

**STRATEGY IMPLEMENTATION DETERMINANTS AND PERFORMANCE OF
NAIROBI COUNTY GOVERNMENT, KENYA**

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DECLARATION

This research project is my original work and has not been presented for a degree or any other award in any other university. No part of this research project should be reproduced without authority of the author/and Kenyatta University.

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DEDICATION

This project is a special dedication to my husband Jackson Mutuku and my sons Victor Mwendwa and Emmanuel Muthama for the encouragement and sacrifices throughout the research period.

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LIST OF ABBREVIATIONS AND ACRONYMS

CFSP:	County Fiscal Strategy Paper
FYs:	Financial Years
HR:	Human Resource
ICT:	Information, Communication and Technology
IS:	Information System
MCA:	Members of County Assembly
NACOSTI:	National Commission for Science, Technology, and Innovation
NSE:	Nairobi Securities Exchange
SPSS:	Statistical Package for Social Sciences
PFM:	Public Finance Management
PRP:	Parastatal Reforms programme
RBV:	Resource-Based View
UNRWA:	United Nations Relief and Works Agency
USA:	United States of America

OPERATIONAL DEFINITION OF TERMS

- Determinants:** These are elements that identify the nature of something or that fixes or conditions an outcome such as the implementation of strategies.
- Organization structure:** Refers to the operations in an organization such as task allocation, task coordination and task supervision geared towards achieving the company goals and the structure dictates the procedure of assigning, controlling and coordinating powers roles and responsibilities in an organization
- Organizational communication:** This is the process of focusing on communication feedback, communication frequency and multi channeled communication when relaying information.
- Performance:** This is the process of assessing efficiency of service delivery in terms of customer satisfaction and utilization of resources.
- Resource allocation:** This is the process of adhering to allocation policy to ensure adequacy of resources, availability of resources, and timely allocation of resources in County Governments.
- Strategy implementation Determinants:** These are factors that affect the outcome of execution of a plan designed to achieve a long-term or overall goals under conditions of uncertainty.
- Top management support:** The degree to which senior management in an organization provides leadership in achieving the set objectives by timely release of resources.

ABSTRACT

The County government of Nairobi has formulated very good strategies, but its implementation is poor and hence service delivery is still not satisfactory. In addition, revenue in Nairobi County has also been reallocated to other expenditures other than the ones approved. Also, the County government of Nairobi could not produce documentation to support the expenditure of up to Sh6 billion for the financial year 2019. Other challenges in the County government include limited financial resources and funds embezzlement. The general objective of this study was to establish the effect of strategy implementation determinants on performance of Nairobi County Government. The study specifically sought to determine the effect of top management support, organizational structure, organizational communication and resource allocation on performance of Nairobi County Government. The study was anchored on system theory, Mc Kinseys 7s Theory, the resource based-view theory, Lewin three-step change, goal setting theory and balanced scorecard theory. The study used an explanatory research design. The target population was 161 staff working in 10 departments in Nairobi County Government. Slovin's Formula was used to estimate the sample size and stratified random sampling was used to select 114 participants from the entire population. The research used of both primary and secondary data. Semi-structured questionnaires were employed in the collection of primary data. Quantitative data was generated from the closed-ended questions while qualitative data from open-ended questions. A pilot test was conducted in Nakuru County government and the results indicated that the research instrument was reliable and valid. Analysis of qualitative data was done through use of thematic analysis and presentation of results was in a narrative form. Analysis of quantitative data was done through use of both inferential and descriptive statistics. Descriptive statistics included frequency distribution, mean (a measure of dispersion), standard deviation (a measure of dispersion) and percentages. Inferential statistics included Pearson correlation analysis and multivariate regression analysis. The study found that top management support, organization structure, organizational communication and resource allocation explain 83.0% of the performance of Nairobi County Government. The study established that top management support ($\beta_1=0.723$, p value= 0.000), organization structure ($\beta_2= 0.209$, p value= 0.001), organization communication ($\beta_3=0.089$, p value=0.009) and resource allocation ($\beta_4=0.417$, p value= 0.000) has a positive and significant influence on performance of the county governments. Therefore, the study recommends that county governments should ensure that all the county employees are involved in the decision making process. In addition, county government should formulate policies for ensuring control of the county activities and improve supervision of staff within different departments. Further, all the departments in the County government of Nairobi should ensure that instructions are communicated formerly to the employees using internal memos and emails. To the management of the Nairobi County Government in Kenya, the findings of the study can inform decision making and selection of best methods for implementation of strategies like County Integrated Development Plan. To the policy makers, the study findings can be used to formulate policies regarding use of communication, resource allocation, management support and culture in an effort to guide implementation of various strategies in county governments. The study also adds more information to theory and body of knowledge on strategy implementation determinants that is important for use as research material and in the identification of research gaps.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Governments, all over the world, are responsible for ensuring political, economic and social development of their citizens. More specifically, governments provide infrastructure (water, electricity, roads, water, bridges and ports), health services and education facilities among others (Maina, 2014). Therefore, the success and performance of governments and public institutions are critical to achieving development agenda in the local communities across the world (Mwangi, 2018).

Public organizations are operating on an environment which is very dynamic and people are knowledgeable on their rights and obligations. The assessment of performance is very essential to the top management since they will be able to make and implement strategic plans in addition they will be able to make necessary changes (Ng'ang'a, Waiganjo & Wanjiru, 2017). However, the performance of public organizations in terms of effectiveness has in the recent two decades become a point of concern. Failure or poor performance of these organizations, will lead to poor delivery of services in the public sector (Kariithi & Mbugua, 2018).

Strategies are very essential in the functional wellbeing of any organization. However, many organizations possess very good strategies but the problem comes in implementing the strategy successfully (Williams, 2002). It is very important to ensure proper and successful implementation of strategies in public organizations. Any strategy no matter how superior it is if not properly and successfully implemented it cannot benefit the company at all (Raza, 2014). The process of implementing a strategy might turn out to be very simple at first in

such that the formulation and implementation processes are very simple. For organizations to perform efficiently and effectively there should be proper implementation of the formulated strategies. Achievement of set goals of any organization can only be through knowing the stakeholder's requirements, fulfilling & satisfying the requirements and capacity building in terms of skill (Omondi & Muturi, 2013).

Different strategic implementation determinants have been shown to influence organizational performance. strategy implementation determinants on organizational performance In Netherlands, Brinkschröder (2016) indicate that strategy implementation determinants including formulation and planning, cross-functional coordination, structure, resource allocation, communication, control by management, commitment of workforce, leadership of managers influence organizational performance. Tomac and Danijel (2010) indicate that greater obstacles to strategy execution in the forms of inadequate leadership skills and employees' reluctance to share their knowledge have a negative influence on performance in Slovenian, while adapting the organizational structure to the selected strategy as an activity for strategy implementation has a positive influence on performance.

Dumisa (2014) indicates that managerial behavior, institutional policies, resource allocation and compensation management considerably and significantly affect successful strategy implementation in South Africa. In addition, Aguru, Orsaah and Umogbai (2018) indicate that coordination, organizational structure, resource allocation, communication, organizational culture, top management support and leadership influence on organizational performance of Telecommunication Companies in Nigeria.

