments (R = 0.819). This implies that an improvement in the four variables jointly, has a positive effect on with implementation of strategic plans in the county governments. The findings also presented the coefficient of determination (R-square). The findings of the study also revealed that 67% of the variation in implementation of strategic plans in the county government is attributed to combination of the four factors (resource allocation, organizational structure, organizational culture and top management team leadership qualities) investigated in this survey at 5% level of significance.

**Table 8 Model Summary**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
.819	0.67	0.661	0.391018

The results of the study on model significance revealed that the joint significant which is given by the F statistic is 15.508 is statistically significant (0.000 which is Less than .05) at 5 percent level of significance. This implies that the use of this regression model involving resource allocation, organizational structure, organizational culture and top management team leadership qualities to predict effective implementation of strategic plans in the county governments is significant. The ANOVA statistics at 5% level of significance shows that the value of F calculated (F computed) is 15.508 and the value of F critical (F tabulated) at 4 degrees of freedom and 67 degrees of freedom at 5% level of significance is 2.51. Since F calculated (F computed) is greater than the F critical (F tabulated) ( $15.508 > 2.51$ ), this shows that the overall model was significant at 5% significance level.

**Table 9 Analysis of Variance (Model Significance)**

<b>Indicator</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	2.703	4	0.676	15.508	0.000
Residual	3.573	67	0.044		
Total	6.276	72			

The study further presented the regression coefficient results to examine the effect of each study variable on the organization performance.

**Table 10 Regression coefficients**

<b>Predictor variables</b>	<b>B</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig.</b>
(Constant)	3.474	0.275	12.633	0.000
Resource Allocation	0.162	0.035	4.629	0.023
Organizational Structure	0.202	0.022	9.182	0.001
Organizational Culture	0.391	0.025	15.640	0.000
TMT Leadership Qualities	0.215	0.030	7.167	0.012

Dependent Variable: Effective Implementation of Strategic Plans

The findings of the study as shown in Table 10 revealed a positive and significant effect of resource allocation on effective implementation of strategic plans in the county governments ( $B = 0.162$ ,  $Sig = 0.023$ ,  $< .00$ ). This reveals that an increase in resource allocation by 1 unit leads to an increase in effective implementation of strategic plans in the county governments by 0.162 units. The findings also revealed a positive and significant effect of organizational structure on effective implementation of strategic plans in the county governments ( $B = 0.202$ ,  $Sig = 0.001$ ,  $< .00$ ). This reveals that an increase in organizational structure by 1 unit leads to an increase in effective implementation of strategic plans in the county governments by 0.202 units.

It was also established that there is a positive and significant effect of organizational culture on effective implementation of strategic plans in the county governments ( $B = 0.391$ ,  $Sig = 0.000$ ,  $< .00$ ). This reveals that an increase in organizational culture by 1 unit leads to an increase in effective implementation of strategic plans in the county governments by 0.391 units. The findings also showed that there is a positive and significant effect of TMT Leadership Qualities on effective implementation of strategic plans in the county governments ( $B = 0.215$ ,  $Sig = 0.012$ ,  $< .00$ ). This reveals that an increase in TMT Leadership Qualities by 1 unit leads to an increase in effective implementation of strategic plans in the county governments by 0.215 units.

## **Conclusions**

The study concluded that an increase in resource allocation practices such as county allocating adequate financial resources for strategic implementation, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources that supports strategic implementation leads to an increase in effective implementation of strategic plans in the county governments. The study also concluded that an increase in organizational culture practices such as the county involving employees during strategy planning and formulation, establishing trust and communication which contributes to efficiency in implementation of strategies, encouraging sharing of values to boost cultural compatibility, the county culture enhancing employee commitment to strategy implementation as well as encouraging sharing of norms to boost cultural compatibility leads to an increase in effective implementation of strategic plans in the county governments.

The study further concluded that an increase in organizational structure practices such as effective balancing and division of tasks and responsibilities among the county staff, the county government having a clear channel of reporting which enhances efficiency, having effective coordination of personal efforts and roles, having several hierarchical levels involved in decision-making as well as a flexible structure that is suitable for strategy implementation leads to an increase in effective implementation of strategic plans in the county governments. The study also concluded that an increase in TMT leadership qualities such as the top management developing a conducive environment which supports strategic planning efforts, clearly defining and quantifying objectives for the implementation of strategy plan, ward administrators being fully involved in the strategic planning process, top county management personnel being committed towards implementing county projects and the county using participatory leadership whereby the public opinion on strategic plans are sought before implementation leads to an improvement in effective implementation of strategic plans in the county governments.

## **Recommendations of the study**

In order to enhance implementation of strategic plans in the county governments, there is a need for the county government to enhance resource allocation through allocating adequate financial resources for strategic implementation, utilizing resources as per set goals, proper utilization of physical resources that are accessible, carrying out audits of all the resources allocated and employing and deploying well-trained human resources that supports strategic implementation. There is a need for the county governments to increase organizational structure practices such as effective balancing and division of tasks and responsibilities among the county staff, the county government having a clear channel of reporting which enhances efficiency, having effective coordination of personal efforts and roles, having several hierarchical levels involved in decision-making as



well as a flexible structure that is suitable for strategy implementation in order to enhance effective implementation of strategic plans in the county governments.

In order to enhance effective implementation of strategic plans in the counties, there is a need to increase organizational culture practices such as the county involving employees during strategy planning and formulation, establishing trust and communication which contributes to efficiency in implementation of strategies, encouraging sharing of values to boost cultural compatibility, the county culture enhancing employee commitment to strategy implementation as well as encouraging sharing of norms to boost cultural compatibility. In order for the county governments to enhance effective implementation of strategic plans, there is a need to increase TMT leadership qualities such as the top management developing a conducive environment which supports strategic planning efforts, clearly defining and quantifying objectives for the implementation of strategy plan, ward administrators being fully involved in the strategic planning process, top county management personnel being committed towards implementing county projects and the county using participatory leadership whereby the public opinion on strategic plans are sought before implementation.

### **Conflict of Interest**

No potential conflict of interest was reported by the authors.

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