

**IMPLEMENTATION OF STRATEGIES AND PERFORMANCE OF COUNTY
ASSEMBLIES IN KENYA**

A Case of Nyandarua County Assembly

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DECLARATION

This research project is my original work and has never been presented for any degree or award of a diploma in Kenyatta university or any other university:-

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DEDICATION

I dedicate this project to my spouse Shem Ogeto, my son Louis Henry and my mum Pauline Wanjiku for the sacrifices they have made for me study this course.

ACKNOWLEDGMENT

I do acknowledge the support I received from my supervisor Dr. Abel Anyieni in developing this research project, without him I would not be able to do it alone. I am also grateful to my classmates at Kenyatta University especially Isaac Kenge and Cynthia Kemboi- I will not take your support for granted.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
OPERATIONAL DEFINITION OF TERMS.....	xi
ABBREVIATION AND ACCRONYMS	xiii
ABSTRACT.....	xiv
CHAPTER ONE:INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study.....	1
1.2.1 Performance.....	4
1.2.2 Implementation of Strategies.....	7
1.2.3 County Assemblies in Kenya	13
1.3 Statement of the Problem	14
1.4 Objectives of the Study	15
1.4.1 General Objectives	16
1.4.2 Specific Objectives	16
1.5 Research Question.....	16
1.6 Scope of the Study.....	17
1.7 Limitations of the Study.....	17

1.8 Significance of the Study	18
1.9 Organization of the Study	19
CHAPTER TWO:LITERATURE REVIEW.....	20
2.1 Introduction	20
2.2 Theoretical Literature Review.....	20
2.2.1 Resource Based View Theory	20
2.2.2 Dynamic Capabilities Theory.....	22
2.2.3 Agency-Theory.....	23
2.2.4 Balance Scorecard Model.....	25
2.3 Empirical Literature Review	27
2.3.1 Resource Allocation and Performance	29
2.3.2 Communication and Performance	31
2.3.3 Monitoring and Evaluation and Performance.....	33
2.3.4 Organizational Leadership and Performance	36
2.4 Summary of the Reviewed Literature	38
2.5 Conceptual Framework	43
CHAPTER THREE:RESEARCH METHODOLOGY	45
3.1 Introduction	45
3.2 Research Design.....	45
3.3 Study Population	46
3.4 Sampling Technique and Sample Size	47
3.5 Data Collection Instrument	48
3.5.1 Validity of Research Instrument.....	48

3.5.2 Reliability of Research Instrument	49
3.6 Data Collection Procedure	50
3.7 Data Analysis and Presentation.....	50
3.8 Ethical Considerations.....	51
CHAPTER FOUR:FINDINGS AND DISCUSSIONS	53
4.1 Introduction	53
4.2 Response Rate	53
4.3 General Information	53
4.3.1 Gender	54
4.3.2 Level of Education.....	55
4.3.3 Length of Experience in the Position	56
4.4 Descriptive Analysis	57
4.4.1 Resource Allocation	57
4.4.2 Communication	61
4.4.3 Monitoring and Evaluation.....	64
4.4.4 Organizational Leadership.....	68
4.4.5 Performance.....	71
4.5 Pearson Correlation Analysis	74
4.6 Regression Analysis	75
4.6.1 Model Summary	75
4.6.2 Analysis of Variance	76
4.6.3 Regression Coefficient	77
4.7 Content Analysis	80

CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS..	83
5.1 Introduction	83
5.2 Summary of Findings	83
5.3 Conclusions	85
5.4 Recommendations for Policy and Practice.....	86
5.5 Suggestion for Further Research	87
REFERENCES.....	89
APPENDICES.....	98
Appendix I: Letter of Introduction	98
Appendix II : Research Questionnaires.....	99
Appendix III: Introductory Letter	103
Appendix IV: Research Permit	104

LIST OF TABLES

Table 2.1: Summary of Research Gap	39
Table 3.1: Target Population.....	46
Table 3.2: Sample Size	47
Table 3.3: Reliability Results.....	49
Table 4.1: Resource Allocation.....	57
Table 4.2: Communication.....	61
Table 4.3: Monitoring and Evaluation	64
Table 4.4: Organizational Leadership.....	68
Table 4.5: Performance	71
Table 4.6: Pearson Correlation Analysis	74
Table 4.7: Model Summary	75
Table 4.8: Analysis of Variance.....	76
Table 4.9: Regression Coefficient.....	77

LIST OF FIGURES

Figure 2.1: Conceptual Framework	44
Figure 4.1: Gender	54
Figure 4.2: Level of Education	55
Figure 4.3: Length of Experience in the Position	56

OPERATIONAL DEFINITION OF TERMS

- Communication:** It refers to the overall strategy used by county assembly to pass information within the organization and its stakeholders and provision of timely reports to influence and for decision making by county leadership.
- Implementation of Strategies:** It refers to resource allocation, monitoring and evaluation, and application of leadership in ensuring that the plans are put into actions.
- Organizational Leadership:** Refers to the ability of the management of county assembly to make decision and show commitment towards ensuring that the decisions made gets implemented. The commitment helps in making better decisions that influence performance outcomes at the county assembly.
- Monitoring and Evaluation:** It refers to the provision of checks and balances on the activities of the county and begins by setting policies for monitoring and the manner in which monitoring shall be conducted.

Performance of County Assembly: It is the rate at which county assembly performs its mandate of overseeing the work of county government. The role includes oversight of the county executive and county legislation to formulate laws that improve the well-being of the people.

Performance: It is the completion of task through an application of skill and knowledge. Performance is hereby measured by how the county assembly is discharging its mandate of representation, legislation and oversight

Resource Allocation: It refers to the manner in which county assembly assigns available resources to various projects and programs to ensure that set strategies are implemented so as to attain organizational goals. The resources include financial and human resources that are utilized in the realization of high performance

Strategy: It refers to the overall plan that the county assembly sets out and guiding the overall execution of all the tasks

ABBREVIATION AND ACCRONYMS

NCA	Nyandarua County Assembly
SPSS	Statistical Package for Social Science

ABSTRACT

Implementation of strategies is a process that ensures actualization of strategic plans and results are achieved that add value to the organization. The county governments have been recording low performance rating in undertaking its mandates including oversight role and formulating legislation. There has been a slight increase in oversight role of the county governments and need to determine, what more can be done to enhance performance outcome. This study focused on strategy implementation and its effect on performances at the Nyandarua County Assembly. This research was guided by these specific objectives; resource allocation, communication, monitoring and evaluation and organizational leadership effects on performance of Nyandarua County Assembly. The study was anchored on the following theories; agency, resource based and balanced scorecard and dynamic capabilities theory. The adopted design was descriptive and the population targeted was 40 management team of the Nyandarua County Assembly and the 39 members of county assembly. The sample size of 66 respondents was reached by applying the Krejcie and Morgan formula. The study made use of firsthand information from the people who were there when the event took place. Data was then collected with questionnaire that were administered on a drop and pick basis. Validity and reliability was tested in the pilot study where there was generation Cronbach's alpha to show the degree of reliability. The collected data was then analyzed descriptively hence producing means, frequencies and standard deviations and inferentially through correlation and regression that was computed. Content analysis was conducted on the open-ended questions and arranged per themes. The data analysis was done with the help of the SPSS version 25 tool and findings displayed in tables and charts. The findings from the regression analysis showed that 0.721 (72.1%) of the performance of the Nyandarua county assembly was due to implementation of strategies. The Pearson correlation analysis results are such that independent variables had positive and significant effects to performance. Resource allocation had the strongest link to performance with R value of 0.698, followed by organizational leadership at 0.644, then communication with r value of 0.510 and monitoring and evaluation had moderate effect with R values of 0.414. The results also show that all variables of implementation of strategies were positively correlated to performance based on the obtained p-values. The study then concluded that performance of Nyandarua county assembly was affected by implementation of strategies and its elements. The study, therefore recommends that Nyandarua county assembly and other county assemblies to adopt implementation of strategies as a way to improve their performance. The other counties can improve their performance outcomes through implementing its laid-down strategies as guided and directed by the leadership. Effective strategy implementation is also linked to capacity to access sufficient resources and initiating monitoring, evaluation and control measures that avoid wastage and loss and enhance productivity. Government departments and other organizations must have a good communication system that will improve information sharing that is an ingredient in implementation of strategies. There is also need for trainings and awareness creation to equip employees who in turn implement the strategies for the organization.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter covers the introduction of this study. It specifically covers the background of the study, problem statement, objectives and hypothesis of research. The chapter finally covers scope and limitation of the proposed study and the significance of the study. The section lays background of the study by covering aspects of implementation of strategies including resource allocation, communication, monitoring and evaluation and organizational leadership and their effect on performance. The performance is based on county government handling its tasks and mandate as directed by the constitution and service to the people. The focus is on improving performance by implementing the formulated strategies.

1.2 Background of the Study

Strategy implementation is imperative in ensuring that formulated strategies have been implemented and as result a well formulated strategy without proper implementation adds no value to an enterprise, (Fuertes, Vargas, Gutierrez and Sabattin, 2020). Strategies formulated by a firm, expresses the degree to which an enterprise is efficient in discharging its role and attaining the overall objective while satisfying customer's need. The top management has the responsibility to formulate strategies and subsequently allocate all the resources that are needed. According to Ginter, Duncan and Swayne (2018) who shared that strategy implementation yields value to a company and this helps

in overcoming the competition and also creates competitive advantages. Ansoff, Kipley, Lewis, Helm and Ansoff (2018) argue that strategy implementation is pegged on strategy formulation process; but how well a strategy gets implemented depends mostly on how well it is formulated, what it addresses, and the courses of action to be taken.

Strategy management does not guarantee success, however, it allows for an enterprise to make efficient decisions in the long term, implement them efficiently and undertake corrective as may be required before it is too late. The business success depends much on the strategies formulated and how well they are implemented. Every business venture calls for a continuous adaptation of dynamic work environments (Fuentes, *et al.*, 2020). In a study conducted by Tele and Gachunga (2019) it was established that strategic human resource management, corporate leadership, organization culture and strategic competitiveness are the key determinants of strategic plan implementation. All these dependents were positively and significantly correlated with strategy implementation. Thus, informing other organizations that using these elements can result in improved outcomes during the implementation of strategies.

Implementation of strategies is linked to various elements; one key objective of allocation of resources is the attainment of firm's objectives. Therefore, many organizations set specific people to mobilize, allocate, distribute and manage resources for improved performance outcomes. Other elements include communication which is identified to be a key element in information sharing and informing the decision makers. The group of people tasked with handling communication in an organization, help in communicating the vision and mission of the organization and rally stakeholders to achieve them (Ginter,

et al. 2018). Thus, it is recommended that organizational structures are improved and in doing so, it will uplift the communication function. The function involves the employees taking part in major decision making, imparting employees with necessary skills and strategy implementation that is related to policy formulation. The county governments need to deploy latest technology resources, have well-documented channels of communication, formulate policies on communication, avail other resources and ensure fair allocation of resources across all departments and operational units. Every worker should be being part of communication strategy.

Mugo (2016) argued in the study on the impact of communication on organization financial performance of multi-cultural work teams in Great Britain Kenya. The study was a case study in nature. The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the same time. The communication is applicable in all facets of business without regard to cultural dispensation. Ineffective communication is widely known to cripple firms' operations resulting in unacceptable and low performance in workplace. Additionally, there is complexity in multicultural setting which asks for a corresponding structure that ensure there is a common methods and understanding. In today's multicultural working environment, it is important to consider the communication styles, channels and systems to avoid confusions and misdirection that can lead to poor work outcome and waste of resources.

There are other aspects of strategy implementation which organizations adopt to improve its performance outcomes. This study considered strategy implementation and its effect

on performance of county government of Nyandarua. The strategy implementation aspects covered resource allocation, communication, monitoring and evaluation and organizational leadership that was reviewed in the current study.

1.2.1 Performance

Organizational performance was defined by Owiti (2014) as the firm's ability to attain the through by application of resilient governance, thorough management and determined dedication to achieve results. However, Abu-Jarad, Yusof and Nikbin (2010) contend that organizational performance is a concept for which there have been many definitions. Organizational performance is composed of real outcome of a firm which is measured using the projected aims and objectives, (Ebongkeng, 2018). Firm performance may be explained through how well a firm achieves its goals.

Managers ought to know how well they are performing in order to assess the type of changes to be introduced. A study conducted by Manzoor (2019) on the correlation that exists in transformational leadership and organizational performance and the mediating effect of the variable measure as corporate social responsibility in SMEs. A positive and significant relationship was discovered amid the leadership style applied and performance. Principally, the research found out that there is a considerable mediating effect of corporate social responsibility in the relationship between transformational leadership and organizational performance. It can be explained that transformational leadership, job performances, and corporate social responsibility plays significant role in the organization as they are directly related to firm financial and non-financial

performance. The study focused on transformational leadership style which is one of the measures of change management practices.

Globally, organizations face some issues with their performance; for instance in Pakistan, Hussain (2019) reviewed performance as patient satisfaction in services provided by public health sector hospitals. The researcher realized that laboratory and pharmacy services had unidirectional impact on satisfaction of patients; satisfaction was also based on communication between doctor and patient and quality of the physical facilities. The significant communication gap existing in the doctor-patient setting, and that Pakistan's healthcare system is deprived of physical facilities has negatively affected performance outcomes measures using patient satisfaction levels. In North Karnataka, Kashyap (2016) investigated the factors influencing the performance of primary health centers. The study discovered that there are systemic and contextual challenges affecting service delivery in the primary health care which included the inadequate training of personnel, infrastructural shortages, and high number of patients.

In Nigeria, Zaidi, Zawawi, Nordin, and Ahnuar (2018) noted that the construction companies' performance was influenced by implementation of strategies. Performance was viewed in terms of the rate at which profit and employees grew. The study established positive and significant correlations of the two variables in the construction companies in Klang Valley. Further the study discovered that construction companies were conducting strategy management which has made them report growth in performance. The study showed the link between the two variables but its context was

Nigeria's construction companies, thus a need to expand literature by focusing on local context and how the two variables will interact.

In Kenya, Macharia (2016) examined the relationship between strategy implementation and performance at Cisco academy support centers in Kenya. The study discovered that strategy implementation success is imperative to organizational success. Proper strategy implementation practices results in the realization of the objectives the organization will have the capacity of responding to both internal and external environment. It was further discovered that workers and their managers were fully engaged in strategy implementation process. To make sure that there is long-term success in implementation, organizations ought to ensure that employees are made to own the strategy, allocate sufficient resources and provide adequate communication within a reasonable timeframe.

In another study by Mwanthi (2018) measured strategy implementation with communication, organizational leadership and resource allocation. The study established that communication is significantly and positively correlated with performance of Kenyan universities. Donna and Wanjira (2018) investigated the relationship between strategy implementation and performance of institutions of higher learning in Kenya. It was revealed that strategy implementation had positive linkage to firm performances in the institutions of higher learning. Funmilola (2019) argued that there are different types of monitoring and evaluation and varies according to the kind of evaluation being conducted, program, purpose and activity and the period within which the monitoring and evaluation is being conducted. The study further discovered a number of hindrances to effective monitoring and evaluation which endangers the impact on performance. The

barriers identified include the lack of benchmarking with other successful organizations, inadequacy of training to the monitoring and evaluation staff and failure to physically integrate facilities.