In Kenya, Egessa (2012) indicates that leadership style, organizational rewards and organizational culture are strategy implementation determinants with influence on the performance of local authorities. For public institutions to ensure achievement of their long-term and short-term goals, they need to change both their environment and the changing demands for efficiency in service delivery, accountability and transparency (Kerubo, 2011). The extent to which public organizations are able to understand and interpret what happens outside their area of operation depends on the companies' ability to adapt to its external environment. It therefore needs to develop strategies that would enable it to adapt to its environment, for its survival and success. This calls for the well formulated strategies to be well implemented for organizations to achieve their performance (Muthore, 2016). In Kenya, the Constitution (2010) brought about devolution with the transfer of powers, functions, authority and resources to the grass root. Both internal and external stakeholders which include the government, employees, suppliers, the tax payers and the whole community has a right to find out why the government has not met its obligations (Nebo, Ngozi & Rita, 2015). County Governments in Kenya came up as a result of the devolution. Effective revenue absorption, revenue mobilization, revenue transfer and project completion are the key factors used to measure performance in County Governments. Proper implementation of strategies in County Governments will involve top management support, organizational structure, communication and resource allocation (Ochola, 2016).

1.1.1 Organizational Performance

Performance is the accomplishment of a task depending on the set standards on how it is done, its accuracy and the level of completion. It is the capability of a firm to best utilize its available and limited resources with an aim of ensuring goal realization (Shabbir, 2016).

Resources are always limited and if not well utilized, it becomes a big challenge for any organization to achieve its goals. It is the process of achieving a given result and not an action. White (2010) found out that performance is the period a process takes, achievement levels, output and efficiency and in terms of the value created. There are four forces that need to be balanced in order to achieve performance which are efficiency, requirements of stakeholders, fulfilling and satisfying customer needs and capacity in terms of skills (Shobaki, Amuna & Naser, 2016).

According to Shirey (2013), organizations carry out different operations in order to achieve their objectives. Through these activities company processes are utilized with an intention of making them successful so as to achieve the expected level of performance and also ensure top managers make sound decisions when need arises in order to achieve improved performance (Shabbir, 2016). It can therefore be concluded that a close relationship exists between company objectives and company performance. Due to this, companies probably make efficient use of the available resources so as to attain their objectives.

Mele, Pels and Polese (2010) explains that performance is not only measured in financial perspectives but also in non-financial perspective like new ways of doing things, satisfying customers, continuous internal perspective which is done using the balance scorecard. In the public sector, Awino, (2017) found out that public sector is always in battle of improving its performance and that has led to introduction of the Parastatal Reforms program me (PRP) which was established in 2014 to ensure that they are performing like the private sectors. Rhys, Boyne, Law and Walker (2011) found out that no strategy implementation style suitable for all organization. What is suitable for one organization is not suitable for the other

one. Organization should have an organizational fit between the formulated strategies and its internal characteristics for smooth implementation of the strategies (Han, 2018).

County government's performance was evaluated through aspects like revenue absorption rate, revenue mobilization, revenue transfer and cost reduction. Kibunja (2017) indicates that the measures of performance of Murang'a County Government include spending as per the appropriations and development ratio. In addition, Madegwa, Makokha and Namusonge (2018) indicate that the measures of performance in Trans Nzoia County Government include efficiency in service delivery, accountability, transparency, customer satisfaction. Further, Kamau (2018) measured the performance of Kiambu County in terms of attainment of objectives, customer satisfaction, meeting the people's needs and positive impacts. In addition, Njeri, Elegwa and Anthony (2018) measured the performance of County governments in Kenya in terms of accountability & transparency, internal business process, citizen satisfaction and new opportunities. In this research performance was determined using revenue absorption, revenue mobilization, revenue transfer and cost reduction.

Infotrak (2015) report evaluating the community satisfaction with the County Governments found that, 67.9% indicated that things were better than before, 18.3% -indicated that things remained the same while 13.8% said that- things were worse than before. It also gave a report on the top five (5) happiest counties as Samburu (72%), Narok (71.89%), Machakos (71.84%), Muranga (71.1%) and Elgeyo Marakwet (71%) in terms of visible changes in environment, good health, access to affordable food, county projects and general improvement of the counties.

1.1.2 Strategy Implementation Determinants

Strategy implementation is the process of putting the set strategies of an organization in to action in order to achieve the set objectives and goals (Raza, 2014). It is a continuous process which changes with the changes in the environment both internal and external. Strategy implementation depends on top management, organizational structures, processes and systems, communication and proper leadership (Nebo, Ngozi & Rita, 2015). It addresses who, where, when and how the goals will be achieved (Kristie, 2018).

Ochola (2016) indicated that the strategy implementation determinants include top management support, organization communication, organization structure and allocation of resources. Kamande and Orwa (2015) revealed that success or failure of strategy implementation is determined by organization structure, allocation of resource, leadership in the organization, stakeholder involvement and organization communication. According to Kibicho (2015) successful strategy implementation in an organization depends on support from top management, organizational structures, processes and systems, communication and proper leadership. Riaz (2016) indicated that the perspectives of top management support comprise of firm culture, staff development, leadership style and reward/recognition.

Top management support involves reward and recognition, leadership style, timely release of resources and employee involvement (Kariithi & Mbugua, 2018). Flexibility in leadership will accommodate opinions from all levels of an organization, motivate staff, create team spirit, recognize challenges and obstacles and work on them which will ensure achievement of the objectives (Kamande & Orwa, 2015). Opportunities for promotions, nature of work to be done, how procedures operate, security in the work place and how co-workers relate in the organization are part of recognition and motivation in organizations and affect its

performance (Donna, 2018). Chidiebere, Ngozi and Ifeoma (2015) found out that recognized employees have high self-esteem, confidence in their work, are willing to work on challenges and come up with innovations that improve the performance of an organization.

Organizational communication is another determinant of strategy implementation and it involves clarity of information, frequency of communication, channels of communication and cascading of information. It is through communication that all other relevant stakeholders in an organization will be able to air their views and get information that is relevant to them. Chiando (2017) established a three C's implementation strategy which is clarity cascading and communication which are key to strategy implementation. It can be formal through news letters or informal which are through general discussions. Strategies should be formulated and made clear to the implementers. If they are not clear, then the implementers may not know exactly what they are made to do. Cascading is the process of pushing downwards the strategies to the lowest levels of an organization through use of appropriate mediums. Proper and flexible channels of communication motivate and enhance team work in organizations (Cadido & Santos, 2015).

Organizational structure encompasses debt collection procedures, mechanisms of control, chain of command and centralization. Agwu (2018) revealed both centralized structure and decentralized organization structure. In centralized structure decisions flow from top to bottom while in decentralized structure decisions can flow from different levels. The measures of organizational structure include powers of collecting debt, firm arrangements, chain of command and centralization (Awrejcewicz, Beda & Grzelczyk, 2019).

Resource allocation is another aspect of strategy implementation which involves timely allocation of resources, resource allocation policy, adequacy of resources and availability of

resources (Endrejat, Baumgarten & Kauffeld, 2017). Resource allocation policy is designed to support implementation of strategies through making sure that the resources required are allocated in the way best suited to support. Timely allocation of resources involves the provision of adequate resources at the right time during strategy implementation. Strategy implementation determinants in this study included top management support, organization structure, organization communication and resource allocation.

1.1.3 Nairobi County Government

The County government of Nairobi was formed in the year 2010 after Article 6(1&2) of the Constitution of Kenya (2010) divided Kenya into forty -seven (47) Counties. It operates under the auspices of the Cities and Urban Areas Act, The Devolved Governments Act and a host of other Acts. The Nairobi County is charged with the responsibility of providing a variety of services to residents within its area of jurisdiction. These include the services that were hitherto provided by the defunct City Council and the ones that have been transferred from the national government (Nairobi County Government, 2021).

The vision of Nairobi County is to make the city a choice for individuals to invest, work and live in. The mission of the Nairobi County government is to provide accessible, affordable and sustainable services, enhancing community participation and creating a secure climate for economic, political and social development through the commitment of a motivated and dedicated team. Nairobi County is divided into three arms as follows: County Public Service Board, The Executive and the Legislative Arm (Nairobi County Government, 2021).

Nairobi County government has been implementing several strategies, which include Nairobi County integrated development plan, 2018-2022, Nairobi City County Assembly strategic

plan and Nairobi City County HIV & AIDS Strategic Plan among others. However, Kimani (2018) argues that only 45 percent of strategies in Nairobi County government were implemented and the low implementation was attributed to organizational structure, organizational capabilities, organizational culture and leadership.

In the financial year 2019/2020, Nairobi, was among the biggest gainers in the proposed division of Sh335 billion in the new budget. Under the bill, Nairobi got a share of Sh16.9 billion. Being unable to absorb the resources allocated is an indication of poor financial management and implementation of Nairobi county activities. Nairobi County is not meeting the 30% requirement on development expenditure which is an indication of poor performance (Ambani & Wanyoike, 2014).

1.2 Statement of the problem

The implementation of strategies County governments of Nairobi including the County Integrated Development Plans (CIDPs) has been poor in the last five years and has been put at 45 percent. According to Njogu (2016) the implementation of CIDPs is characterized by inadequate financial resources, misuse of resources, poor communication and lack of support by the executive. The financial report of controller of budget for financial years 2013/2014 and 2015/2016 indicate that Nairobi County relied on revenue allocated from the government and did very little in terms of revenue mobilization (Controller of Budget, 2019).

In addition, revenue in Nairobi County has also been reallocated to other expenditures other than the ones approved. Projects are also left unfinished because the counties are not meeting the 30% development expenditure requirement. Further, Wako (2019) observed that the County government of Nairobi could not produce documentation to support the expenditure

of up to Sh6 billion for the financial year 2019. Transparency International Kenya (2016) on its report on Kenya County Governance Status reported limited financial resources, disbursement of funds from the government was delayed and funds embezzlement/corruption and there was poor implementation of projects. Njogu (2016) found out that there are very many leakages in revenue collection in the County Governments. It was therefore important to investigate how strategy implementation determinants affect performance of Nairobi County government.

Other researchers include Kagumu (2018) who conducted a study on factors influencing strategy implementation in Murang'a County; Ochola (2016) who investigated on determinants of strategy implementation in the public health facilities in Mombasa County, Kenya; and Kamande and Orwa (2015) researched on the factors influencing implementation of strategies in the Ministry of Lands in Kiambu County Kenya. Kagumu (2018) used a cross-sectional survey research design, while Ochola (2016) and Kamande and Orwa (2015) used a descriptive research design, but these designs cannot be used to establish relationships. Also, these studies were conducted in Murang'a, Kiambu and Mombasa and due to differences in strategies adopted, sources of revenue and allocation of revenue, the findings of these studies cannot be utilized in Nairobi County. In addition, these studies did not show how strategy implementation determinants affect performance of County governments. This study therefore sought to investigate on strategy implementation determinants and performance of Nairobi County Government.

1.3 Research Objectives

This section presents the objective of the study, which include general objective and specific objectives.

1.3.1 General Objective

The general objective of this study was to investigate the effects of strategy implementation determinants on the performance of Nairobi County Government

1.3.2 Specific Objectives

The specific objectives of the study were;

- i. To determine the effects of top management support on the performance of Nairobi County Government
- ii. To establish the effects of organizational structure the performance of Nairobi County Government
- iii. To examine the effects of organizational communication on the performance of Nairobi County Government
- iv. To investigate the effects of resource allocation on the performance of Nairobi County Government

1.4 Research Questions

This study sought to answer the following research questions;

- i. What are the effects of top management support on the performance of Nairobi County Government?
- ii. How does organizational structure affect the performance of Nairobi County Government?

- iii. What are the effects of organizational communication on the performance of Nairobi County Government?
- iv. How does resource allocation affect the performance of Nairobi County Government?

1.5 Significance of the Study

The research is of great benefit to the management of the Nairobi County Government, policy makers in the national government and County government as well as academicians and scholars. To the management of the Nairobi County Government in Kenya, information is availed on how various determinants of implementation of strategies affect performance. These findings helps the administration to develop strategies based on allocation of resources, organizational communication, organizational structure and top management support during the implementation of strategies like County Integrated Development Plan.

To the policy makers in the national government and County governments, the research provides information on the impact of various determinants of strategy implementation on performance that can be used to formulate policies to guide implementation of various strategies in county governments. Furthermore, the research provides information for formulation of policies regarding the use of resource allocation, communication, top management support and organizational structure in the implementation of County government strategies. The County governments also benefits in terms of evaluating the performance of the whole country and making comparison of different counties in terms of strategy implementation determinants and performance. It also helps in reviewing the areas where there seems to be conflicts with the County Government.

The research adds information to the body of knowledge on the influence of strategy implementation determinants on performance of Nairobi County Government. Moreover, academicians and scholars conducting related studies can use the findings of this study as research material and in the identification of research gaps. The research also forms a basis on which further research can be done on the influence of strategy implementation determinants on performance of other public institutions and private institutions.

1.6 Scope of the Study

The study focused on four strategy implementation determinants, which included; top management support, organization structure, organizational communication and resource allocation. The study was centered on Nairobi County Government. This County was selected because it was allocated the highest financial allocations in the financial 2019/2020. The population was 161 employees working in public service and administration, information communication and technology and e-government, finance and planning, health services, energy and water as well as public works and transport departments in Nairobi County Government. The study was conducted between October 2019 and November 2019.

1.7 Limitations of the Study

This research experienced a number of limitations that needed to be addressed. Data for this study was collected from officials in Nairobi County Government hence, not all respondents were committal to answering questions as some withheld information and others failed to fill the data collection instrument for fear of victimization. This was addressed by presenting an introductory letter obtained from Kenyatta University detailing the confidentiality of information provided. In addition, the respondents were assured of the academic nature of

the study so as to increase the response rate. The study further encountered difficulties in questionnaire administration as it targeted all classes of organizational employees including the management team. The employees work on strict schedules and getting time to fill the questionnaire was quite difficult. This limitation was addressed by use of drop and pick method of questionnaire administration.

1.8 Organization of the Study

The project is made up of five chapters. Chapter one, which is an introduction chapter, comprises of the background of the study which is on strategy implementation determinants and performance of County governments. Problem statement comes next, the study's objectives (both general and specific), then the research questions, followed by significance of the study, the scope of the study and limitations. The second chapter presents literature review on strategy implementation and performance. It encompasses of theoretical review, followed by empirical review, the summary of the research gaps and finally the conceptual framework. The third chapter comprises of the methods and techniques that were used in collecting and analyzing data. This section is made up research design, the target population, the sample size and techniques, instruments used in collecting data, pilot testing, and procedure for data collection and techniques for data analysis as well as ethical consideration. Chapter four focused on data analysis, interpretation of results and presentation of study's findings with regard to the general and specific objectives of this study while chapter five entails discussion of the findings' summary, conclusions and recommendation as well as recommendation for further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focused on presentation of literature review. Specifically, the section entails presentation of theoretical review and empirical literature review, summary and gaps to be filled by the study as well as conceptual framework.