The reviewed literature found mixed results since some researchers found positive performance outcome as informed by strategy implementation, while for others it was negative. This study then set out to add its voice in the scenario to help clear if implementation of strategies results in improved performance. The setting was in the Nyandarua County Assembly.

1.2.2 Implementation of Strategies

Strategy implementation refers to the conversion of formulated plan into action in order to attain the organizational goals and objectives. It is also defined to be the way in which a firm develops, utilizes and puts together the culture, control systems, structures to move in the path selected to attaining competitive advantage and improve firm performance. Implementation of any strategy is a threat posing activities to many organizations, managers and even employees (Candido & Santos, 2019).

Globally, there are a number of studies which have been conducted on strategy implementation. In Australia, Ogunmokun Hopper and McClymont (2015) researched on association between implementation of strategy and organizational performance in private-owned health centers. The results noted that there was a close link for the private hospitals implementation of strategies and the level performance. It was further discovered that there exist a noteworthy variance amid lowly performing organizations

and highly performing organizations pertaining the degree to which activities connected to strategy implementation were executed. This study considered if there are differences in performance results as influenced by implementation of strategies in counties with city-status and other counties. In a study conducted in Canada by Elbanna, Andrews and Pollanen (2016) assesses the relationship between that planning and implementing of strategies had on successes of organizations in the public services sector. The findings show that strategy formulation is not always positively correlated to strategy implementation and managers ought to be cautious and not to assume a direct relationship. It was established that the relationship between strategy formulation and implementation is moderated by stakeholder uncertainty.

In Turkey, Andrews, Beynon, and Genc (2017) study was on the style of strategy implementation and efficiency, effectiveness and equity of public service. The study used rational strategy implementation style, incremental strategy implementation style and logical-incremental strategy implementation style. Establishing that a logical-incremental as well as rational implementation style were strongly related to efficiency, effectiveness, and equity as opposed to other styles of strategy implementation which were linked to low level of organizational performance. There was no clear implementation approach established not to be effective except that they differed in the degree of effectiveness. Mostly-incremental style was found to be sub-optimal. Policy-makers in quest to improve performance in the public services ought to take into consideration the degree to which it is possible to encourage an incremental approach as well as the employment of formal strategy implementation process. The current study

considered what aspects affect implementation of strategies and how these implementation influences performance.

In the study conducted by Guruwo and Chiguvi (2019) on how effective strategy implementation influences organizational performance in Zimbabwe. It was established that there exists multiple barriers hindering implementation of strategy and affected firm organizational performance. The study concluded that implementation of strategies was not any effective which has resulted in a high rate of failure in majority of business in Zimbabwe. The study then made recommendations to business to pay attention to factors within the control of the business as they were found to be key factors in implementation of strategy while keeping and continuous check of the environment within which the business operates in order to evaluate the strategy implementation hindrances. It was interested to assess what hinders implementation of strategies with the focus being in the county government.

In South Africa, a study was conducted to determine the factors affecting strategy implementation by Nkosi (2015). The study found out that absence of enough financial resources is the main factor that determines the level of strategy implementation and is therefore a very significant element to be considered for the success in strategy implementation. Financial resources were succeeded by the inadequacy of organizational structure which strongly supports the implementation of strategy. In another study in Namibia by Shopati, Mitonga and Aipinge (2018), it was discovered that it was important for firms to have in place the critical success factor in order to allow for cross checking with each stage of strategy implementation to tell whether the strategy implementation

team is on the right path. Therefore, what stages impact the implementation of strategies in the country government and how does that affect the overall performance of the administrative unit.

In Kenya, Kihara (2017) performed a study which sought the impact of strategy and its implementation and performance of small and medium enterprises in Kenya which are in manufacturing sector. The study conceptualized strategy implementation as leadership style, organizational structure, human resource, technology and strategic direction. A noteworthy relationship was discovered between all the independent variables of the study and organizational outcomes in the SMEs in Kenya's manufacturing sector. It was therefore recommended that small and medium enterprises ought to institute strong leadership skills and as a result top management of a firm be equipped with additional knowledge and skills on the variety of styles of leadership to improve firm's performance. The conceptualization was a bit different and by considering other elements of strategy implementation; the current study is able to expand knowledge on the area of study. Muendo and Ogotu (2020) established that strategic implementation is directly linked to firm performance and was recommended that institutions should establish and empower a department specifically for strategic planning and implementation in order to realize efficiency and effectiveness. This study then sought to find out if such a department exists and its contribution to strategy implementation and performance outcomes.

In another study by Donna and Wanjira (2018) which sought to establish the relationship between strategy implementation and performance of institutions of higher learning in

Kenya. The study variables were strategic resource allocation, strategic communication, monitoring and control and strategic leadership. The study discovered that there is a noteworthy and noteworthy correlation amid monitoring and control of strategies, resource allocation and strategic communication on the performance of institutions of higher learning.

Funmilola (2019) argued that there are different types of monitoring and evaluation and varies according to the kind of evaluation being conducted, program, purpose and activity and the period within which the monitoring and evaluation is being conducted. The study further discovered a number of hindrances to effective monitoring and evaluation which endangers the impact on performance. The barriers identified include the lack of benchmarking with other successful organizations, inadequacy of training to the monitoring and evaluation staff and failure to physically integrate facilities. The focus was on monitoring and evaluation types which create gap in concept since this study focused on how monitoring and evaluation affects performance. These barriers also inform other organizations on what pathways to avoid for improvement performance.

Yazdanifard (2015) study was on the relationship between effective leadership styles and how it may facilitate positive changes in organizations. The study discovered that leadership is among the key factors that causes positive change in any organization. This study delved deeper to interrogate on leadership elements and how they cause changes and influence performance. Mailu, Ntale and Ngui (2018) discovered that technological resources had the greatest contribution to the effectiveness of strategy implementation. Further, it was argued out the reason being informational communication technology

resources are useful and are utilized while formulating strategy also applicable in the entire process of strategy management yielding to better strategic management process. The focus was on only one type of resource, but this study assessed other types of resources like financial and human capital and how these resources improve performance outcomes.

Mugo (2016) argues in the study of the impact of communication on organization financial performance of multi-cultural work teams in Great Britain Kenya. The study was a case study in nature. The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the same time. The communication is applicable in all facets of business without regard to cultural dispensation. Ineffective communication is widely known to cripple firms' operations resulting in unacceptable and low performance in workplace. Additionally, there is complexity in multicultural setting which asks for a corresponding structure that ensure there is a common method and understanding. Since, the counties have staff from different backgrounds and cultural setting, the study considered the communication system and channels and its influence on performance outcomes.

Kihuha, Mathenge, Kimani, Kagunya, Chacha, Murage, and Nur, (2018) examined monitoring practices and effects on performances of United Nation Environmental Program. The study independent variables were the planning process, stakeholder involvement, technical expertise and management involvement which were regressed against the dependent variable of performance. The study findings showed that, all the

independent variables included in the study were positively and significantly correlated with performance. Mutekhele (2018) concluded that organization culture as a moderating variable in the relationship between planning and performance. The results showed that work planning had a negative effect on organizational performance. The results could be associated to presence of a moderating element and therefore, this study will directly link strategy implementation and performance in the Nyandarua County Assembly.

1.2.3 County Assemblies in Kenya

There are a total of forty seven (47) county assembly established under the 2010 constitution which was passed to create county governments and county assemblies. The overall responsibility of the county assembly is to represent the citizens, legislation and play the oversight role in the county executive. Further, the Assembly has the mandate to enhance the Institutional Capacity including enhancing the image of the institution, attracting and retaining a competent human resource. Every other electro term, county assembly formulates the strategic plan to guide their function and to foster constitutional as well as statutory agenda in an organized, reasonable, effective and financially sensitive way.

Usually, strategic planning in the county assembly covers a period of five years which is commensurate with the life of county assembly. Since the inception of the Nyandarua County Assembly in the year 2013, the county developed its first strategic plan covering a five-year period (2013-2017) and report shows it was 90% implemented (Nyandarua County Assembly, 2018). The question is why the strategy was not fully implemented

and what barriers and challenges were faced and this will inform future administrations. A second strategic plan was developed that covers the 2018-2022 period, and this is the focus of the current study. This study sought to understand how implementation of these strategic plan and the needed strategies and its influence on performance outcomes in the study. The implementation will seek to take into consideration challenges and milestones in the first strategic plan and give insights on how better to implement strategies.

1.3 Statement of the Problem

For the last few years, county assemblies in Kenya have registered low level of performance. Nearly all the 47 county assemblies in Kenya have not met their targets in performance as measured by the exercising their mandate. Some of the mandate include oversight role to the county government executive and passing legislation and there have been gaps in its completion and timelines. In evaluation of the first strategic plan in Nyandarua county assembly, it was established that a number of plans did not met the set standards of performance. In addition, the county assembly's oversight role had made recommendations for improving its performance by the year 2017. Other performance indicator was representation of the public by the county assembly that was to be enhanced to ensure that the legislation represented the interest of the general public. The performance measures were attained at a 25% capacity level (Nyandarua County Assembly economic outlook report of 2018). There is need to interrogate the reasons as to why only one-quarter of the performance indicators were met and what can be done to attain 100% outcome.

Implementation of strategy is crucial to every organization if it is to survive and improving its corporate performance in an ever competing industry (Atkinson, 2016). From the aforementioned performance related problems, it paints a dim picture on how strategies are being implemented in the county assemblies in Kenya. It is not yet clear what is responsible for the low level of performance in the county assemblies in Kenya. Therefore, the present study set out to discover how performance can be improved through the implementation of strategies.

However, there were scant literature found that concentrated on the strategy implementation and performance of county assemblies or any other legislative bodies leaving a gap in knowledge on how strategy implementation is related to organizational performance and more so in a legislative body in which this proposed study seeks to bridge the gap in knowledge in which it is the motivation factor to the researcher to carry out this research. The researcher therefore sought to perform a study to shed light on how the implementation of strategies influence performance in county assembly performance, a case study of Nyandarua county assembly.

1.4 Objectives of the Study

This section presents the objectives of this study. It specifically presented the general and specific objectives of the study.

1.4.1 General Objectives

The main aim of this study was assessing the relationship that existed between the implementation of strategy and performance of County Assembly Nyandarua.

1.4.2 Specific Objectives

The study sought to attain the following study.

- i. To determine the effect of resource allocation on performance of Nyandarua County Assembly.
- ii. To assess how communication affects the performance of Nyandarua County Assembly.
- iii. To examine the effect of monitoring and evaluation on performance of Nyandarua County Assembly.
- iv. To investigate the influence of organizational leadership on performance of Nyandarua County Assembly.

1.5 Research Question

- i. What is the effect of resource allocation on performance of Nyandarua County Assembly?
- ii. How does communication influence the performance of Nyandarua County Assembly?
- iii. What effect does monitoring and evaluation have on performance of Nyandarua County Assembly?

- iv. What is the influence of organizational leadership on performance of Nyandarua County Assembly?

1.6 Scope of the Study

This proposed research was conducted to assess the relationship between implementation of strategies and performance in the Nyandarua County Assembly. The county assemblies in Kenya came in to being in the year 2013 after the creation of the county government as part of the 2010 new constitution passed. Low performance has been noted in Nyandarua county assembly in Kenya with its inability to implement its strategies as directed in the strategic plan. This study set out to discover how performance can be improved through implementation of strategies. Strategy implementation is broken down into resource allocation, communication, monitoring and evaluation and organizational leadership in the county of assembly. The performance was measured using elements such as legislation and oversight of the county executive. The data collection period covered a 5-year term for the county assembly and ranged from 2015 to 2019.

1.7 Limitations of the Study

This research that was conducted suffered from the following shortcomings; there was a possibility of non-response in which the respondent becomes reluctant to respond to questionnaire. The reasons may be the sensitivity of the information and fear of victimization or failure to comprehend the questionnaires due to different fields of expertise and in some other cases the respondent responded to questionnaire and failed to

return them for analysis. The effect of this limitation is that, the selected sample size will be reduced and subsequently affect the generalizability of the research findings. To overcome this limitation, the researcher accompanied the questionnaire with an introductory letter explaining the purpose of research. The researcher ensured that the structuring of the questionnaire is such that every respondent is capable of comprehending and lastly, the researcher made sure the sample size selected is big enough to provide for non-response. The study was conducted in Nyandarua County Assembly, this may limit the quantity of information that was collected due to confidentiality issued.

1.8 Significance of the Study

The findings will benefit a diverse range of individuals and corporations:

County governments in Kenya are likely to be the prime beneficiary of this study. County government performance in Kenya is what every citizen is looking for and majorly relies on policies that are passed in the county assembly. County assemblies on the other hand have developed good plans which only call for successful implementation and positive impact shall be felt.

Researchers and academia are another group of individual with the potentiality of making use of the findings of this study. Future researchers can use this study as reference to support their study and also understand better their selected topics while developing research strategy. Secondly, this proposed study will open up the field for further researches. The research finding may not be replicable in some other areas and other

researchers will be guided on areas to explore for their future researches. Learning institutions both colleges and universities can use the information in the study as part of the curriculum in research and developmental fields.

1.9 Organization of the Study

The first chapter of this project covered the introduction of the study. In the chapter, background information and the problem of the study is provided. The objectives of the study are then listed down, research questions, scope of the study, limitation of the study and the significance of the study are also discussed. The second chapter entailed the literature review in which theoretical and empirical framework are being discussed. It was presented the gaps and the framework. The third-chapter presented the road map upon which the study objectives are attained. It first begun by highlighting the research design in which the study adopted and further discussed the research population of interest. It had sections on data collection instruments, procedures, pilot tests and analysis. Chapter-four presented the results of study from the descriptive, inferential and content analysis in form of tables and charts and prose form for the discussions. Chapter five is the last section that gave summaries of results, concluding, recommendations and suggested areas where future researches can be conducted in.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter covers literature review. The chapter is broken down into section as follows; the first section cover theoretical literature in which this study is anchored on. The following sections include literature from other researchers, the gaps noted and pictorial depiction of the relationship in the conceptual framework.

2.2 Theoretical Literature Review

This section examined the theories in which the study is grounded on the resource based view theory, dynamic capabilities theory, agency theory and balanced scorecard model. The main theory is on resource based view theory and supported by the other three theories. These theories are discussed in the subsequent sections:

2.2.1 Resource Based View Theory

It was first established by Barney (1991). It is a widely cited theory and an influential theory in management, explaining the internal sources of an organization's sustained competitiveness. It argues that a firm ought to transact with stakeholders of the organization and the surrounding environs with the intention of obtaining resources. The theory argues that stakeholders who do not have crucial resources are forced to develop relationships with others in order to get the resources needed. The theory further posits

that institutions are seen as alliances that align their structure and pattern with other actors in the industry to get and maintain resources required. Medcof (2001) argues that an entity acquiring resources from outside is made through a drop in organization's dependence on other and/or raising the dependence of other actors. The theory also maintains that every organization has at least four kinds of resources; human, physical, financial and technological resources.

The resource-based theory is established on fundamental assumptions. It is presumed that an entity is composed of internal and external alliances which emanates through social exchanges that are made to affect and manipulate the behavior. It is assumed that the environment has limited valuable resources that are important to the sustainability of an entity. It is assumed that entity seeks to attaining control over the limited and valuable resources hence maximizing the dependence on other entities. A set of resources a firm possesses dictates the goods and services that an organization potentially can offer. This implies that sustainability of an entity depends on the level of resources it possesses. In the same manner, it is concluded that an entity has the ability to expanding its human, financial, physical and technological resources over time, and as a result, the productive opportunity in the firm will change in the same manner, (Barney, 1991).