2.2 Theoretical review

Various theories explain the interconnected ideas that condense the effect of strategy implementation determinants and performance of Nairobi County Government in Kenya. The theories include: system theory, Mc Kinseys 7s theory, the resource based-view theory, goal setting theory and balanced score card theory.

2.2.1 System theory

System theory was proposed by Ludwig Bertalanffy in 1940s. The theory states that a system comprises of various parts that are assembled together to form a logical whole system. Systems comprise of clear limits that separates them from external factors and differentiates between the inputs or elements that influence the system together with the outputs or impacts and the outcome of the systems. Systems can also contain channels for feedbacks which arise as a result of the outcome of the system getting back as an input which completes the circuit. Any alteration in one element in the system will have an impact in the whole system. Through this dynamism in the system one is in a position to guess what next incase a known change is experienced by the system (Adams, Hester & Bradley, 2013).

Through the system view an investigation is made on the elements of the phenomenon, the way these elements interact well as the relationship of the components with the external environment. The Bertalanffy's theory assumes that there are common principles of firms in different sectors (Mele, Pels & Polese, 2010). The system theory mainly aims to come up with unifying rules through incorporation of variety of knowledge gathered from sciences, social activities and natural activities. The system can be looked at from different dimensions based on its structures and functions. Open system: Through the interaction of the system with the natural environment, the system keeps on changing.

Holistic view: The theory is more concerned with how the parts of the system are arranged and how they relate with each other. Through interaction of the parts of the system the whole system becomes bigger as compared to the parts themselves. Goal-directedness: The key focus of the systems is their goals; this is achieved through the engagement of the systems with the feedback from the surroundings. In addition, there is teamwork within the parts of the system towards ensuring goal achievement. Self-organizing: the dynamic systems that are naturally productive are in a position of organizing themselves. This indicates that the systems are capable of adapting with the changing environment. Yulin *et al.*, (2018) indicated that the process of self-organization entails the interaction between two or more parties, whose key target is to achieve a certain goal through corporation with each other (Ye & Chen, 2019).

From a systems view, one cannot fully understand a system by only carrying out an investigation on the system's processes as well as the components. Therefore it is indicated that understanding the system needs not only looking at the components of the system like the system's instructional strategies, selection of the media and material development but

also ensuring proper system implementation. The major point of concern is the way the system adjusts to the instructional inventions. Through the systems theory the developers are able to see in advance the system's rigidity to changes hence enabling the developers to be aware of the complex process involved in the system of the county governments (Awrejcewicz, Beda & Grzelczyk, 2019).

Systems theory was employed in this research to explain the effect of top management support, firm structure, organization communication and resource allocation on performance of Nairobi County Governments. Individuals operating in a formal surrounding the selected county governments make use of individuals, finances as well as resources. Henceforth there is need for involving all stakeholders in the organization so as to ensure management of resources effectively and efficiently and improve performance of the county government. Systems theory is an alternative approach to understanding, communicating, managing and planning an organization. Human resource departments are more concerned with ensuring strong bond between individuals thus ensuring new dimension for dealing with employee-relations initiatives, giving the top management a chance of understanding the essence of their staff and see their position as essential in the firm. With respect to organization structure, the theory highlights of how various structures (departments) in the county government interact as whole to achieve a common goal which result to improvement in performance.

2.2.2 The Resource-Based View Theory

Resource-Based View (RBV) theory was developed by Wernerfelt in 1984. With consideration of the past studies, characteristics of the research can be traced in the studies by Chandler (1972) and Williamson (1975), which emphasizes on the essence of firm resources

and the impact on organizational performance. RBV of organizations holds that companies are capable of outdoing their competitors only if they are in a position of developing essential resources which can't be copied by its opponents (Cooke et al 2005). This theory is very useful in explaining the procedure which firms can use to come up with the unique resources and the way these resources can be adopted in new management of an organization and structures (Marvel et al, 2013).

Ganley (2010) argues that allocation of organizational resources should be done in an efficient and effective manner since they are the key drivers of a firm. Resource allocation can be an ambiguous process but through careful allocation practice an organization is capable of getting the required resources. Firm resources comprise of fiscal structures, technological resources, human resource and financial resource. The success of any firm relies on these essential resources.

Wernerfelt (2004) argued that RBV puts into consideration the internal capabilities of a company when ensuring formulation of strategies with an aim of ensuring sustainable advantages in its markets and industries .If firms are considered to be made of resources and capabilities which can be put together with an aim of ensuring competitive advantage to the firm; then its dimension cannot be copied by the competitors. In short, the firm's internal unique resources choose the strategies to implement in order to compete with other firms.

Resources are both tangible and intangible assets that are attached semi-temporarily to the organization (Maxwell & Joseph, 2013). The theory proposes that resource allocation in a company determine the organization's realized strategies. Through the knowledge of resource allocation, one is in a position of knowing the process of strategy making. RBV

holds that a well sustainable competitive advantage of a firm is attained when the unique resources are not tradable, valuable, specific to a certain firm and cannot be imitated.

RBV was adopted in this research since allocation of human resource, physical resource, technological resource and financial resources influences strategy implementation in Nairobi County Government in Kenya. In addition proper training and development of human resource creates a competitive advantage for the county governments in Kenya hence improving strategy implementation in the counties which in turn improves performance. Furthermore all of these resources are essential to the performance of county governments in terms of service delivery, timely project completion and general development of the county governments in Kenya.

2.2.3 Goal Setting Theory

The theory was developed in 1968 by Edwin Locke. The theory holds that goal setting is fundamentally related to action performance. It adds that increased task performance is as a result of specific and challenging goals accompanied with appropriate feedback. This is due to the fact that organization staff are always chasing their goals. In case the employees fail to achieve these goals, then the employees tries to either improve their performance level or change their goals with an aim of making them more realistic. If there is improvement in performance then the employees will achieve performance management goals (Han, 2018).

The motive to work towards achieving the goals is the key driving force when conducting a particular task. Clear, the greater motivating factor is the clear, specific and difficult goals and not the easy general and fake goals. Increased productivity and better performance is as a result of specific and clear goals. Through establishing goals which are not ambiguous, that

are measurable, and that are clear with deadlines ensures no misunderstanding. Through presence of good and direct feedback, employees are encouraged to perform better and their behavior is also well directed. Through feedback, reputation is gained, goals are clarified, and difficulties in goals are regulated. Through this employees are able to perform their duties with more involvement hence increased rate of job satisfaction (Shoaib& Kohli, 2017).

Through goal setting participation, organization goals become more acceptable and this leads to increased involvement. Goal setting theory is accompanied with possible outcome which includes self-efficiency and goal commitment. The confidence or the belief a person has in the ability to perform a certain task is referred to as self-efficiency. People with high level of self-efficiency are likely to put more effort in time of challenging tasks. On the other hand people with low level of self-efficiency are more likely to be reluctant or even quit in times of challenging tasks. The goal commitment is dependent on the following factors: openness when communication goals, the process of goal setting should be personal rather than setting on behalf of people with consistent firm goals and vision (Latham, Brcic & Steinhauer, 2017).