In applying this theory to this study, the researcher ground the objectives of resource allocation to the theory. According to the theory, among the resources an entity has, are the financial resources and human and physical. Nyandarua County Assembly is allocated resources from the county government which used to acquire other resources such as human, physical and technological ones.

2.2.2 Dynamic Capabilities Theory

It was first advanced by Teece, Pisano and Shuen (1997) as an alternative to RBV theory to address some of its flaws. Dynamic capability theory describes path-dependent processes that enable businesses to adapt to rapidly changing environments by constructing, integrating, and reconfiguring their resource and capability portfolios (Teece, *et al.*, 1997). Strategic management, on the other hand, had sparked little interest until the 1980s. Porter's industry-based theory (Porter, 1985) drew the most interest, especially in the 1980s (Barney & Ouchi, 1986). During that time, the RBV hypothesis was a hot topic of conversation. It viewed a company as a collection of tangible and intangible resources, as well as human resources and capabilities: "the firm's capabilities" were described as the ability to combine resources in a creative and efficient manner (Barney, 1991). According to this definition, competitive advantage is: "when a company is pursuing a value-creating strategy that is not being pursued by any current or future competitors and these competitors are unable to replicate the strategy's benefits" (Barney, 1991).

RBV theory was derived from dynamic capacity theory, which compensated for RBV theory's deficiencies in describing long-term competitive advantage and superior success in a dynamic setting. Dynamic capabilities, according to Teece, *et al.* (1997), are "the firm's capacity to integrate, construct, and reconfigure internal and external competencies to meet rapidly changing environments." As markets arise, converge, break, develop, and die, firms' dynamic capabilities are described as "the organizational and strategic routines through which firms achieve new resource configurations" (Eisenhardt & Martin, 2000,

1107). Teece (2007) contributed significantly to Dynamic capability theory by writing about the micro-foundations for each of the three dimensions: sensing, seizing and transforming.

By and by, serious reactions have been evened out against the hypothesis, like the idea of the actual term and troubles in deciding the benefits of the results of the hypothesis (Zahra, Sapienza & Davidson, 2006), trouble in understanding the idea of dynamic capacity s and the shortfall of clear models to quantify these abilities and what they mean for the exhibition of associations (Zott, 2003). The hypothesis has likewise been reprimanded for being dull (Zollo & Winter, 2002) and inadequate in giving a total answer in regards to DCs and they work (Schreyogg & Kliesch-Eberl, 2007).

Dynamic capacity hypothesis has likewise experienced an absence of lucidity about what establishes its center ideas (Ambrosini & Bowman, 2009). Notwithstanding the extreme development of studies examining the possibility of Dynamic abilities the advancement of the hypothesis actually requires further aggregate endeavors from scientists to represent ideas identified with the hypothesis and how to interface them to exact practices inside associations (Wang and Ahmed, 2007). This hypothesis consequently upholds the investigation autonomous variable assets distribution.

2.2.3 Agency-Theory

It was first developed by Jensen and Mackling (1979) being a management approach in which one person referred to as the principal delegates the decision making to the other known as the agent. In this arrangement, the agent may therefore decide to pursue his

own interest instead of the interest of the principal or the organization which is the key role of the contract. It is therefore required that, the agent should balance between own interest and that of the principal since the agent is in charge of the affairs if it is to achieve the general objective of the firm. Wright, Mukherji and Kroll (2001) argue that this theory is important being a theory of strategic management since it guides the action that the agent must take while discharging the responsibility since the actions taken affects either party adversely. The role of an agent in strategic formulation and implementation cannot be over emphasized.

The theory hypothesizes that there ought to be legitimate collaboration between the administration of the firm and its partners for them to coordinate energy towards a comparative target. Lan and Heracleous (2010) contend that the hypothesis is applied in the administrative writing as a hypothetical system for design and the board of agreements, in which it is among the arising issues in essential administration.

The theory is applied in the study as a guiding model and in this context, the general public is taken as the principal whereas the county assembly is the agent hired by the principal to work for on behalf in making decision which would otherwise be made by the principal as well as providing leadership in the firm. The principal on the other hand expects the agent to represent well and report good performance which in turn is used to evaluate how well the agent is discharging the stewardship role. The study variables of leadership and performance are grounded on this theory.

2.2.4 Balance Scorecard Model

This model was first proposed by Kaplan and Norton in 1992. According to this theory, evaluation of firm's performance ought to incorporate other measures of performance such as intangible assets in order to give a reliable and truthful position of the firm's performance. The idea was advanced at the time of criticism where firms were reporting financial performance by making use of only financial measurements. According to Kaplan and Norton (2001) the theory incorporates together all the organizational strategic objectives into one platform. The theory permits the systems of an organization like budgeting, planning reward and punishments to be directed to the success of strategy implementation and realization of firm's objectives. According to Kaplan (2005) the balanced scorecard theory is composed of four perspectives such as; the financial, learning and growth, internal process perspectives and customer focus. In each of the perspectives of balanced scorecard, it ensures that the strategy of the organization is being monitored as they are being implemented as well communication of the status at every given interval.

According to Kaplan (2005) the financial measures demonstrates the tangible financial measures of the strategy implementation which are reportable in financial terms such as lower cost of product, revenue growth, profit, return on assets and investments. On learning and growth dimension it points out none financial assets like human resources and technological resources that are employed to create value while trying to monitor strategy implementation in order to attain firm's objectives. The internal process on the other hand examines the customer relationship, innovation, regulatory interventions and

social capital aims used to produce and give value to customer while improving the quality products as well as reducing time lag between when the customer places an order and when product is delivered. Lastly, customer perspective refers to the income generating perspective of balanced score card and includes customer acquisition, customer satisfaction and customer retention.

The balanced score card is applied in strategy formulation and communication, aligning business facets and bringing them into unity as well as prioritizing tasks and guiding strategy implementation. This process begins by applying the balance score card in the upper level of management and bringing it to the bottom level for customizing it to fit a specific need of the department, (Karathanos and Karathanos, 2005). The internal process on the other hand examines the customer relationship, innovation, regulatory interventions and social capital aims used to produce and give value to customer while improving the quality products as well as reducing time lag between when the customer places an order and when product is delivered. Lastly, customer perspective refers to the income generating perspective of balanced score card and includes customer acquisition, customer satisfaction and customer retention. Every department in the organization seeks to align itself with the overall strategy of the organization (Kaplan, 2005).

In the Nyandarua County Assembly, learning and growth entails sharing of information on values and styles, employee empowerment and skill upgrade that is expected to influence performance outcomes. Whenever a system, structure, culture and strategy are incorporated closely, the chances of success in strategy implementation substantially increase. Balanced score card is view as an effective and convenient tool applicable in

monitoring and evaluation of firm' activity (Hoque, 2014). The relevance of the model is that it gives key approaches to communication throughout strategy management process in the county assembly in an attempt to improve county assembly's performance. The balanced score card theory therefore anchors the study variables communication and monitoring and evaluation

2.3 Empirical Literature Review

This part shows the reviewed researches which are related to this study to identify strategies useful and gap in knowledge to be filled. Macharia (2016) did a study to examine the relationship between implementing of strategies and performances at the Cisco academy support centers in Kenya. The study discovered that strategy implementation success is imperative to organizational success. Proper strategy implementation practices results in the realization of the objectives the organization will have the capacity of responding to both internal and external environment. It was further discovered that workers and their managers were fully engaged in strategy implementation process. To make sure that there is long-term success in implementation, organizations ought to ensure that employees are made to own the strategy, allocate sufficient resources and provide adequate communication within a reasonable timeframe. The study created contextual gaps by focusing on the educating sector and hence the need to expand research by considering government administrative units.

Mwanthi (2018) did a study to evaluate the relationship between strategy implementation and organizational performance in Kenyan Universities. Strategy implementation was

measured using communication, organizational leadership and resource allocation. The study established that communication is significantly and positively correlated with performance of Kenyan universities. The conceptualization of the study was different to the present study and gaps needed to be filled. Koskei (2017) study was on evaluation of strategic plan implementation and its effects on performance of Ainamoi Sub County hospital. The study discovered that management style impacted the strategic plan implementation and performance though the impact was insignificant. Additionally, the study found that both organizational structure and resource allocation significantly and positively influence the performance. The study created conceptual gaps as its focus was on aspects of outside the scope of the present study. Donna and Wanjira (2018) investigated the relationship between implementing strategies and its outcomes in institutions of higher learning. It was discovered a noteworthy and unidirectional correlation between the two study variables in the learning institutions.

Somi (2017) conducted a study on the Influence of Strategy Implementation on Performance of Government Owned Entities in Kenya. It was discovered a positive significant correlation between strategy implementation. It was further found that reward structure is positively correlated to organizational performance. In another similar study by Ngugi, Kihara and Munga (2017) which was conducted in Insurance firms in Nairobi, Kenya. There was a positive relationship between strategy implementation and performance. It was recommended that managers have the responsibility of giving direction and supervision in every stage of strategy implementation. Ogunmokun Hopper and McClymont (2015) investigated the conducted a study to established that the

magnitude to which the private hospitals implement strategies are closely-linked the level performance. It was further discovered that there exist a noteworthy variance amid lowly performing organizations and highly performing organizations pertaining the degree to which activities connected to strategy implementation were executed.

2.3.1 Resource Allocation and Performance

Donna and Wanjira (2018) sought to establish the relationship between strategy implementation and performance of institutions of higher learning in Kenya. The study variables were strategic resource allocation, strategic communication, monitoring and control and strategic leadership. The researchers employed descriptive, cross-sectional design and targeted head of departments with a drawn sample of 174 respondents. The study then got its data with the help of both open and closed ended questionnaire. Discovering noteworthy relations existed between resource allocation, monitoring and control of strategies, and strategic communication on the performance of institutions of higher learning. The study further established that strategic leadership were not related to the performance of institutions of higher learning and to a noteworthy extent, strategic leadership was establish to be a preceding variable. The study created contextual gaps, since its focus was the institutions of higher learning.

Chebet, Kimutai and Kemboi (2017) researched on the link between resource provision and performances of hospitals. The study targeted 340 employees working in hospitals in Kericho County and applied stratification to select 181 respondents. Structured questionnaire was employed to collect data from the selected respondents and

subsequently analyzed descriptively and inferentially. It was discovered with the introduction of county governments in Kenya, there has been better resource allocation to the county activities and have registered an improvement. It was further discovered that resource allocation explains the biggest percentage on performance. The study did not consider in-depth elements in resource allocation and does not share the indicators of both resource allocation and performance, which leads to gaps in conceptualization.

In another descriptive study by Omollo, Ngacho and Onyango (2017) examining allocation of resources the organizational performance of South Nyanza Sugar. The study targeted 994 employees working in Sony Sugar Company where a sample of 329 was taken for the research. Both quantitative data and qualitative data were collected with the help of questionnaire. The results show that resource allocation played an important role in performance of the sugar company. Resource allocation enabled implementation of strategies and it had high effects on performance of the organization. The study context was in the sugar industry and hence need to consider other organizations in other sectors.

Hantiro and Maina (2020) research was to establish the relations that implementing strategies in County Government of Tana River and its performance. The study's variables were the structure, culture, communication and resource allocations and county government performances as the dependent variable. The study was descriptive in nature. Management employees of the county government of Tana River were targeted for the study which 166 in total and from which 66 of them participated in the study. There was use of questionnaire which were administered on a drop and pick basis. Allocation of resource is an activity for the top management which enables the strategy execution to

take place. The key objective of allocation of resources is the attainment of firm's objectives. Communications was identified to be the key element to be acknowledged and embraced as well as budgeting for its entire activities. The department set for all the communication was discovered to be conveying vision and mission of the organization. The study therefore recommended that organizational structures needs to be improved by improving the communication function, involving the employees in major decision making, imparting employees with necessary skills and strategy implementation related policy formulation to be flexible. It was further recommended that, counties should deploy latest technology resources in order to serve the needs of the people. There is need for the county to have well-documented channels of communication policies formulated, procedures and even the resources that have been allocated to various unites and departments being part of communication strategy. The study context was in Tana River county government as a way of expanding literature, the study will cover Nyandarua County.

2.3.2 Communication and Performance

As argued by Anamallah and Hashim (2018) communication occurs in every organization and on daily life as long as people are meeting whether face to face or otherwise. Akhbari, Abtahi and Pourshojaei, (2019) argue that communication refers to the basis of human activity and is present in every aspect of life. Communication messages may be passed through a number of channels such as mails, memos, word of mouth and voice calls. Mugo (2016) argued in the study of the impact of communication on organization financial performance of multi-cultural work teams in Great Britain

Kenya. The study was a case study in nature. The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the same time. The communication is applicable in all facets of business without regard to cultural dispensation. Ineffective communication is widely known to cripple firms' operations resulting in unacceptable and low performance in workplace. Additionally, there is complexity in multicultural setting which asks for a corresponding structure that ensure there is a common methods and understanding. The study created methodological gaps since it was a case study and its findings might be limited in applicability.

Wachira and Anyieni (2017) sought to determine how change management practices affected the performances of teachers' service commission in Kenya. It aimed at investigating the impact of communication on performance. The study employed descriptive research design. The population of teachers' service commission senior staff who were working at the headquarters and county offices were targeted. The study applied simple random sampling to obtain a sample eighty respondent whom the questionnaire were distributed to and analyzed using descriptive and inferential statistics. The study concluded that there is a noteworthy positive effect for communication and performances at the commission. It was established that an improved communication leads to improved level of performance as they were positively correlated. It was recommended that for the organization to improve the network of communication to enhance effectiveness. Communication is an effective tool in duty delegation and raising grievance by employees. Insufficient communication is the prime ingredients for change

management and is therefore worth putting measures that ensures that there is effective communication in place. The study created conceptualized gaps as its focus was on change management while the current study will assess strategy implementation effect on performance of county government of Nyandarua.

Mwanthi (2018) evaluated the relationship between communication and organizational performance in Kenyan Universities. A descriptive research design was used and was cross-sectional in nature as the study was performed at only one point in time. The study targeted all public and private universities upon which a sample of ten universities was taken for the study employing criterion-based sampling where a previous available was used to judge whether a university has the needed information for the study. The study used the target respondents of 383 employees of the selected universities. A semi-structured questionnaire was applied to collect primary data which then analyzed using a statistical package for social science and descriptive and inferential statistics were computed. The study established that communication is significantly and positively correlated with performance of Kenyan universities, but it did not share the elements of communication hence creating conceptual gaps.

2.3.3 Monitoring and Evaluation and Performance

Funmilola (2019) argued that there are different types of monitoring and evaluation and varies according to the kind of evaluation being conducted. The evaluations can be program, purpose and activity and the period within which the monitoring and evaluation is being conducted. The study further discovered a number of hindrances to effective

monitoring and evaluation which endangers the impact on performance. The barriers identified included the lack of benchmarking with other successful organizations, inadequacy of training to the monitoring and evaluation staff and failure to physically integrate facilities. The study created conceptual gaps since its focus was the different types of monitoring and evaluation and its barriers, without assessing how M&E affects performance. Another research gap is based on methodology based on the fact that the study has not shared its respondents, data and analysis types and hence need for more studies in the area.

Owich (2018) conducted a research on the relationship that exists between strategic M&E management on firm performance in listed-firms at the National Securities Exchange. The study used every stage of strategy management as the study variables with a moderating variable of regulatory requirement. The study target population was the senior managers working in the national securities exchange that were 325 in number and stratified sampling technique was applied to select a sample of 179 which was based on the sectorial scope of the manager. Questionnaires helped to obtain primary data sources and after analysis that was descriptively and inferentially done through use of SPSS. The study findings were that regulation did not moderate the relations of the process of strategic management and performances. It was further discovered that strategy monitoring and evaluation was significantly and positively correlated to firm performance since it informs the future strategy formulation. It was concluded that organizational performance depends much on strategy formulation. The study created

contextual gaps by focusing on firms listed in the NSE and hence need to consider other forms of organizations.

Kihuha, *et al.* (2018) sought to examine the relationship between monitoring and evaluation practices and performance of United Nation Environmental Program. The study independent variables were the planning process, stakeholder involvement, technical expertise and management involvement. Descriptive research design in nature and targeted a population of 46 different programs and 52 observational units in which all of them participated in the study. The study findings showed that, all the independent variables included in the study were positively and significantly correlated with performance. It was therefore recommended that, should ensure that the right people are employed having the right skills to ensure that strategy monitoring and evaluation is effectively done. The study collected data from a small data set and it is unclear on how the observations were done, thus the methodological gaps will need to be filled in future researches.

Mutekhele (2018) conducted a study on the utilization of monitoring and evaluation systems, performance of educational building infrastructural in Kenya. The study targeted population of 152 county project implementation committee members and national government constituency development fund implementation committee members. The targeted population was then stratified and a representative sample of 110 was drawn from each stratum. Descriptive and inferential statistics was then computed. It was concluded that organization culture was a moderating variable in the relations of both variables but it was further noted that, work planning had a negative effect. The study is

unclear on the type of respondents who participated in the study and the county projects are not identified, these created methodological gaps in research.

2.3.4 Organizational Leadership and Performance

Karadag (2015) examined the relationship between leadership and organizational outcome in Germany. The study adopted meta-analysis research design where a total of 101232 participants were used and from a total 270 research studies. The results of meta-analysis established that there is a moderate but noteworthy effect for organization leadership elements and organizational performance. The study background is different to the Kenyan which created gaps in context and methodological gaps are linked to high target population with no explanation of how the small sample size was reached.

Khajeh (2018) determined the relationship between leadership styles and organizational performance. The study conceptualized leadership style as transactional, charismatic, bureaucratic, transformational, autocratic and democratic. The study collected using semi-structured questionnaires. The respondents rated their organizations leadership in relation to the competition in 20 randomly selected organizations. The study discovered that transformational, autocratic and democratic leadership styles were positively and significantly correlated to organizational performance. On the other hand transactional, charismatic and bureaucratic leadership styles were negatively and significantly correlated with organizational performance. The study recommended that since leadership style showed both positive and negative impact on organizational performance, managers who are in turn leaders should be careful in the type of leadership

style they are exhibiting. The conceptualization of leadership is different to the current study and hence the need for more studies to assess leadership association with performance.

Kihara (2017) in establishing how strategy implementation influences the performances of SMEs in Kenya's manufacturing sector. The study was a combination of quantitative and qualitative research design and targeted the 593 SMEs within Thika Sub-County. The study target respondents were 10000 where a sample of 384 was taken for the study obtained from employing multi-stage sampling technique. Both primary and secondary sources of data were used in order to attain the objective of the study. Primary data was collected using a 5-point Likert scale questionnaires and secondary data was from reviewing audited financial reports of the entities. The study established that, there exist a positive and noteworthy relationship leadership and organizational performance of small and medium in manufacturing in Kenya. The study did not establish any moderating effect of firm size on the relationship between strategy implementation and organizational performance. It was recommended that small and medium enterprises ought to institute strong leadership skills and as a result top management of a firm be equipped with additional knowledge and skills on the variety of styles of leadership to improve firm's performance. The study considered implementation of strategies using elements that are outside the scope of the study which created conceptual gaps and hence the need for new research.

2.4 Summary of the Reviewed Literature

This study reviewed balanced scorecard, however, the theory is criticized in the following ways. The theory hypothesizes that there ought to be legitimate collaboration between the administration of the firm and its partners for them to coordinate energy towards a comparative target. Lan and Heracleous (2010) contend that the hypothesis is applied in the administrative writing as a hypothetical system for design and the board of agreements, in which it is among the arising issues in essential administration. Additionally, the framework takes some time and dedication to understand and apply in organizations by leaders. The study also reviewed the resource based theory and it suffers from a limitation in that while the facts confirm that a company's assets are significant, they are not by any means the only factor behind business development and execution. Further, significant assets were not really given an upper hand since worldwide economy and other outside elements may have a more noteworthy effect in specific situations.

Donna and Wanjira (2018) sought to establish the relationship between strategy implementation and performance of institutions of higher learning in Kenya. The study was conducted in institutions of higher learning which have existed for long period of time and further focused of financial measures of performance. The current study was conducted on the Nyandarua County Assembly which is less than ten years old and measures of performance will be oversight, legislation and representation. In another study, Hantiro and Maina (2020) sought to investigate the relationship between strategy implementation and County Government of Tana River performance. The study was done in a different county from the study's county assembly.

Kihara (2017) establishing how strategy implementation influences the performances of SMEs in Kenya’s manufacturing sector. This study was conducted in manufacturing private sector leaving a gap on how strategy implementation influences performance in public sector. The study filled the gap by examining strategy implementation and performance in public sector. It was done in a non-governmental organization and this research conceptualized strategy implementation as resource allocation, communication, monitoring and evaluation and leadership. Additionally, the study was on performed in a governmental organization.

Table 2.1: Summary of Research Gap

Author(s)	Topic	Findings	Study Gaps	How the study addressed the Gaps
Donna and Wanjira (2018)	The relationship between strategy implementation and performance of institutions of higher learning in Kenya.	It was discovered that there is a noteworthy and significant relationship between resource allocation, monitoring and control of strategies, and strategic communication on the performance of institutions of higher learning.	The study was conducted in institutions of higher learning which have existed for long period of time and further focused of financial measures of performance	The current study was conducted on the Nyandarua County Assembly which is less than ten years old and measures of performance were oversight, legislation and representation
Chebet, <i>et al.</i> (2017)	The link between resource provision and performances of hospitals	It discovered that resource allocation explains the biggest percentage on performance.	The gap was in concept since elements of resource allocation and performance are different to the	The study was done in government institution and focus will be on performance in the Nyandarua

			current study	County Government
Omollo, <i>et al.</i> (2017)	The allocation of resources the organizational performance of South Nyanza Sugar.	The results show that resource allocation played an important role in performance of the sugar company.	The study context was in the sugar industry, which is shows a different context	The study linked resource allocation to performance of the Nyandarua County Government
Hantiro and Maina (2020)	The relationship between strategy implementation and County Government of Tana River performance	It was established that strategy implementation is positively and significantly correlated to county performance and that communication channel in the county government was ineffective	This study was conducted in county government which different from county assembly	This study was conducted to shed light on the relationship between strategy implementation and performance
Mugo (2017)	The impact of communication on organization financial performance of multi-cultural work teams in Great Britain Kenya.	The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the same time.	This was a case study and thus methodological gaps were created based on limited applicability of findings Conceptual gaps are based on focusing on financial performance elements	The current study assessed how communication affects performance at the Nyandarua county assembly
Wachira and Anyieni (2017)	How change management practices affected the performances of teachers' service	It was established that an improved communication leads to improved level of performance as they were	The study created conceptualized gaps as its focus was on change management	The current study researched on communication and its effect on performance of Nyandarua

	commission in Kenya.	positively correlated		County Assembly
Mwanthi (2018)	The relationship between communication and organizational performance in Kenyan Universities.	The study established that communication is significantly and positively correlated with performance of Kenyan universities	The study did not share the elements of communication hence creating conceptual gaps.	The current research study was on communication and its effect on performance of Nyandarua County Assembly
Funmilola (2019)	Different types of monitoring and evaluation and variation in how they are conducted	The study further discovered that these hindrances (the lack of benchmarking, inadequacy of staff training and failure to physically integrate facilities) affected effective monitoring and evaluation which	The focus was on type and barriers to M&E, creating conceptual gaps and the study did not its source of data, type and analysis methods- thus creating methodological gaps	The current study assessed by M&E influenced the Nyandarua County Assembly
Owich (2018)	The relationship that exists between strategic M&E management on firm performance in listed-firms at the National Securities Exchange	It was discovered that strategy monitoring and evaluation was significantly and positively correlated to firm performance since it informs the future strategy formulation.	The study created contextual gaps by focusing on firms listed in the NSE	This study considered how performance of the government units and focus was on Nyandarua County Assembly
Kihuha, <i>et al.</i> (2018)	The relationship between monitoring and evaluation	The findings showed that the planning process, stakeholder involvement,	The study collected data from a small data set and it is unclear on how	The current study researched on monitoring and evaluation and its effect on

	practices and performance of United Nation Environmental Program	technical expertise and management involvement helped in improve performance	the observations were done, thus the methodological gaps	performance of Nyandarua County Assembly
Mutekhele (2018)	The utilization of monitoring and evaluation systems, performance of educational building infrastructural in Kenya	organization culture was a moderating variable in the relations of both variables and work planning had negative effects.	The study is unclear on the type of respondents who participated in the study and the county projects are not identified, these created methodological gaps in research.	The present study directly linked monitoring and evaluation to performance of the county assembly of Nyandarua
Karadag (2015)	The relationship between leadership and organizational outcome in Germany.	It was established that there is a moderate but noteworthy effect for organization leadership elements and organizational performance.	The study background is different to the Kenyan which created gaps in context and methodological gaps are linked to high target population with no explanation of how the small sample size was reached.	The study researched the link between leadership and performance of the county assembly of Nyandarua
Khajeh (2018)	The relationship between leadership styles and organizational performance	The study discovered that transformational, autocratic and democratic leadership styles were positively and significantly correlated to organizational performance.	The conceptualized leadership style as transactional, charismatic, bureaucratic, transformational, autocratic and democratic which is different to the current study.	The study assessed the leadership association with performance in the Nyandarua County Assembly

Kihara (2017)	To assess the impact of implementation of strategy on performance SMEs in Kenya which are manufacturing sector	The study discovered a positive and noteworthy correlation of leadership and organizational performance of SMEs	This study was conducted in manufacturing private sector leaving a gap on how strategy implementation influences performance in public sector	The study filled the gap by examining strategy implementation and performance in public sector

2.5 Conceptual Framework

Conceptual framework refers to a mental map that a researcher has regarding the relationship between some variables which helps to conceptualize the relationship that exists between the variables at a glance (Kivunja, 2018). Figure 2.1 presents the relationship between the independent variables of the study; resource allocation, communication, monitoring and evaluation and leadership, and the dependent variable; performance of county assembly in Nyandarua County.

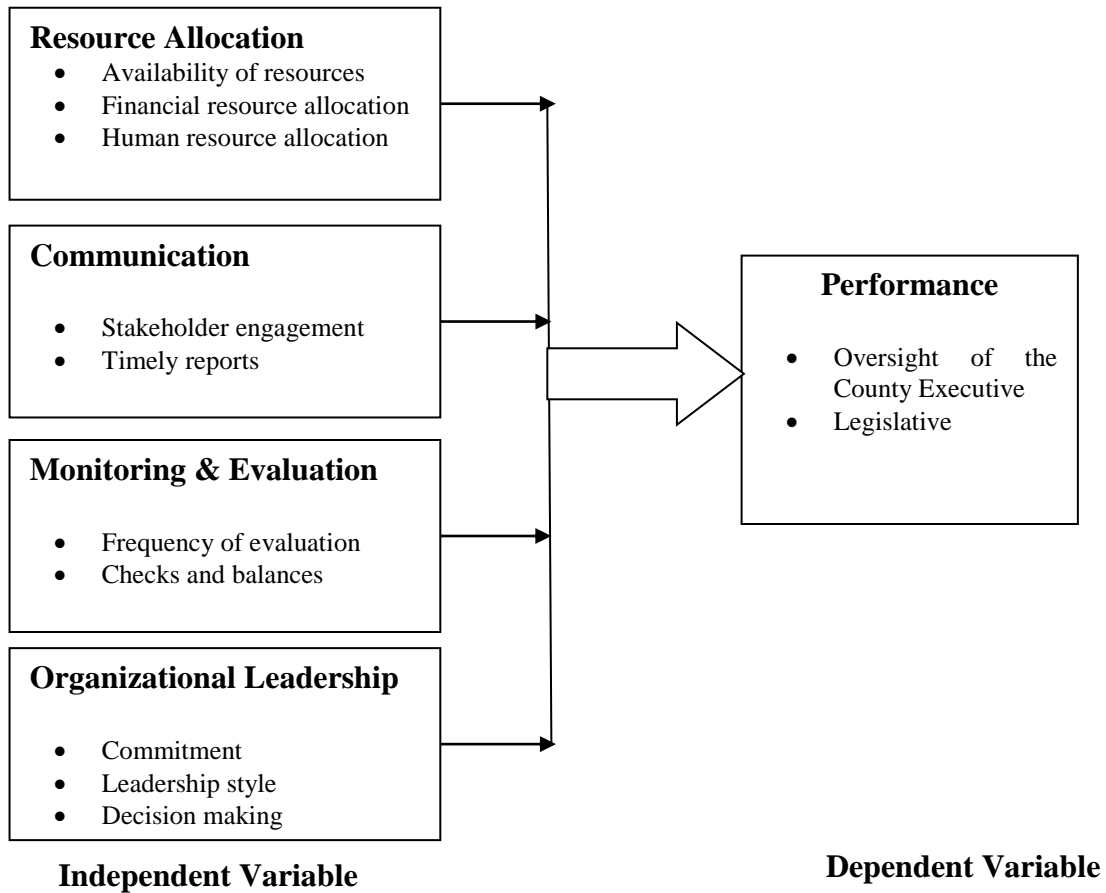


Figure 2. 1: Conceptual Framework

The framework brings out clearly the effect of implementation of strategy on performances of county assembly of Nyandarua, Kenya. The independent variables that are resource allocation, communication, monitoring and evaluation and organizational leadership and the dependent variable being performance of county assembly of Nyandarua.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

It discusses the design that was adopted, the targeted populations that was used to provide useful data and sampling techniques thereof that were employed to get a small sample from the population. The chapter shared on the research instrument that was used to collect data and steps that were followed during the exercise. Thereafter, the chapter outlined how data was analyzed, the statistical software that was used and how data analyzed was to be presented and lastly explains how ethical standards were upheld while conducting research.

3.2 Research Design

Research design refers to the overall approach that guides the type of data to be collected and explains steps that will be followed as well as dictating how data will logically be collected and subsequently analyzed and presented, (McKenney & Reeves, 2018). Descriptive research design was considered useful for this proseed study in attempting to develop the relationship between strategy implementation and performance of Nyandarua County Assembly. Descriptive research design is considered fit since it describes the characteristics of a given population or phenomena under study at the same time it allows the researcher to acquire a vivid understanding of the subject that is being investigated as it exists (Avella, 2016). In descriptive research design, the entire research question is subdivided into smaller unit/variables upon which different small research problem were

created which enables the researcher to collect the necessary data and analyze them in order to give answers to a predetermined research question, (Ghauri, Gronhaug and Strange, 2020).