In relation to the current study, the theory explains how goal setting improves organization performance in Nairobi County Governments by increasing motivation and efforts, but also through increasing and improving the feedback quality, revenue mobilization, absorption and transfer consequently resulting to completion of county government projects.

2.2.4 McKinseys 7s Theory

This theory was developed by Robert & Peter in 1984. It was a theory for monitoring strategy implementation and performance. The 7s' are strategy, structure systems, skills, styles, staff and shared values. Strategy refers to the tactics applied in achieving the goals of

an organization. Structure is the tasks and people specialization and division and authority distinction and reporting structures. Systems are formal or informal procedure internally used in organizations. Staff is the personnel; skills are the competences and style is the design of leadership while shared values are the vision, mission, objectives and values of an organization. They are divided into hard and soft. The “hard” is the strategy, structure and the systems while “soft” are the staff, style, skills, and shared values. The model is successful when there is an integrated harmony among the 7s (Chidiebere, Ngozi & Ifeoma, 2015)

Obiero and Genga, (2018) on their study on strategy implementation and performance of Kenya Revenue Authority found out that alignment of the 7s helps in the implantation and operationalization of strategy implementation and the shared values central of the 7s because it acts as a coordinator of the others. This theory is relevant to the study because the 7s are all applicable in communication; clarity and cascading which are independent variables of the study in that communication will be done by and to the staff of the organization. Whatever is being communicated has to be clear and relevant to the vision, mission and objectives and was communicated from strategy formulators to strategy implementer which is the cascading.

2.2.5 Balanced Score Card Theory

The Balanced Scorecard theory was developed by Kaplan and Norton (1992). Kaplan and Norton (1992) led a research study of a lot of companies with the purpose of exploring the new methods of performance measurement. The importance of the study was a growing belief that financial measures of performance were ineffective for the modern business enterprise. Representatives of the study companies, along with Kaplan and Norton, were convinced that reliance on financial measures of performance had an effect on their ability to create value (Donna, 2018). The group discussed a number of possible alternatives but settled

on the idea of a scorecard, featuring performance measures capturing activities from throughout the organization—customer issues, internal business processes, employee activities, and of course shareholder concerns.

Performance measurement is the process of quantifying the efficiency and effectiveness of organisational processes. Assessing corporate performance refers to customer satisfaction, in relation the efficiency measures of the economical utilisation of resources (Chiando, 2017). Organisations should endeavour to make use of both financial and non-financial indicators to measure their organisational performance. According to Kaplan and Norton (2001) financial indicators do not take into consideration non-financial measures such as efficiency, customer perspective, new business processes and do not focus on the future.

The Balanced Scorecard has been translated and effectively implemented in both the nonprofit and county governments. This study used Balanced Scorecard theory to explain the measure of performance of Nairobi County government. The first measure of performance of in the balanced scorecard is financial perspective, which in performance of County governments can be measured to by cost. An internal process is the second measure of performance in the balanced scorecard, which in County governments can be measured by use of quality and efficiency (time). The third measure of performance in the balanced scorecard is learning and growth, which in this study can be measured by use of technological innovation. The fourth measure of performance in the balanced scorecard is customer satisfaction. Customers are the ultimate recipients of products, services and outputs delivered through lad administration County government sub processes and activities.

2.3 Empirical Literature Review

This subsection focused on presentation of empirical review on the effect of strategy implementation determinants on performance of Nairobi county government.

2.3.1 Top Management Support and Performance

Jitpaiboon and Kalaian (2015) researched on the influence of top management support on information system (IS) performance across companies and industries using hierarchical in United States. The research employed descriptive survey design. The area of interest comprised of 3,000 senior IS executives. The results showed that top management support influenced IS performance moderately. Results indicated that supporting team and top management did not fully cooperate closely in managing the organization affairs. Results showed that Information system activities are capital intensive and in most cases the IS implementers are the key decision makers of the IS projects. If the IS implementers are aware of the essence of the IS projects in the operations of the company, then they make sure personal attention together with organization resources are directed to the project. The chances of project survival highly depend on the support from the top management. However, this study adopted descriptive survey design, which cannot be used to establish relationships between variables, while the current study used explanatory research design. Different research designs have different limitations hence findings cannot be generalized to the current study.

Shaar, Shadi, Raed and Manna (2015) investigated on the influence of top management on support on innovation in Jordan. The study targeted on 210 industrial companies. Through use of descriptive survey design study findings revealed that the support from the top

management influenced the both product innovation and process innovation. Moreover, the synergy between the firm structure and information technology (IT) is influenced by the support from the top management. Study findings further indicated that the synergy between the firm structure and IT influences both process innovation and product innovation. This study was limited to Jordan and hence the findings may not be generalizable to Kenya due to differences in macroeconomic factors and legal framework governing firms. In addition, support on innovation, which was the dependent variable was different from performance.

Iqbal, Long, Fei and Bukhari (2015) investigated on the influence of transformational governance on firm performance with top management support as the moderating variable in Pakistan. The research targeted a total of 125 project managers. Descriptive survey design was adopted. The study findings revealed an average influence of governance on firm performance. Nevertheless, support from the top management had a negative but significant impact on organization performance. When the top management support was analyzed alone, it had a positive and significant impact on project performance. The study was conducted in Pakistan and hence may not be generalizable to Kenya due to variation in economic environment, business environment and political environment. In addition, this study was conducted among profit making firms and hence its findings cannot be used in the public sector.

Shobaki, Amuna and Naser (2016) investigated on top management support for strategic planning on crisis management in Egypt. The target population comprised of 881 managers The UNRWA Gaza Strip. The research used descriptive survey design. Top management support was found to ensure the needed HR strategic planning however it did not provide financial support. Furthermore the research revealed a limitation on the way the

organizations manages risks before and after occurrence. Management of crisis is practiced during the crisis. Nevertheless, this study adopted a descriptive survey design, which cannot be used to establish relationships between variables. Also, the dependent variable in this study was crisis management, which is different from performance.

Karungani and Ochiri (2017) investigated on leadership and management support and firm performance in Kenya. A quantitative research design was used. The area of interest for the research was 87 staff working in Nairobi County. The research indicated that top management support affected firms' performance. The research further showed that it is the duty of the top management to undertake policy formulation, formulation of the firm's vision as well as the company goals; furthermore the top management is given the mandate to ensure that company staff are working towards the company goals; in addition the management ensures staff guidance as well as ensuring direction to the entire firm. However, this study was limited to firms in the private sector in Kenya and hence the findings cannot be generalized to public institutions' performance.

2.3.2 Organizational Structure and Performance

Hosseinpour and Tabari (2016) investigated on structure and organizational performance in Iran. Target area of study comprised of 115 staff working in emergency departments. Formalization was found to influence firm performance. Furthermore the results indicated that organization complexity influenced firm performance. Organization centralization significantly influenced firm performance. The research concluded that organization structure had an impact on firm performance. The indicators of organizational structure in the current study include debt collection procedures, mechanisms of control, chain of command and

centralization. Nonetheless, this study was carried out in Iran and hence its findings cannot be utilized in Kenya due to differences in economic environment and legal framework governing the operation of organizations.