3.3 Study Population

Quinlan, Babin, Carr and Griffin (2019) defined study population as the entire set of elements which have the same characteristics for observation and useful in explaining a certain phenomenon. It was done to determine the relations between implementing strategies and performances at the Nyandarua County Assembly. The target population therefore having useful information included the employees of the county assembly Nyandarua and the members of county assembly. The target population was therefore comprised of the member of the county assembly, top, middle and lower managerial levels. As argued by Humphries (2017), sampling frame relates to the list that has the elements of the target population. The sampling frame applicable in this research was the payroll data. According to the payroll data of December 2019 there was a total of 39 members of the county assembly, 5 top level management, 15 middle level management staff and 20 lower level management staff.

Table 3.1: Target Population

Category	Frequency	Percentage
Members of county assembly	39	49
Top-level management	5	6
Middle-level management	15	19
Lower-level management	20	25
Total	79	99

Source: Nyandarua County Assembly personnel records of 2019

3.4 Sampling Technique and Sample Size

As argued by Dawson (2019), sampling design refers to the process of arriving at the sample size. This study will use Krejcie and Morgan (1970) formula of sample size determination to determine the sample size. Once the sample size is determined, simple random sampling technique was used to obtain the sample from the entire population. The technique is preferred as it reduces the chance of biases when selecting the sample.

$$s = \frac{x^2 + NP(1 - P)}{d^2(N - 1) + x^2P(1 - P)}$$

Krejcie and Morgan (1970)

s= size of sample

X²=the table value of chi-square for 1 degree of freedom (3.841)

N= Size of population

P= Proportion of population

$$s = \frac{3.841^2 + 69 * .5(1 - 0.5)}{0.05^2(69 - 1) + 3.841^2 * 0.5(1 - 0.5)} = 66$$

Table 3. 2: Sample Size

Category	Frequency	Sample
Members of County Assembly	39	33
Top-level management	5	4
Middle-level management	15	12
Lower-level management	20	17
Total	79	66

3.5 Data Collection Instrument

As argued by Giusti, Capone and Perkins (2013) research collection of data is defined as the process upon which a research problem is broken down into sub-variables, questions related to each variable is then formulated and administered in one or more ways for collecting the needed info while responding to a specific research problem. This study made use of primary data. Apanasevic (2018) defined primary data as that data that is collected from a person who was present when a particular event and is therefore considered as firsthand data. It may be collected by applying several instruments such as questionnaire, interview, observation and survey. This study used semi-structured questionnaire. The questionnaires were formulated by first breaking down into sections, in which each section asked questions which are related to a specific variable of the study. The questionnaires were presented on a 5-point Likert scale.

3.5.1 Validity of Research Instrument

Validity refers to the legitimacy and therefore alludes to the degree at which examination instrument estimates what it should measures, Dikko (2016). Generally, legitimacy of exploration instrument is measure in various measurements like substance legitimacy, build legitimacy and basis related legitimacy to quantify how much examination instrument compares to certain ideas under investigation, (Goldberg, Wielgosz, Dahl, Schuyler, MacCoon, Rosenkranz, and Davidson, 2016). Walden (2012) defines construct validity as the degree to which to implications are rightfully drawn from the operational definition of a variable. In this proposed study therefor construct validity was achieved by

checking on the adequacy and sufficiency of the operational definition of variables and clarity of instructions in the questionnaire.

3.5.2 Reliability of Research Instrument

Reliability of research instrument has been taken to mean the ability of research instrument to yield stable outcome when several similar studies are performed repetitively and is therefore measuring consistency and dependability of results and measuring instrument, (Bowling, 2014). SPSS version 25.0 was the tool for computing the coefficient of reliability, Cronbach alpha which determined the reliability of data collection instrument. Working with Cronbach’s alpha, a coefficient of 0.70 and higher portrays that the instrument is reliable and is therefore acceptable being appropriate for use and a coefficient of below 0.7, it is unacceptable and data collection instrument should be revised, (Trizano & Alvarado, 2016)

Table 3.3: Reliability Results

Variable	No. of items	Cronbach Alpha	Comment
Resource Allocation	9	.775	Reliable
Communication	7	.753	Reliable
Monitoring & Evaluation	8	.881	Reliable
Organizational Leadership	9	.890	Reliable
Performance	7	.872	Reliable
Total	40	.832	Reliable

Source: Pilot Test Results (2021)

The reliability results showed that alpha test results were all above the threshold of 0.7 meaning that the instrument was deemed reliable and ideal for use in this research. The

results align to findings of Trizano and Alvarado (2016) who noted that coefficient of 0.70 and higher portrays that the instrument is reliable and therefore acceptable and appropriate for use in any study.

3.6 Data Collection Procedure

Data collection procedure refers to the steps that will be employed while collecting data, (Beaumont, Bocci, and Haziza, 2015). After approval of the proposal, the researcher applied for research permit by using the introductory letter that was obtained from Kenyatta University. The questionnaires were then printed in multiples and distributed to the sampled respondents and later picked. In the event that the respondent delayed in responding and/or returning the questionnaire, a polite reminder call and/or message was sent to them to ensure there is high responding rates.

3.7 Data Analysis and Presentation

After all data was collected, the researcher edited the data to remove errors and conduct coding before entering the data into SPSS for analysis. Data analysis is the process by which data collected is arranged in some manner some as to draw some meaning out of it (Christensen, Johnson, Turner, and Christensen, 2018). Data analysis was done using SPSS version 25 where descriptive analysis produced means, frequencies and standard deviation and inferential statistics where Karl Pearson correlations and regression analysis were computed to deduce properties of the objectives for making conclusions. The output was then presented in tables and charts to allow for an understanding of the subject matter at a glance. As argued by Prins (2018) defined empirical model as the

presentation of study variables in a form of an equation which explains the relationship between the variables in given situation. The following empirical model was employed to explain the correlations that exist between implementation of strategy and performance of Nyandarua County Assembly.

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

Where;

Y is the performance

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of the regression equation independent variables.

X_1 is Resource allocation

X_2 is Communication

X_3 is Monitoring and evaluation

X_4 is Organizational leadership

ε is the error term

3.8 Ethical Considerations

According to Artal and Rubinfeld (2017) ethical considerations in research refers to the dos and don'ts while conducting research. Research ethics are therefore adhered to while ensuring that research participants do not get harmed. This study first ensured that

informed consent is sought for from the respondents. This informed consent was gotten by the use of introductory letter written by the researcher explaining the purpose of research and assuring them of confidentiality, a letter authorizing research was obtained from the graduate school of Kenyatta University which served as evidence that the researcher is indeed a bona fide student of Kenyatta University and a research license.

CHAPTER FOUR

FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the study findings after the researcher has conducted descriptive analysis, inferential statistics for Pearson correlation and regression coefficients and content analysis. The chapter is arranged in sections that have information on then respondents, the independent variables and the dependent variables are shown in the upcoming sections.

4.2 Response Rate

Out of the 66 questionnaires that were distributed to the respondents, 59 were fully filled and returned. This makes the response rate of 89.4% and based on stipulations of Mugenda and Mugenda (2003) any response that is 60% is good and 70% is very good while 80% and above is excellent. Therefore the response rate of 89.4% is excellent and good for generalization of findings.

4.3 General Information

The researcher asked general information to get the bio-data of the respondents on different aspects. On the department that the respondents worked, the answers provided was 10 in the administration, 7 from human resources, 9 in the finance, 3 in the ICT, 8 working in the procurement section, 8 in committee services, 2 in accounts, 2 in research,

5 in legal and 1 in library services. There were 5 respondents who did not indicate the department that they worked in, but that has no issue since it was an optional question.

4.3.1 Gender

The respondents were asked to indicate their gender and response is shown in Figure 4.1

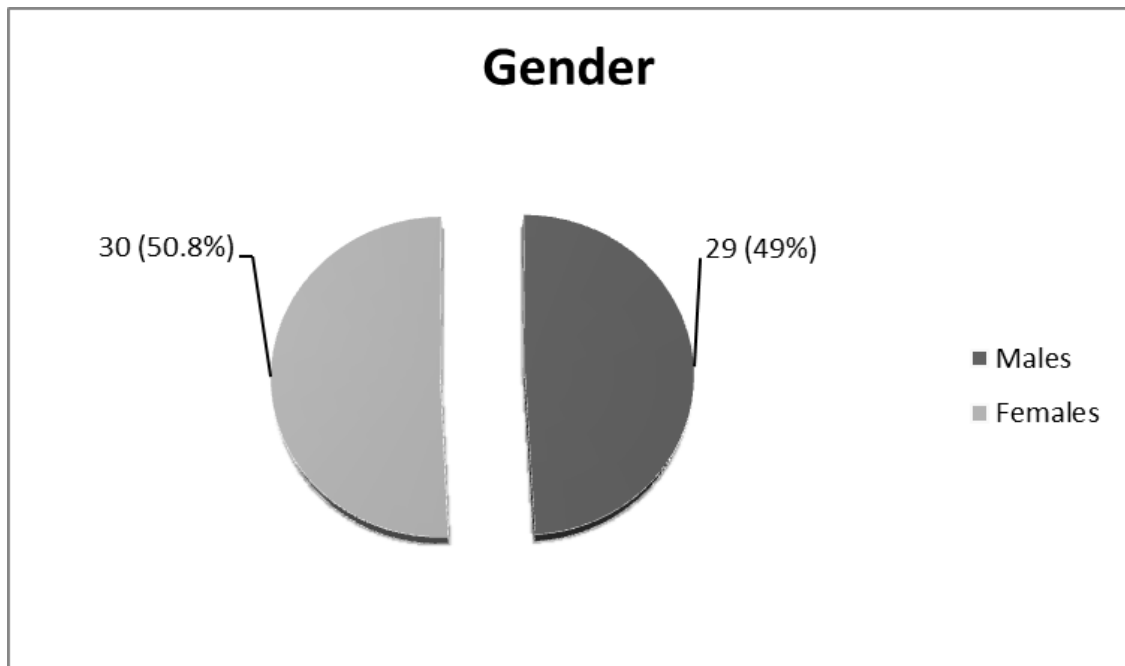


Figure 4.1: Gender

Field Data (2021)

The findings show that 30 (50.8%) of the respondents were females and 29 (49%) were males an indication that both genders participated in the study to refute any claims of biasness.

4.3.2 Level of Education

The respondents were asked to share the highest education levels that they had attained.

Their responses are as shown in Figure 4.2

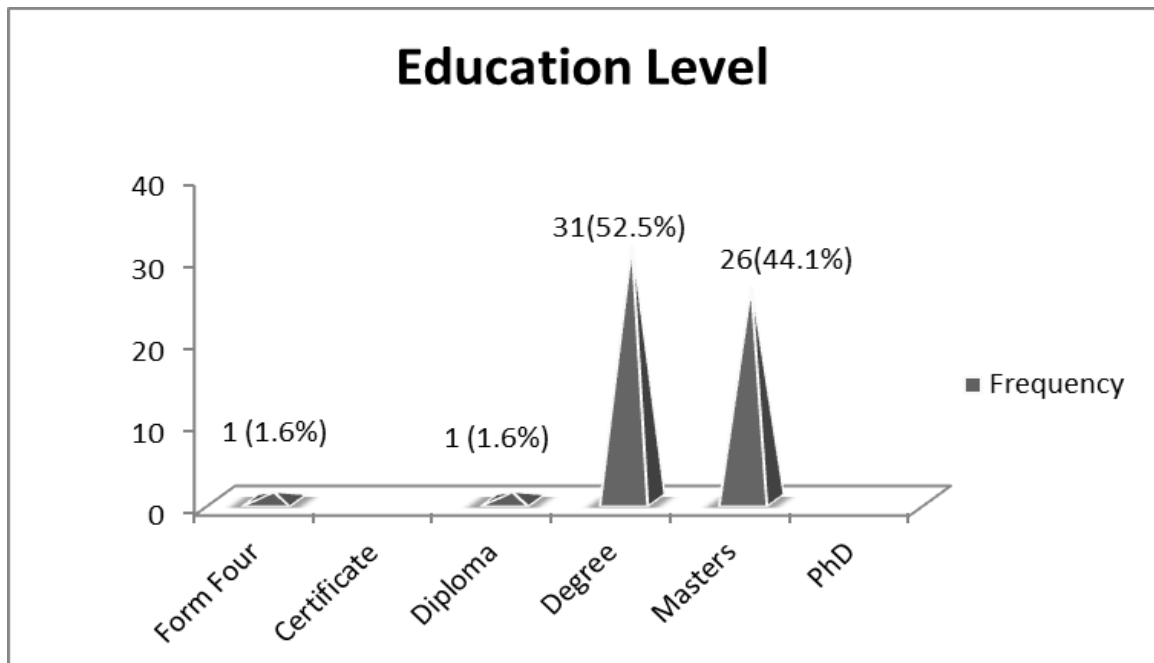


Figure 4.2: Level of Education

Field Data (2021)

Figure 4.2 shows the responses on education level of the respondents, there was a single respondent that had attained form four certificate and one person indicated being a diploma holder. Majority of the respondents were degree holders, accounting for 31(52.5%) and another 26 (44.1%) had Masters' degree. This means that participants in the study could read and understand the questions and were able to answer the research questionnaire.

4.3.3 Length of Experience in the Position

The respondents indicated the length of experience they had in the organization as they held their position. The result is as indicated in Figure 4.3

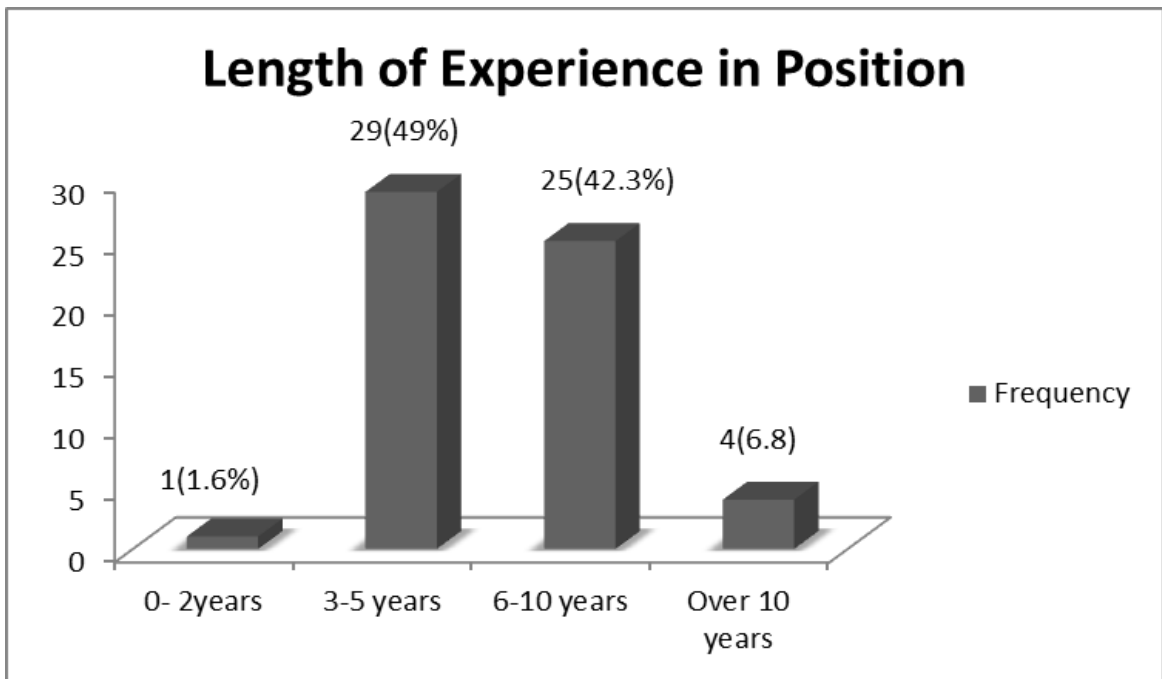


Figure 4.3: Length of Experience in the Position

Field Data (2021)

The majority of the 29 (49%) respondents had 3-5 year experience in the position that they were holding and 25 (42.3%) said they were in that position for 6-10 year period. A few of them had worked for over 10 years in the same position and only 1 respondent stated that they had been in that position for 0-2years. The information meant that participants had stayed in that position for long and hence they have pertinent information on strategy implementation in the county assembly and can respond to the research questions.