Kalay and Lynn (2016) researched on firm structure and innovation in turkey. Target population comprised of 198 senior employees working in companies in Turkey. The study adopted descriptive survey sign. Organization centralization was found to have negative but significant impact on innovation. The research further showed that centralization in firms delays the innovation process. The research found insignificant impact of formalization on organization innovation. The dependent variable, innovation, is different from the performance of County government, and having been conducted in Turkey the findings of this study cannot be generalized to other countries like Kenya.

Okafor, Kalu and Ozioma (2017) researched firm structure and performance of selected manufacturing companies in Nigeria. The research targeted on 468 employees from three selected organizations. Survey design was employed. Firm structure was found to influence organizational performance. The study concluded that organizational structure in pharmaceutical companies influence firm performance. This study focused on the performance of manufacturing firms which is different from the performance of county governments in terms of institutional structures hence the study findings cannot be generalized. In addition, the main goal of manufacturing firms, which are profit making, is to maximize profits unlike County governments that focus on service delivery to the public.

Ogbo, Onekanma and Ukpere (2015) investigated on firm structure and performance of service companies in Nigeria. The study was conducted using the survey approach. The

research was concerned with 80 senior workers in 4 selected firms. Results showed that through decentralizing the organization, the firms ensured informed decisions. In addition employee performance was negatively influenced by task routine. The findings also revealed that firm efficiency was positively influenced by narrow span of control. However, having been conducted in Nigeria, the findings of this study cannot be generalized to Kenya due to differences in political environment and policies governing strategy implementation and operations of Counties.

Olajide (2015) researched on firm structure and employee satisfaction in the financial industry in Nigeria. The research employed survey design. The area of interest comprised of 3711 employees in selected banks. Study findings revealed that the staff decision making in a company is enhanced by both matrix structure and network structure. The research further indicated that idea sharing is practiced in the network structure while in the matrix structure there is division of employees into smaller groups based on the specialization skills. These two structures ensure maximum job satisfaction through the need to achieve and to accomplish. However, the dependent variable if this study was employee satisfaction in the financial industry in Nigeria, which is different from the performance of County governments.

Sibindi (2014) investigated on firm structure and performance in Zimbabwe. The study adopted a case study survey design. The research targeted on 150 employees from national railways of Zimbabwe. The study findings indicated that firm performance is highly affected by the bureaucratic tendencies in the firm structure. This leads to decline in the efficiency and the adaptability of the organization managers. The research results indicated that firm structure is shown by both structural variables and dimensional variables of the chain of

command, autonomy, formalization and special functionalism well as functionalization. This study was limited to performance in Zimbabwe and hence its findings cannot be generalized to performance of public institutions in Kenya due to differences in operating environment and economic environment.

Shabbir (2016) researched on firm structure and employee's performance in Nigeria. The research was interested with 6468 employees working from different brewing firms listed in Nairobi security exchange (NSE). The research adopted descriptive survey design. The findings revealed a significant relationship among the perspectives of firm structure and performance. The research findings indicted that firms with minimal organizational hierarchy have unclear internal boundaries and have accessible external boundaries that ensure minimized formalization degree as well as adapting the appropriate technology hence increased employee performance. However, this study was limited to brewing firms listed in Nairobi security exchange (NSE) which a profit making institutions unlike public institutions whose focus in service delivery to the public.

Kariuki (2015) conducted a study on firm structure and the performance of the manufacturing sector in Kenya. Cross sectional survey design was employed. The research was interest with 102 firms in the manufacturing sector however only 94 firms responded. Findings revealed that organization structure influenced firm effectiveness. However this was not a financial measure of firm performance. The study concluded that organization structure did explain any difference in the customer dimension in the manufacturing sector in Kenya. The study was limited to manufacturing firms in Kenya and their measures of performance are different from those of public institutions like County governments.

Omondi, Rotich, Katuse and Senaji (2017) investigated on company structure and performance in banking sector in Kenya. Descriptive research design was employed. The area of interest comprised of employees of 40 selected banks. Results showed no significant impact of firm structure on organization performance of the banking sector in Kenya. Furthermore firm structure revealed no significant impact on innovation, which significantly influences performance. The study concluded that development of strategic general knowledge capability is essential in each organization since it helps in implementing mechanism of creation sharing and utilization of knowledge. The results indicated that for implementation of competitive advantage in the field of knowledge there should be adaptability in the firm structure for supporting knowledge creation, and knowledge utilization. Due to variation in unit of observation, targeted audience and unit of analysis, the findings of the study cannot be generalized to the current research. In addition, commercial banks are profit making institutions unlike County governments which are non profit making organizations.

2.3.3 Organizational Communication and Performance

Samra, Oguz, Sally, Evren and Solmaz (2012) conducted a research on communication and employee commitment in organizations in Turkey. The study targeted on 1034 employees working in the agency in Ankara. Through adoption of descriptive survey design the study findings revealed that employee commitment is influenced by open communication. The study established that there was increase employee commitment as a result of democratic communication. Findings concluded that proper channel of communication between senior employees and the junior staff facilitates performance since it improves democracy and involvement in the company. The research also showed that employee work more willingly

when the ideas are put into consideration since this makes them feel part of the company. The research adopted descriptive survey design, which cannot be used to establish relationships while the current study adopted explanatory research design. Different research designs have different limitations hence findings cannot be generalized to the current study.

Meitisaria, Hanafi and Wahab (2018) carried out an investigation on communication and firm performance in Indonesia. The research employed explanatory research design. The target area of interest was 126 staff working in the HR department in Pusri Palembang. Communication was found not to affect employee performance however performance was significantly influenced through career training. The study further showed that employee performance was influenced by job satisfaction. The study revealed that the performance of employees was decreased by openness in the communication from seniors to juniors and joint decision making. However, the study was limited to Indonesia whose economic environment, political environment and business environment are different from those of Kenya.

Iloafu (2016) researched on the role of communication on firm performance. The research used descriptive survey design. The study targeted on 130 employees of two selected firms in Nigeria. It was indicated that proper communication facilitates achievement of company goals. The company of interest practiced three channels of communication which includes downward communication horizontal and upward communication. However the downward communication was more effective as compared to others. The study also revealed that status difference between superior and subordinates may create barriers to communication. Despite the fact that company success is guaranteed by effective communication the research concluded that firm success depends on both the pattern and the method of communication,

furthermore the effectiveness of communication channel influences success. The study focused on organization management as the dependent variable, which is different from organization performance hence findings cannot be generalized to the current study.

Mutuku and Mathooko (2014) researched on the influence of communication on staff performance in Kenya. Descriptive survey design was employed. The area of interest included 287 employees working in Nokia Siemens Networks Kenya. Staff performance was found to be influenced by the level of involvement. Through staff involvement in decision making the sense of belonging and responsibility within employees is increased which in turn improves staff morale. It was further indicated that the working team in the company of interest have full control over the working process hence being able to influence working life. It was further indicated that employee motivation is influenced by clarity, competence, courtesy and correctness. The study focused on employee motivation as the dependent variable, which is different from organization performance therefore the study findings are not generalizable to the current study.