4.4 Descriptive Analysis

The researcher performed descriptive analysis on the closed-ended questions and the findings are shared in the coming sections.

4.4.1 Resource Allocation

Table 4.1: Resource Allocation

Resource Allocation	Mean	SD	D	N	A	SA	Std. Dev.
		%	%	%	%	%	
County assembly always receives adequate funds from the county government	3.603	33.2	22.9	4.4	17.0	22.5	0.871
There are sufficient personnel in the county assembly to discharge the mandate of the institution	4.411	8.6	11.2	6.5	17.2	55.9	0.915
All the physical resources required have adequately been provided to the employees	3.327	10.1	32.9	13.6	19.3	24.1	0.741
Whenever resources are not sufficient, additional funding is obtained from other financing institutions	2.982	34.5	23.9	12.1	20.3	9.2	1.021
All the resources allocated to the county assembly are spent in prudent and accountable manner.	3.672	19.3	15.8	10.7	29.2	25	0.865
As the rule of thumb, financial reporting is periodically done	4.120	0	9.9	21.6	29.2	40.3	1.241
Sometime new staff are hired on contract basis	4.206	0	3.2	0	31.8	65	0.884
There are times where the county assembly outsource some of the task	3.672	0	6	14.8	44.1	35.1	0.867
There is a direct effect of resource allocation on performance of the county assembly	4.248	0	0	4.4	39.2	56.4	0.689
Total	3.804	21.14	15.72	11.01	24.47	37.05	0.899
Field Data (2021)							

Table 4.1 presented the findings from the descriptive analysis on resource allocation, the statement with the highest mean score was on sufficiency of personnel to discharge assembly's mandate at 4.411 and standard deviation of 0.915. More than half of the respondents at 55.9% strongly agreed and another 17.2% agreed that resource allocation was useful in improving performance at the county government. It is an indication that no functions can take place without resources including human resource, finances and other tools and equipment.

The respondents revealed that financial reporting was done periodically with mean score of 4.120 and variation of the responses at 1.241. There were 40.3% who strongly agreed, 29.2% agreed and 21.6% held neutral opinion on the statement. On the statement of new staff sometimes hired on contractual basis, the mean score is 4.206 and SD 0.884, 65% of the respondents who were the majority strongly agreed and 31.8% agreed that new staff had been hired on contract basis. Only 3.2% respondents had contrary views on this particular statement. As part of resource management, it is important for the county government and other organizations to report on usage of resources to avoid loss and wastage. Reporting also improves on effective and efficient use of the resources and enhances outcomes.

On the direct effect of resource allocation to performance of the county assembly, most respondents held positive opinion, such that 56.4% strongly agreed and 39.2% agreed. 4.4% of the respondents did not agree or disagree with the statement and there were respondents who held contrary views. The mean score was 4.248 and the standard deviation was 0.689. The respondents were in agreement with the statement that the

county assembly outsourced some of its tasks with means of 3.672 and the responses variation was 0.867. Some 44.1% respondents agreed and 35.1% strongly agreed while only 6% disagreed with the statement country assembly outsourcing some of the tasks as a way to improve its performance. One way of proper management of resources is outsourcing non-core activities and allows the county staff to concentrate on main functions and realize higher results. This could be the reason why there is an increase in performance outcomes.

On the statement about prudent and accountability of resource allocated to the county assembly, the mean score was 3.672 and standard deviation was at 0.865. There were 3.1% of the respondents who disagreed that resources allocated to the assembly were prudently used and could be accountable for; while 54.2% shared that resources were prudently used and they could be accounted. On assembly receiving adequate funds from the county government, the majority of respondents at 56.1% disagreed with the statement an indication that there was inadequacy of financial resources at the county assembly. A few of the 17% of respondents agreed and 22.5% strongly agreed with the statement. The statement had a mean of 3.603 and standard deviation of 0.871. It is an indication that the county government of Nyandarua has set out measures for prudent use of resources.

On provision of adequate physical resources, there were 43% who had contrary opinion and on the other hand 43.4% concurred with the statement, while 13.6% had neutral view on the statement. The mean score was held at 3.327 and standard deviation of 0.741. The statement with the lowest mean score at 2.982 and SD of 1.021 was on obtaining of

insufficient resources from other financial institutions. A big percentage of the respondents at 58.4% disagreed with 34.5% of them indicating having strongly disagreed with the statement; while a minor 29.5% agreed with the statement. When resources are adequately provided then, there are no excuses for low performance and it forces staff to up their performance outcome.

The overall mean score on these statements about resource allocation at the county assembly is 3.804 whereby the variation in responses was reported at 0.899. In general 61.52% respondents agreed on the fact that resource allocation affected performance of the county assembly and of these respondents 37.05% strongly agreed with the statement. However there were a few of the respondents at 21.14% who strongly disagreed and 15.72% disagreed on resource allocation affecting performance at the county assembly. These findings are similar to what Donna and Wanjira (2018) found and shared that there is a noteworthy link that resource allocating has on performances. Chebet, *et al.* (2017) noted that better resource allocation to counties and its activities has led to its improvement. The researcher revealed that resource allocation explained the biggest contributing percent to performance. Furthermore, Omollo, *et al.* (2017) discovered that resource allocation as a factor had high effects on performance due its ability to influence implementation of strategies. Hantiro and Maina (2020) argue that allocation of resources is the mandate of the top management and it enabled execution of strategy and attainment of the objectives of the firm.

4.4.2 Communication

Table 4.2: Communication

Communication	Mean	SD	D	N	A	SA	Std. Dev.
		%	%	%	%	%	
Employees always provided with their preferred channel of communication which in turn is considered for communication	3.844	1.6	12.8	23.4	54.2	8	0.669
Communication channel ensures that implementation of strategy is done and as per the plan	3.948	15.4	29.1	21.8	10	23.7	1.115
The channel of communication put in place for passing implementation of strategy is always effective	3.931	8.4	20.6	3.5	27.7	39.8	0.942
There is involvement of stakeholders in selection of channel of communication to be adopted	3.655	4.3	35.5	2.2	36.6	21.5	0.853
Involvement of stakeholder improves on effectiveness of communication	3.982	0	8.6	9.7	53.8	28.0	0.798
Timely reports are important in implementation of strategies in the county assembly	4.293	1.1	10.8	10.1	35.1	43.0	1.056
County assembly is concerned with improving communication channel to enhance performance	4.172	2.2	3.2	0	36.6	58.1	0.876
Total	3.975	4.71	17.22	10.1	36.28	31.72	0.901

Field Data (2021)

Table 4.2 presents the study findings for the descriptive analysis done on communication showcasing the mean scores, standard deviation and percentage for individual elements of the likert scale. The highest variation of the responses was at 1.115 on the statement about communication channels ensuring the implementation of the strategy is according to the plan. Its mean score was 3.948 where 15.4% of the respondents strongly disagreed

and 29.1% disagreed and alternatively 10% agreed and 23.7% strongly agreed. Implementing any process or function is linked to communication through sharing of information. The supervisors give instructions and guidance and the subordinates share their suggestions and feedback that works to deliver higher performance.

The statement with the highest mean score was on importance of timely reports in strategy implementation at 4.293 and SD of 1.056. Respondents mostly concurred with it such that 35.1% agree and another 43% strongly agreed and only 1.1% strongly disagreed with 10.8% of the respondents strongly disagreeing on timely reporting affecting the performance of the county assembly. The reports are an indication that communication is working and every person engaged and the happenings in the county assembly is shared to every person.

On the statement about county assembly concern for improving communication channels as a way of improve its performance, the responses were spread across the elements and its standard deviation was at 0.876 and means of 4.172. Some 2.2 respondents strongly disagreed and 3.2% disagreed while majority of the 58.1% strongly agreed and 36.6% agreed that improving communication channels led to improved performances at the Nyandarua County Assembly. This implies that the county staff had notices some communication gaps and gave their suggestions on improving communication and thus the leadership needs to consider these gaps, fill them for realization of the results.

On the effectiveness of the channel of communication that is used in passing information on implementation of the strategy, its mean is 3.931 and deviation at 0.942. A minority of

the 29% respondents disagreed with the statement and two thirds of the respondents at 67.5% concurred with this statement and its effect on communication channel affecting performance of the county assembly. On employees being provided with their preferred choice of communication channel 54.2% agreed and some 8% strongly agreed but there 12.8% who disagreed and a few of 1.6% strongly disagreed. The responses had average scores of 3.844 the variations were at 0.669 as to the effect of communication on performance of county assembly. The channel and choice of communication indicate that the county government had realized its value and thus made efforts to have a good and proper communication system. Other organizations also need to consider the value of communication and adopt it in the firm structure.

The respondents agreed on the statement that involvement of stakeholders improved communication effectiveness, such that 53.8% respondents agreed and 28% strongly agreed but some 8.6% of these respondents disagreed. The mean score of the statement was 3.982 and standard deviation held at 0.798 on its effect on performance at the county assembly. On involvement of stakeholders in selecting the communication channel to be adopted, the statement had the least mean score of 3.655 and standard deviation 0.853. Some of the 4.3% of the respondents strongly disagreed and 35.5% were in disagreement with the statement, on the other hand 36.6% of the respondents were in agreement and 21.5% of the respondents strongly agreed with the statement and its effect in improving performance of the county assembly. The findings show that not involving all stakeholders account for bad performance and as much as the process is cumbersome, it is important to involve stakeholders.

In general, communication effect on performance at the Nyandarua County Assembly had a mean score of 3.975 and the responses were varied at 0.901 but a majority at 68% of the respondents concurred with the different statements on communication. Some 4.71% of the respondents strongly disagreed and rejected the concept that communication affected performance and 17.22% of these respondents disagreed on the relation of the two aspects. Communication is an important element in any organization as it helps reduce confusion, conflicts and misunderstandings and improve productivity, cohesion and cooperation. The findings are equally in line with Anamallah and Hashim (2018) who shared that communication is a part of every organization and life for the firm. Mugo (2016) revealed that ineffective communication cripples the operations of the firm leading to unacceptable and poor performance. Wachira and Anyieni (2017) discovered a noteworthy positive effect of communication of performance at the teachers' service commission. When there is an improvement in communication there is similar improvement in performance levels. Mwanthi (2018) shared that communication is significantly and positively correlated to performance of Kenyan universities.

4.4.3 Monitoring and Evaluation

Table 4.3: Monitoring and Evaluation

Monitoring and Evaluation	Mean	SD	D	N	A	SA	Std. Dev.
		%	%	%	%	%	
Monitoring and evaluation for implementation of strategies is always done	3.741	24.2	12.9	19	34.3	9.6	1.009
Monitoring and evaluation plays a vital role in the implementation of strategies	4.120	0	1.4	2	56.1	40.5	0.817

Time for performing monitoring and evaluation is always predetermined	3.913	0	17.2	22.3	30.4	30.1	0.786
Persistent monitoring and evaluation ensure effectiveness in implementation of strategies	4.275	13.6	18.6	2.9	41.5	23.3	0.864
County assembly has set policies for undertaking monitoring and evaluation	4.258	1.3	3.6	3.4	12.5	79.2	0.732
Feedback from monitoring and evaluation exercise feed the implementation of strategies	3.965	17.4	26.1	14.8	30.9	10.4	0.902
There are checks and balances for the activities of the of the county assembly	4.103	1.2	15.7	13.1	39.8	30.3	0.729
Monitoring and evaluation has led to improved performance in the county assembly	4.078	2.6	10.4	10.8	50.5	25.8	1.198
Total	4.066	7.53	13.23	11.03	37	31.15	0.879

Field Data (2021)

The results on monitoring and evaluation is as indicated in Table 4.3 where the highest mean score of 4.275 is on the statement about persistency in monitoring and evaluation that ensure effective strategy implementation and its standard deviation is 0.864. There were 41.5% agreeing with the statement and 23.3% strongly agreeing; 13.6% strongly disagreed and 18.6% disagreed on persistency of M&E. The second highest mean scores of 4.258 was on the county assembly setting policies for undertaking M&E and its response variation was 0.732. Majority of the 79.2% respondents strongly agreed and 12.5% agreed, there were very few respondents who had contrary opinion such as 1.3% strongly disagreeing, 3.6% disagreeing and 3.4% holding neutral views. It is important to dictate the policies, regulations and practices that guide the organization. Every organization must set acceptable and non-acceptable rules and the county government set

its policies that help in building good working condition and realizes high performance outcomes.

On checks and balances for all activities of the assembly, majority of the 70.1% of the respondents agreed to presence of checks and balances and a few of the 15.7% and 1.2% who held contrary view and strongly stuck to the view respectively. Its average score was 4.103 and SD held at 0.729. On monitoring and evaluation leading to improved performances at the county assembly, its mean score of the responses is 4.078 and variation of these responses at 1.198. There were only 2.6% of the respondents who strongly disagreed and 10.4% disagreed with the statement but majority of the 50.5% were in agreement and 25.8% strongly agreed with the statement. Part of audits is to set checks and balances to avoid gaps that can be exploited and enhance performance outcomes at the county assembly.

On the vital role played by monitoring and evaluation in implementing strategies, there were 56.1% who were in agreement and 40.5% strongly agreed. Almost all the participants concurred since 96% held positive view on the statement. The mean score was 4.120 and standard deviation was 0.817. On M&E exercise having a predetermined time to be done, the mean score is at 3.913 and standard deviation at 0.786. Only 17.2% held contrary views on the statement, 22.3% were neutral on the statement while 30.4% agreed and 30.1% of the respondents strongly agreed with the statement on having a set time to conduct the evaluations. These findings imply that monitoring and evaluation once exercised at the county, played an important role in performance.

Feedback from the M&E exercise is used to feed the strategy implementation process had mean scores of 3.965 and standard deviations of 0.902. Over 40% of the respondents concurred with the statement with 10.4% holding strong positive opinion but 17.4% strongly disagreeing and another 26.1% disagreeing on the statement on use of the feedback from the monitoring and evaluation exercise to improve performance of the county assembly. On the statement about monitoring and evaluation being always done, the average score is at 3.741 and standard deviation at 1.009. Some 24.2% of the respondents strongly disagreed and 12.9% disagreed; at the same time, 34.3% agreed and only 9.6% of the respondents strongly agreeing to monitoring and evaluation being always performed and it affecting the performance of the assembly. The feedback is important to guide future activities of the county government and it is important for the county assembly to initiative frequent M&E exercises.