Ambani and Wanyoike (2014) researched on communication and strategy implementation in the financial sector in Nakuru County Kenya. Descriptive research design was adopted. The area of interest included 200 staff working in 20 financial institutions. Poor communication was found to lower the motivation level of employees. Study results further showed lack of effective communication in the financial institutions which has led to vacuum and confusion in the procedures and company processes. There is inadequate communication of the firm's mission and vision in the financial institutions. The research indicated that no feedback is provided by the top management after the evaluation progress is carried out. Furthermore Poor communication in the financial sector has facilitated the general poor performance of

the firms. Nonetheless, the dependent variable in this study was strategy implementation which is different from performance of County governments. In addition, the financial sector is a profit making sector and it is different from performance of the County governments.

2.3.4 Resource Allocation and Performance

Harrison, hall and Nargundkar (2003) researched on allocation of resources and organization performance in United States. The study targeted on 96 firms operating in United States. The study adopted cross-sectional survey design. Findings revealed that resource allocation influences organization performance. The study further revealed that the better corporate performance was as a result of good allocation of resources in the diversified firms. Efficient allocation of resources in the firms of interest was found to influence the company's return on assets. Nevertheless, the research found no significant impact of capital intensity on the firm performance. However, this study was conducted in the United States, which is a developed country and hence its findings cannot be used in Kenya which is a developing country.

Abdulrahman and Bamiduro (2008) researched on allocation of financial resources and performance of colleges in Nigeria. The study targeted on 12 colleges. Descriptive survey design was employed. Performance in the colleges of interest was found to be influenced by allocation of financial resources in the colleges. In short the effectiveness of Nigerian colleges relies on the allocation of financial resources by the top management. The fact that financial resources influence organization effectiveness leads to this conclusion. Results indicated that resource allocation is directly proportional to organizational effectiveness. However, besides being limited to one component of resources allocation, financial resource,

the performance of colleges is measured differently from the performance of County governments.

Omollo, Ngacho and Yambo (2017) researched on impact of allocation of resources on organization performance of Sonny sugar company limited, Kenya. The study employed descriptive research design. The 994 workers were the target area of interest. The performance of sonny sugar company was found to be influenced by resource allocation. Furthermore organization performance was found to be improved through perfection of resource allocation. Findings concluded that modification of resource allocation procedure was found to ensure successful implementation of strategic plans. Implementation of strategies in the organization was facilitated by state policies and regulations. Nonetheless, this study was conducted in Sonny Sugar Company limited which is a profit making company unlike County governments whose objective is service delivery.

Lemarleni, Ochieng, Gakobo and Mwaura (2017) investigated on allocation of resources and implementation of strategies in Kenya police service in Nairobi County. The research employed descriptive research design. The area of interest was 56 senior police officers working in 13 police divisions. The study findings revealed that there is improper implementation of services dues to poor resource allocation practices. The poor allocation is as a result of the extreme bureaucracy involved. As a result the reform process in the policies services is slow due to inadequate delivery of services resulted through poor implementation of strategies as a result of inadequate allocation of resources. The research further indicated that poor implementation of strategy is as a result of inadequate human resource empowerment. However, the dependent variable which was implementation of strategies is different from the performance of County governments. In addition, the purpose and

objectives of Kenya police service is different from that of the County governments in Kenya.

Ouma and Kilonzo (2014) researched on allocation of resources and performance of the procurement sector in Kenya. Cross sectional survey design was used. The area of interest was 124 state agencies. Study findings revealed that resources allocated to public financial sector were not enough. Furthermore it was indicated that resource allocation significantly affected procurement performance. There was no impact of allocation of resources on performance, this was because performance could only be guaranteed by proper utilization of resources not resource availability. This study specifically focused on performance of procurement sector and not performance of the county government and hence variations in unit of institutional framework, unit of analysis and unit of observation.

2.4 Summary and Gaps to be filled by the Study

Various studies have been conducted on the effect of top management support, organization structure, organizational communication and resource allocation on performance. However, these studies have been conducted in different countries, subjected variation in unit of observation and analysis, hence force, the findings cannot be generalized to the present research.

Table 2.1: Summary of research gaps

Author	Study	Study findings	Research gaps	Focus of the Current Study
Top management support				
Jitpaiboon and Kalaian (2015)	Top management support IS performance in firms in USA The study used descriptive research design	There was a moderate impact of top management support on IS performance	<ul style="list-style-type: none"> This study adopted descriptive survey design while the current study used. Different research designs have different limitations hence findings cannot be generalized to the current study 	<ul style="list-style-type: none"> The study adopted an explanatory research design
Shobaki, Amuna and Naser (2016)	Top management support and strategy planning in Egypt	The top management support was found to avail the required HR to ensure sustainable planning however there was no financial support provided	<ul style="list-style-type: none"> This study failed to show the influence of reward and recognition, leadership style and employment involvement on performance hence the study findings cannot be generalized to the current study since these are the key indicators of top management support 	<ul style="list-style-type: none"> This study measured Top management support in terms of reward and recognition, leadership style, timely release of resources and employee involvement
Mwangi and Waithaka (2018)	The influence of institution culture university performance in	Institution culture significantly influences performance	<ul style="list-style-type: none"> The study targeted on public universities in Kenya which is different from the county governments. The finding 	<ul style="list-style-type: none"> This study was conducted in the County government of Nairobi

Author	Study	Study findings	Research gaps	Focus of the Current Study
	Kenya.		therefore cannot be generalized to the current study	
Shaar, Shadi, Raed and Manna (2015)	Influence of top management support on innovation in Jordan.	The support from the top management influenced the both product innovation and process innovation	<ul style="list-style-type: none"> This study was limited to Jordan and hence the findings may not be generalizable to Kenya due to differences in macroeconomic factors and legal framework governing firms. In addition, support on innovation, which was the dependent variable was different from performance. 	<ul style="list-style-type: none"> This study will be conducted in Nairobi County government and the dependent variable will be performance
Iqbal, Long, Fei and Bukhari (2015)	Influence of transformational governance on firm performance with top management support as the moderating variable in Pakistan	support from the top management had a negative but significant impact on organization performance	<ul style="list-style-type: none"> This study was conducted among profit making firms and hence its findings cannot be used in the public sector. 	<ul style="list-style-type: none"> This study was conducted in the County government of Nairobi
Karungani and Ochiri (2017)	leadership and top management support and firm performance in	top management support affected firms' performance	<ul style="list-style-type: none"> However, this study was limited to firms in the private sector in Kenya and hence the findings cannot be 	<ul style="list-style-type: none"> This study was conducted in the County government of Nairobi

Author	Study	Study findings	Research gaps	Focus of the Current Study
	Kenya		generalized to public institutions' performance.	
Organizational structure				
Hosseinpour and Tabari (2016)	Organization culture and firm performance in Iran	Study findings revealed that organization structure significantly and positively influenced organization performance	<ul style="list-style-type: none"> This study failed to cover the influence of these indicator on performance hence the results are not generalizable 	<ul style="list-style-type: none"> The indicators of organizational structure in the current study include debt collection procedures, mechanisms of control, chain of command and centralization.
Okafor, Kalu and Ozioma (2017)	Organization structure and company performance in Nigeria	The study found that structure significantly affects organizational performance	<ul style="list-style-type: none"> This study focused on the performance of manufacturing firms which is different from the performance of county governments in terms of institutional structures hence the study findings cannot be generalized. 	<ul style="list-style-type: none"> This study was conducted in the County government of Nairobi
Omondi <i>et al.</i> (2017)	Organization structure and performance of the financial sector in	Insignificant relationship was revealed between the organization structure	<ul style="list-style-type: none"> Due to variation in unit of observation, targeted audience and unit of analysis, the findings of the study 	<ul style="list-style-type: none"> This study was conducted in the County government of Nairobi and the population was staff working in the