The overall mean score on monitoring and evaluation and its effect on Nyandarua County Assembly performance was held at 4.066 and variation of the responses is at 0.879. There were 31.15% of the respondents who strongly agreed and 37% just agreed with the statement while 13.23% respondents disagreed and 7.53% disagreeing but 11.03% had neutral opinion on M&E exercise. Similar findings as shared by Funmilola (2019) who revealed that barriers to effective monitoring and evaluation such as lack of benchmarking, inadequacy of trained staff and not physically integrating facilities endangered organizational performance. Owich (2018) noted that strategy monitoring and evaluation that inform strategy formulation influence firm performance. At the same time, Kihuha, *et al.* (2018) shared that monitoring and evaluation is about the planning

process, stakeholder involvement, technical expertise and management involvement, these aspects led to improved performance. Mutekhele (2018) argue that monitoring and evaluation can only influence organizational performance in the presence of organizational culture.

4.4.4 Organizational Leadership

Table 4. 4: Organizational Leadership

Organizational Leadership	Mean	SD	D	N	A	SA	Std. Dev.
		%	%	%	%	%	
Top management consultation retain the final decision making authority within my team	4.293	4.3	6.8	17.2	48.5	23.3	0.657
There is a direct effect of style of leadership on implementation of strategy	4.034	2.2	16.1	20.0	32.3	29.4	0.845
County assembly style of leadership is that which ensures effective implementation of strategies	3.810	4.2	7.5	5.5	30.2	52.6	0.755
There is a direct effect of style of leadership on county assembly Implementation of strategy	4.310	1.3	35.7	9.7	40.9	12.5	1.205
There is effectiveness in decision making process in the county assembly	4.104	0	4.3	12.2	45.1	38.4	0.883
Decision making is key to implementation of strategy	4.224	7.9	0	0	71.4	20.7	0.916
County assembly leadership is always committed to their role	3.896	3.2	12.6	1.1	54.8	28.3	0.840
Top management commitment always ensures successful implementation of strategies	4.224	1.8	12.4	22.5	40.3	23.0	0.807
Organizational leadership affects performance of county assembly	4.379	1.1	6.4	6.7	64.6	21.3	1.028
Total	4.141	2.88	11.31	10.54	47.56	27.72	0.881
Field Data (2021)							

Table 4.4 presented the findings from the description analysis conducted on organizational leadership. The highest standard deviation of 1.205 and means score of 4.310 is on the statement on direct effect of leadership style and strategy implementation at the county assembly. There were 40.9% of the respondents agreeing with the statement and 12.5% strongly agreeing but 35.7% of the respondents disagreed. On organizational leadership affecting county assembly performance, the responses were varied at 1.028 and averaging at 4.379, but still 6.4% of the respondents disagreed and 1.1% of these respondents strongly agreed. The majority of the participants at 64.6% were in agreement and 21.3% had string convictions on the element. The findings imply that county staff knew that the adopted leadership style and their leaders helped in handling county functions that resulted in improved performance.

On the statement of commitment of the top managers to ensuring success of the implemented strategies, the mean score was 4.224 and standard deviation held at 0.807. Majority of the 73.3% of respondents concurred with the statement but a minority of the 14.2% had contrary view on the statement and its effect on performance of the assembly. Another high score of 4.293 was on the statement about top management retaining the authority to make the final decision and its standard deviation was at 0.657. Most of the 23.3% respondents strongly agreed and 48.5% respondents agreed with the statement while 6.8% of respondents disagreed and 4.3% of them strongly disagreed. It implies that commitment of the county leaders is important for executing mandate and realizing high performance.

The results also showed that there is a direct effect of the leadership style in strategy implementation and performance of the assembly, where the mean score is 4.034 and response variations held at 0.845. There were 29.4% of the respondents who strongly agreed and 32.3% agreed but a few respondents disagreed and only 2.2% of them strongly disagreed. On the statement of decision making being key in implementing of strategies with means of 4.224 and SD of 0.916. Most of the participants agreed at 71.4% and 20.7% strongly agreed with the statement. The respondents strongly agreed that there was effectiveness in decision making processes in the county assembly with 45.1% of the respondents agreeing and 38.4% of respondents strongly agreeing. The responses averaged at 4.104 and standard deviation held at 0.883.

On the statement on the county assembly and its leadership being committed to handling its role, there were 54.8% of the respondents who agreed with this statement and 28.3% strongly agreeing with it. A minority group of the respondents disagreed and strongly disagreed with percentages of 12.6% and 3.2% respectively. The mean score is at 3.896 and standard deviation of 0.840 on leadership commitment affecting performance. The mean of 3.810 was reached on the statement that leadership style used by the county assembly is what ensures effective implementation of strategies and affected the performance of the assembly with the standard deviation held at 0.755. Majority of the 52.6% respondents strongly agreed and 30.2% of them agreed but a minor group disagreed and strongly agreed such that 4.2% strongly opposed the statement and 7.5% did not agree with the statement. This implies the need for the county assembly having committed and effective leaders.

On average the average score for organizational leadership influence on performance was at 4.141 and standard deviation of 0.881. There were 2.88% of the respondents who strongly disagreed and 11.31% but on a positive note 47.56% were in agreement with the statement and 27.72% strongly agreed. The findings are similar to what was shared by Karadag (2015) who found that organizational leadership moderately affected the performance of the firm. Khajeh (2018) shared on leadership styles including transactional, charismatic, bureaucratic, transformational, autocratic and democratic and discovered that transformational, autocratic and democratic leadership styles positively affected organizational performance. The transactional, charismatic and bureaucratic leadership styles had negative influence on organizational performance. Kihara (2017) also noted that leadership led to improved organizational performance hence the need for SMEs to institute strong leadership skills.

4.4.5 Performance

The researcher conducted descriptive analysis to test how performance in the county was affected by implementation of strategies.

Table 4.5: Performance

Performance	Mean	SD	D	N	A	SA	Std. Dev.
		%	%	%	%	%	
County assembly is performing its oversight role successfully	3.551	1.1	9.7	35.5	40.9	12.9	0.569
The oversight role of the county assembly has kept the county discharge its role effectively	3.982	5.4	7.5	23	43.7	20.4	0.961
County assembly has the capacity to pass legislations as provided for	4.258	2.2	1.9	1.1	54.7	40.2	0.734

in the constitution.

County assembly builds institutional capacity including enhancing the image of the institution	4.155	8.0	3.5	21.2	51.1	16.1	0.796
County assembly is attracting and retaining a competent human resource as enhancement of institutional capacity	3.896	2.3	5.5	6.2	55.6	30.4	0.800
County assembly passes legislation that are important for the county government to perform its role	3.896	2.2	9.7	1.1	49.5	37.6	0.898
Implementation of strategies influences performance of county assembly	4.344	8.3	4.5	5.6	19.2	62.4	0.957
Total	4.011	4.21	6.04	13.38	44.95	31.42	0.816

Field Data (2021)

The descriptive analysis conducted on performance with the results in table 4.5 where implementing the strategies influenced county assembly performance had the highest means 4.344 and SD of 0.957. There were 62.4% respondents who strongly agreed and 19.2% agreed with the statement but only 8.3% and 4.5% respondents strongly disagreed and disagreed respectively with this statement. The statement on county assembly capacity to pass legislation as per the constitutional provisions had mean scores of 4.258 and variation of the responses at 0.734. Majority of the 94.9% of the respondents agreed and strongly agreed with the statement but a minority group of the 4.1% of the respondents disagreed and strongly disagreed with the statement. On the county assembly building institutional capacity to improve the image of the institution, the mean score is at 4.155 and SD of 0.796. Majority concurred with the statement with 51.1% and 16.1% agreeing and strongly agreeing.

On the oversight role of the county assembly, the average of the responses was at 3.982 and the responses variation was at 0.961. The study respondents agreed at 43.7% and 20.4% strongly agreeing. It was strongly agreed that the county assembly attracted and retained competent human resource, with a majority of the 86.1% of respondents confirming the statement. The average score of 3.896 and SD of 0.800 were found. The statement on county assembly passing legislation that enabled the county government to handle its role had mean scores of 3.896 and variation of the responses at 0.898. Some 2.2% of respondents and 9.7% of them strongly disagreed and disagreed respectively while the majority of respondents at 49.5% agreed and 37.6% strongly agreed with the statement. These findings show that performance of the county assembly is measured through elements such as oversight and legislation.

Overall, performance of the county assembly as influenced by implementation of strategies had high response score averages of 4.011 and the responses variation of 0.816. There were 44.95% of the respondents who agreed with statement on improved performance and 31.42% of the respondents strongly agreed with it. Some 13.38% of the respondents were neutral on performance outcomes in the county assembly but 6.04% and 4.21% of respondents disagreed and strongly disagreement respectively on performances of the county assembly. The findings are similar to what Ebongkeng (2018) found that firm performance is about attaining the goals of the firm. Manzoor (2019) revealed that the applied leadership style improves the performance of organizations. Alternatively, Hussain (2019) mentioned that performance was measured in terms of satisfaction and communication gaps can lead to poor performance and Zaidi, *et al.*

(2018) performance in the construction companies is about profits and growing the customers and firm. Furthermore, Mwanthi (2018) revealed that strategy implementation with aspects of communication, organizational leadership and resource allocation influenced performances of the organization.

4.5 Pearson Correlation Analysis

The study conducted Pearson correlation to assess the relations that existed between strategy implementation and performance of the county assembly.

Table 4.6: Pearson Correlation Analysis

		Performance	Resource Allocation	Communication	Monitoring & Evaluation	Organizational Leadership
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	59				
Resource Allocation	Pearson Correlation	.698**	1			
	Sig. (2-tailed)	.000				
	N	59	59			
Communication	Pearson Correlation	.510**	.489**	1		
	Sig. (2-tailed)	.000	.000			
	N	59	59	59		
Monitoring & Evaluation	Pearson Correlation	.414**	.284*	.395**	1	
	Sig. (2-tailed)	.001	.022	.001		
	N	59	59	59	59	
Organizational Leadership	Pearson Correlation	.644**	.516**	.458**	.374**	1
	Sig. (2-tailed)	.000	.000	.000	.002	
	N	59	59	59	59	59

Field Data (2021)

The Pearson correlation analysis results are as shown in Table and they indicate positive and strong correlation between the aspects of resource allocation with r value of .698 and

p-values of 0.000, communication had r value of .510 and p-values of 0.000 and organizational leadership had r values of .644 and p-values of 0.000. The relationship between monitoring and evaluation was positive with moderate effect to performance of the county assembly since its r values of .414 and p-values of 0.001. The results indicate that three aspects of implementation of strategies (resource allocation, communication and organizational leadership) had positive and significant effect to performance while monitoring and evaluation had moderate effect to performance.

4.6 Regression Analysis

The researcher performed regression analysis by doing model summary, the analysis of variance and regression coefficient. The result of each test is shown in the subsequent sections.

4.6.1 Model Summary

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.739	.721	2.62000

a. Predictors: (Constant), Resource Allocation, Communication, Monitoring and Evaluation and Organizational Leadership

Field Data (2021)

The table 4.7 shows R at 0.859 is the coefficient of the correlation indication that relationship between implementation of strategy and performance is strong. The model is fit based by the findings of the R² and adjusted R² shows that 0.721 or 72.1% of the performance changes in the county assembly of Nyandarua is based on implementation of strategies. There is a residual effect of 27.9% for the performance in the county assembly

that is explained by factors that are outside the scope of this study. The results imply that almost three-quarters of performance was linked to implementation of strategies but there are other factors that influence performance but they are outside the scope of this study.

4.6.2 Analysis of Variance

The ANOVA test was performed at significance level of 0.05 in an effort to compare the F critical and F calculated results. Table 4.8 presents the findings.

Table 4.8: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1163.922	4	290.981	87.606	.000 ^b
Residual	411.863	54	7.627		
Total	1575.785	58			

. Dependent Variable: Performance

b. Predictors: (Constant), Resource Allocation, Communication, Monitoring & Evaluation, Organizational Leadership

Field Data (2021)

Findings are such that the F calculated is at 87.006 and the figure is greater than F critical which is 2.542. $F_{\text{calculated}} > F_{\text{critical}}$ ($87.006 > 2.542$) an indication that the model is fit for use in the current study. The p-value is at 0.000 which is less than the standard set of 0.005 meaning that at least one aspect of implementation of strategies affected the performances at the Nyandarua County Assembly. This is an indication of reliability of the study findings and informs implementing strategy enhances performance outcomes.

4.6.3 Regression Coefficient

The researcher performed the regression coefficient to understand how each variable of implementation of strategies influences the performance at the county assembly. The findings are as seen in Table 4.9

Table 4.9: Regression Coefficient

	Un-standardized Co-efficient		Standardized Co-efficient		
	B	Std. Error	Beta	T	Sig.
(Constant)	6.244	1.026		6.085	.000
Resource Allocation	.584	.042	.804	13.905	.000
Communication	.335	.034	.060	9.853	.013
Monitoring & Evaluation	.373	.087	.178	4.287	.003
Organizational Leadership	.499	.104	.030	4.798	.004

a. Dependent Variable: Performance

The resultant equation is:

$$Y = 6.244 + 0.584X_1 + 0.335X_2 + 0.373X_3 + 0.499X_4$$

Where Y = Performance; X₁ =Resource allocation; X₂ =Communication; X₃ =Monitoring and Evaluation and X₄ =Organizational Leadership

These results show that elements of implementation strategies affected performance of the county assembly of Nyandarua, based on r and p-values such that resource allocation ($\beta=.584$ p 0.000 < 0.05); organizational leadership ($\beta=.499$ p 0.000 < 0.05), followed by monitoring and evaluation ($\beta=.373$ p 0.000 < 0.05) and lastly is communication ($\beta=.335$ p 0.000 < 0.05). This indicates positive association between aspects of strategy implementation and performance.

The results shown indicate that when all factors are held constant the performance at the Nyandarua County Assembly will be 6.244. At the same time, a unit increment in resource allocation where all other factors are constant will result in performance of the county assembly to be 0.584. A increment of communication elements by 1% when all the factors are constant results in changes in performance of the Nyandarua County Assembly by 0.335 and when all factors are constant and there is unit increment of monitoring and evaluation then performance will be at 0.373. An increment by one unit of organizational leadership aspect and other factors are constant resulted in an equal increment in performance of the county assembly by 0.499.

The results of the p-value indicated that resources allocation had a significant effects to the performances of the Nyandarua County Assembly since the p-value results are $0.000 < 0.05$. Similar results were found by Chebet *et al.* (2017) revealing that resource allocation explains the biggest percentage on performance. Similarly, Omollo *et al.* (2017) posit that resource allocation enabled implementation of strategies and it had high effects on performance of the organization and Hantiro and Maina (2020) shared that allocation of resource is an activity for the top management which enables the strategy execution to take place and improve performance. Mailu *et al.* (2018) discovered that technological resources had the greatest contribution to the effectiveness of strategy implementation and informational communication technology resources are useful in formulating and implementing strategies for improved organizational outcomes.

The p-value for communication is $0.013 < 0.05$ implying that communication had a significant effect to Nyandarua County Assembly performance. The findings are shared

by Donna and Wanjira (2018) discovered that strategic communication held significant effects to the performance of institutions of higher learning. Furthermore, Mugo (2016) noted that ineffective communication cripple firms' operations resulting in unacceptable and low performance in workplace. Implying the big role played by communication in strategy implementation and influencing performances. While Wachira and Anyieni (2017) revealed the presence of a noteworthy positive effects for communication and performances at the teachers' service commission. Mwanthi (2018) also found out that communication is significantly and positively correlated with performance of Kenyan universities.

The p-value results further indicate that monitoring and evaluation significantly influenced the performance of the county assembly. This is due to realized p-values such that $0.003 < 0.05$. Kihuha, *et al.* (2018) reported that monitoring and evaluation practices such as planning process, stakeholder involvement, technical expertise and management involvement was positively and significantly correlated to performance. Donna and Wanjira (2018) found a positive effect of monitoring and control of strategies and the performance of institutions of higher learning. Owich (2018) noted that strategy monitoring and evaluation informed the strategy formulation and was significantly and positively correlated to firm performance. At the same time, Mutekhele (2018) revealed a positive relationship between monitoring and evaluation systems and performance of educational building infrastructural in Kenya that was moderated by organizational culture.

The results on p-values indicated significant effects between firm leadership and performances since the p-values shown are $0.004 < 0.05$. The finding is similar to findings by Manzoor (2019) who found that the applied leadership style had a positive and significant effect to performance. Karadag (2015) also discovered a positive but moderate effect of organizational leadership to performance while Khajeh (2018) found that transformational, autocratic and democratic leadership styles were positively and significantly correlated to organizational performance but transactional, charismatic and bureaucratic leadership styles had negative effects to performance.

4.7 Content Analysis

The study participants were asked to state the other revenue sources for the county assembly other than allocation from the county government. The respondents revealed that grants are given in form of cash or materials for funding programs, projects or initiatives that benefit the county assembly and local Nyandarua residents. The other sources of funds came from revenue collection from businesses enterprises operating in the county, parking fees, levies and CEES. The county assembly gets gifts from well-wishers and goodwill that is consumed in covering the expenses incurred during the implementation of different strategies. These other sources of revenues helped during strategy implementation and led to improved performances at the county assembly. According to Hantiro and Maina (2020) allocation of resources is the mandate of top management team and it facilitated the execution of strategy and attainment of the set objectives.

The respondents were asked to share the programs that are in place to engage employees in implementing strategies at the county assembly. The respondents shared these programs that included trainings, sensitization and awareness creation forums. There are also capacity building programs, periodic reviews and performance appraisals where the county assembly employees are engaged. The respondents also revealed that they were engaged in ad-hoc meetings, scheduled meetings, official WhatsApp page, formal communication channels, involvement in monitoring and evaluation where feedback is sought and given. Furthermore, the strategic planning committee engaged the employees during the formulation of the five-year strategic plan and the employees were involved in the implementation of the life cycle of the plans.

The respondents were also asked to describe the kind of leadership approach that had been adapted by the county assembly of Nyandarua. These are the answers received from the respondents, some shared that it was democratic and participatory hence effective in delivering the mandate of the assembly. The leadership employed helped in implementing strategies and influenced the performance of the county assembly. Similarly Hantiro and Maina (2020) revealed that communication units must convey the visions and mission statement of the organization and its employees for its attainment. The other respondents who alluded to it being dictatorial, a big mess, there was confusion on roles and responsibilities, whereby things were not right and the leadership was wanting. Hence it is prudent to adapt to the recommendations made by Kihara (2017) revealing the need for instituting measures to strengthen leadership skills by equipping the top managers with additional knowledge and skills on the variety of styles of

leadership to improve performance. The other respondents shared that it was great and leaders used autocratic style that was balanced and effective. The leaders were visionary, motivated and committed to the success of the county assembly.

On performance, the respondents were asked to share their views on performance of the county assembly; if it was satisfactory or not? The respondents noted that it was good since the assembly's mission and vision was accomplished. The employees had high morale and were productive in such a manner as to meet their targets in delivery quality services. Retention of qualified and experienced staffs at the county assembly also led to improved performances. The respondents also shared that the county assembly was doing a good job in its roles in oversight, budgeting and legislation. Similar to what Shopati *et al.* (2018) noted that there was need for cross checking for effective strategy implementation and then team following the right path. The respondents also noted that the performance was high because stakeholders are involved in the decision making, there is public participation and the systems are functional and effective. Wachira and Anyieni (2017) noted that effective communication allows for delegation of duties, raising of grievances that are resolved and enhance the effectiveness of the organization. Other respondents had contrary views on performance, mentioning that it was not good enough and there was need for improvement by cutting out biasness and checking on timeliness in implementing strategic plans. Performance of the county assembly was due to the resulting efforts expended in implementing of strategies and its elements such as resource allocation, communication, monitoring and evaluation and leadership.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presented all the summaries of the research findings, conclusions and recommendations. The chapter is divided into parts starting with summaries for the findings, conclusions, recommendations and suggestions to future researchers on areas and topics of research that they can do.

5.2 Summary of Findings

The study focused on assessing the existing relationship between implementation of strategy and performance of County Assembly Nyandarua. The specific objectives included resource allocation, communication, monitoring and evaluation and organizational leadership and its influence on performances. Descriptive research design was employed in collecting data from the targeted 79 employees working at the Nyandarua County Assembly and using the Krejcie and Morgan (1970) formula, the sample size of 66 respondents was reached. Descriptive analysis and inferential statistics was conducted and findings presented in figures, tables and discussions.

On resource allocation, the study found that its relation to performance at Nyandarua County Assembly was positive and significant. This was found based on the obtained p-values after performing the regression analysis. Resource allocation covered aspects such as county assembly receiving adequate funds, having sufficient personnel, getting

additional funding from other departments and physical resources and facilities. Resource allocation also looked at financial reporting, prudent use of resources, outsourcing and hiring staff on contractual basis that led to improved performance at the county assembly. These elements of resource allocation led to improved performance outcomes at the county assembly of Nyandarua. Findings showed close link between these two study variables.

On the second variable on communication, the study findings showed a positive and significant effect to performance of the county assembly of Nyandarua. This was due to the p-values that were realized after conducting the regression analysis. Communication elements included provision of preferred communication channel, involving stakeholders to select the ideal channel of communication, effectiveness of the communication channel, timely reports and improvement of communication channel that enhanced the performance of the county assembly.

The third variable on monitoring and evaluation revealed that its relation was positive but moderate as based on the p-values obtained. The correlation was positive but there was a moderate influence of monitoring and evaluation and performances of the Nyandarua County Assembly. Monitoring and evaluation has aspects such as its vital role in implementing strategies, predetermined time to conduct it, having checks and balances in place, getting feedback from the exercise and sharing feedback on the monitoring and evaluation exercise. These aspects moderately influenced the performance of the Nyandarua County Assembly.

The researcher found noteworthy effects that the organizational leadership had on performances of the Nyandarua County Assembly. The regression analysis and the resultant p-values indicate the relation between the variables is positive and significant. Organizational leadership is an aspect of the adopted leader styles, consultation by top managers, final decision making is the authority of the top management team, commitment of top leaders were found to improve the performance of the county assembly.

5.3 Conclusions

Based on the findings, the study concluded that implementation of strategies positively affected the performance of Nyandarua county assembly. The study respondents agreed on the elements of performance as revealed that the county assembly had the capacity to pass legislation and it had built the institutional capacity. The respondents also agreed that the county assembly did oversight role successful and it was able to attract and retain competent human resources. Therefore, the study concluded that implementing strategies influenced the performance of the county assembly.

The study also concluded that resource allocation affected performance of the county assembly. The respondents agreed that adequate funds, sufficient personnel, physical resources, prudent use of resources, outsourcing and financial reporting improved implementation of strategies that led to improved performance of the county. The study also concludes that communication through its effectiveness of the communication channels, access to preferred choice of communication channels and involvement of

stakeholders in selecting communication channels led to improved Nyandarua County Assembly's performance.

The study further concluded that monitoring and evaluation influenced the performance of the county assembly but to moderate effect as based on the inferential statistics conducted. The respondents agreed that monitoring and evaluation was done at a predetermined time, there were checks and balances and feedback from monitoring and evaluation led to improved performance. Lastly, the study conclusions show that organizational leadership influenced the performances of the Nyandarua County Assembly. Leadership aspects including the leadership styles, consultation, commitment and decision making authority of the top leaders and management team influenced the performance of Nyandarua County Assembly.

5.4 Recommendations for Policy and Practice

The implication of the study findings and conclusions indicate that implementation of strategies and its elements of resource allocation, communication, monitoring and evaluation and organizational leadership resulted in improved performance at the county assembly of Nyandarua. The study thus recommends that the Nyandarua county assembly and other county assemblies adopt implementation of strategies as a way to improve their performance. The county assemblies should especially adopt resource allocation since it had the strongest correlation to performance and the assemblies should embrace the resource allocation elements of adequacy of financial resources, sufficient of personnel, physical resources, outsourcing, prudent use of resources and timely financial resources.

The study also recommends the use of communication as a tool of enhancing performance in the counties. All the stakeholders should be included in making decisions on the selecting the ideal and preferred communication channels such that information on implementation of different strategies is passed on. The study further recommends on adoption of organizational leadership aspect to improve the performance by employing workable leadership styles, having committed leaders who consult before making the final decision in an effort to improve performances. The study also makes recommendations for enacting policies on monitoring and evaluation in terms of timeliness, having checks and balances and feedback mechanism as a way to improve its effect from moderate to significant on performance.

To assess performance outcomes, the study recommends use of balance scorecard model indicators that will cover all performance areas in the organization. Furthermore, the organizations' leadership during the formulation of strategic plans must concentrate on how the strategies will be implemented and what are the expected outcomes. Therefore, any organization seeking to improve its performance must consider developing strategies and implementing them.

5.5 Suggestion for Further Research

This was a case study of Nyandarua county assembly therefore these findings may not apply to other county assemblies. The conceptualization of implementation of strategies may differ in other counties hence future researchers can conduct studies covering the other 46 counties and even spread it to cover other national and county institutions and

departments. Future researches can also consider the other factors that can improve performance in the counties assemblies and research on them.

The result for the coefficient of determination is 0.721 or 72.1% of performance being traced to implementation of strategies with a residual effect of 27.9% that has some strategies that were outside the scope of this research. Future studies can focus on these unexplained factors to fully understand the factors that improve performance of the county assembly.

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APPENDICES

Appendix I: Letter of Introduction

KENYATTA UNIVERSITY

P. O. BOX 43844-00100,

NAIROBI- KENYA.

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a postgraduate student at Kenyatta University in the school of Business undertaking a strategic management research project on **“Implementation of Strategies and Performance of County Assemblies in Kenya” A Case of Nyandarua County Assembly**. The research is part of the requirements for my postgraduate degree in the School of Business of Kenyatta University. To this end, I humbly request that you assist me to get the necessary data by completing the attached questionnaire. The information will be kept confidential and solely used for the academic purpose stated. Your assistance will be highly appreciated.

Thank you.

Yours faithfully,

LEAH NJOKI WANJIKU
D53/OL/NKU/32470/2017

Appendix II : Research Questionnaires

SECTION A: BACKGROUND INFORMATION

1. Which is your department
(optional).....
2. Kindly indicate yours gender. Male [] Female []
3. What is your level of education?
Form four [] Certificate [] Diploma [] Degree [] Masters [] PhD []
4. What is your length of experience in this position?
0- 2years [] 3-5 years [] 6-10 years [] Over 10 years []

SECTION B: RESOURCE ALLOCATION

5. Other than allocation from the county government, what other sources of revenue are there for the county assembly.....
6. Kindly respond to the following statements regarding performance of county assembly. Using a scale of 1-5 where 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree.

Statement	1	2	3	4	5
County assembly always receives adequate funds from the county government					
There are sufficient personnel in the county assembly to discharge the mandate of the institution					
All the physical resources required have adequately been provided to the employees					
Whenever resources are not sufficient, additional funding is obtained from other financing institutions					
All the resources allocated to the county assembly are spent in prudent and accountable manner.					

As the rule of thumb, financial reporting is periodically done					
Sometime new staff are hired on contract basis					
There are times where the county assembly outsource some of the task					
There is a direct effect of resource allocation on performance of the county assembly					

SECTION C: COMMUNICATION

7. What are the programs in place to engage employees in the implementation of strategies in the county assembly?
8. Kindly respond to the following statements regarding performance of county assembly.

Statement	1	2	3	4	5
Employees always provided with their preferred channel of communication which in turn is considered for communication					
Communication channel ensures that implementation of strategy is done and as per the plan					
The channel of communication put in place for passing implementation of strategy is always effective					
There is involvement of stakeholders in selection of channel of communication to be adopted					
Involvement of stakeholder improves on effectiveness of communication					
Timely reports are important in implementation of strategies in the county assembly					
County assembly is concerned with improving communication channel to enhance performance					

SECTION D: MONITORING AND EVALUATION

9. Kindly respond to the following statements regarding performance of county assembly.

Statement	1	2	3	4	5
Monitoring and evaluation for implementation of strategies is always done					

Monitoring and evaluation plays a vital role in the implementation of strategies					
Time for performing monitoring and evaluation is always predetermined					
Persistent monitoring and evaluation ensure effectiveness in implementation of strategies					
County assembly has set policies for undertaking monitoring and evaluation					
Feedback from monitoring and evaluation exercise feed to the implementation of strategies					
There are checks and balances for the activities of the of the county assembly					
Monitoring and evaluation has led to improved performance in the county assembly					

SECTION E: ORGAN-IZATIONAL LEADERSHIP

10. In your opinions, Please describe the kind of leadership the county assembly has adapted.....

11. Kindly respond to the following statements regarding performance of county assembly

Statement	1	2	3	4	5
Top management consultation retain the final decision making authority within my team					
There is a direct effect of style of leadership on implementation of strategy					
County assembly style of leadership is that which ensures effective implementation of strategies					
There is a direct effect of style of leadership on county assembly Implementation of strategy					
There is effectiveness in decision making process in the county assembly					
Decision making is key to implementation of strategy					
County assembly leadership is always committed to their role					
Top management commitment always ensures successful implementation of strategies					
Organizational leadership affects performance of county assembly					

SECTION F: PERFORMANCE

12. In your opinion, when can you say that the performance in the county assembly is satisfactory?

13. Kindly respond to the following statements regarding performance of county assembly.

Statement	1	2	3	4	5
County assembly is performing its oversight role successfully					
The oversight role of the county assembly has kept the county discharge its role effectively					
County assembly has the capacity to pass legislations as provided for in the constitution.					
County assembly builds institutional capacity including enhancing the image of the institution					
County assembly is attracting and retaining a competent human resource as enhancement of institutional capacity					
County assembly passes legislation that are important for the county government to perform its role					
Implementation of strategies influences performance of county assembly					

THANK YOU FOR YOUR COOPERATION.

Appendix III: Introductory Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 8th September, 2021

TO: Leah Njoki Wanjiku
C/o Business Administration Dept.

REF: D53/OL/NKU/32470/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 25th August, 2021 approved your Research Project Proposal for the M.B.A Degree Entitled, "Implementation of Strategies and Performance of County Assemblies in Kenya, A Case of Nyandarua County Assembly"

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed supervision tracking and progress report forms per semester. The forms are available at the university's website under Graduate School webpage downloads.

Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Abel Anyieni
C/o Department of Business Administration
Kenyatta University

AM/lnn

Appendix IV: Research Permit


REPUBLIC OF KENYA


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

Ref No: **466180** Date of Issue: **24/October/2021**

RESEARCH LICENSE



This is to Certify that Ms. Leah NJOKI njoki of Kenyatta University, has been licensed to conduct research in Nyandarua on the topic: STRATEGY IMPLEMENTATION AND PERFORMANCE OF COUNTY ASSEMBLIES IN KENYA. EVIDENCE FROM COUNTY ASSEMBLY OF NYANDARUA for the period ending : 24/October/2022.

License No: **NACOSTI/P/21/13738**

466180
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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