Author	Study	Study findings	Research gaps	Focus of the Current Study
	Kenya	an performance	cannot be generalized to the current research	County government
Kalay and Lynn (2016)	firm structure and innovation in turkey	Organization centralization was found to have negative but significant impact on innovation	<ul style="list-style-type: none"> The dependent variable, innovation, is different from the performance of County government, and having been conducted in Turkey the findings of this study cannot be generalized to other countries like Kenya 	<ul style="list-style-type: none"> The dependent variable was the performance of the County government of Nairobi
Ogbo, Onekanma and Ukpere (2015)	firm structure and performance of service companies in Nigeria	through decentralizing the organization, the firms ensured informed decisions	<ul style="list-style-type: none"> However, having been conducted in Nigeria, the findings of this study cannot be generalized to Kenya due to differences in political environment and policies governing strategy implementation and operations of Counties. 	<ul style="list-style-type: none"> The current study was conducted in Kenya
Olajide (2015)	firm structure and employee satisfaction in the financial industry in Nigeria	staff decision making in a company is enhanced by both matrix structure and network structure	<ul style="list-style-type: none"> However, the dependent variable if this study was employee satisfaction in the financial industry in Nigeria, which is different from the performance of County governments. 	<ul style="list-style-type: none"> The dependent variable in this study was performance of the County government

Author	Study	Study findings	Research gaps	Focus of the Current Study
Sibindi (2014)	firm structure and performance in Zimbabwe	firm performance is highly affected by the bureaucratic tendencies in the firm structure.	<ul style="list-style-type: none"> This study was limited to performance in Zimbabwe and hence its findings cannot be generalized to performance of public institutions in Kenya due to differences in operating environment and economic environment. 	<ul style="list-style-type: none"> This study was conducted in Kenya and the focus was County government of Nairobi
Kariuki (2015)	firm structure and the performance of the manufacturing sector in Kenya	organization structure influenced firm effectiveness	<ul style="list-style-type: none"> The study was limited to manufacturing firms in Kenya and their measures of performance are different from those of public institutions like County governments. 	<ul style="list-style-type: none"> This study was conducted in the public sector, County government of Nairobi
Omondi, Rotich, Katuse and Senaji (2017)	company structure and performance in banking sector in Kenya	Results showed no significant impact of firm structure on organization performance of the banking sector in Kenya	<ul style="list-style-type: none"> Due to variation in unit of observation, targeted audience and unit of analysis, the findings of the study cannot be generalized to the current research. In addition, commercial banks are profit making institutions unlike County governments which are non profit making 	<ul style="list-style-type: none"> The current was conducted in the County government of Nairobi

Author	Study	Study findings	Research gaps	Focus of the Current Study
organizations.				
Organizational communication				
Samra, Oguz, Sally, Evren and Solmaz (2012)	Communication and work commitment in public agents in Turkey	Work commitment was positively influenced through communication	<ul style="list-style-type: none"> The research adopted descriptive survey design, which cannot be used to establish relationships while the current study adopted explanatory research design. 	<ul style="list-style-type: none"> This study used an explanatory research design
Iloafu (2016)	communication and strategic management of firms in Nigeria	Study results revealed that organizational communication influences organization management	<ul style="list-style-type: none"> The study focused on organization management which is different from organization performance hence findings cannot be generalized to the current study. 	<ul style="list-style-type: none"> The dependent variable in this study was the County government of Nairobi
Mutuku and Mathooko (2014)	communication and staff motivation in Kenya	Study findings revealed that organizational communication affects employee motivation	<ul style="list-style-type: none"> The study focused on employee motivation which is different from organization performance. Further the research designs used are different and each research design has its own limitation therefore the study findings are not generalizable to the current study 	<ul style="list-style-type: none"> This study used an explanatory research design and the dependent variable was performance

Author	Study	Study findings	Research gaps	Focus of the Current Study
Meitisaria, Hanafi and Wahab (2018)	communication and firm performance in Indonesia	Communication was found not to affect employee performance however performance was significantly influenced through career training	<ul style="list-style-type: none"> • However, the study was limited to Indonesia whose economic environment, political environment and business environment are different from those of Kenya. 	<ul style="list-style-type: none"> • The current study was conducted in Kenya and the dependent variable was performance
Ambani and Wanyoike (2014)	communication and strategy implementation in the financial sector in Nakuru County Kenya	Poor communication was found to lower the motivation level of employees	<ul style="list-style-type: none"> • Nonetheless, the dependent variable in this study was strategy implementation which is different from performance of County governments. In addition, the financial sector is a profit making sector and it is different from performance of the County governments. 	<ul style="list-style-type: none"> • The focus of the current study was the County government of Nairobi and the dependent variable was performance
Resource allocation				
Harrison, hall and Nargundkar (2003)	Allocation of resources and performance in United States	Findings revealed that resource allocation influences organization performance	<ul style="list-style-type: none"> • This study failed to show the influence of timely allocation of resources, resource allocation policy, adequacy of resources and availability of resources on organization 	<ul style="list-style-type: none"> • The study focused on showing how timely allocation of resources, resource allocation policy, adequacy of resources and availability of resources affect performance

Author	Study	Study findings	Research gaps	Focus of the Current Study
			performance hence the study findings cannot be generalized to the current study	
Ouma and Kilonzo (2014)	Resource allocation planning and performance of the procurement sector in Kenya	Allocation of resources significantly influenced performance of the procurement sector	<ul style="list-style-type: none"> This study specifically focused on performance of procurement sector and not performance of the county government hence the study findings cannot be generalized to the current research due to variation in unit of institutional framework, unit of analysis and unit of observation 	<ul style="list-style-type: none"> The dependent variable in the current study was performance and it was conducted in Nairobi County government
Abdulrahman and Bamiduro (2008)	allocation of financial resources and performance of colleges in Nigeria	Performance in the colleges of interest was found to be influenced by allocation of financial resources in the colleges	<ul style="list-style-type: none"> However, besides being limited to one component of resources allocation, financial resource, the performance of colleges is measured differently from the performance of County governments. 	<ul style="list-style-type: none"> This study was conducted in Nairobi County government an the measures of resource allocation were timely allocation of resources, resource allocation policy, adequacy of resources and availability of resources
Omollo, Ngacho and	Impact of allocation of resources on organization	The performance of sonny sugar company was found to be	<ul style="list-style-type: none"> Nonetheless, this study was conducted in Sonny Sugar Company limited which is a 	<ul style="list-style-type: none"> The current study was conducted in the County government of Nairobi

Author	Study	Study findings	Research gaps	Focus of the Current Study
Yambo (2017)	performance of Sonny sugar company limited	influenced by resource allocation.	profit making company unlike County governments whose objective is service delivery.	
Lemarleni, Ochieng, Gakobo and Mwaura (2017)	Allocation of resources and implementation of strategies in Kenya police service in Nairobi County	There is improper implementation of services dues to poor resource allocation practices.	<ul style="list-style-type: none"> • However, the dependent variable which was implementation of strategies is different from the performance of County governments. In addition, the purpose and objectives of Kenya police service is different from that of the County governments in Kenya. 	<ul style="list-style-type: none"> • The dependent variable in this study was performance of the County government of Nairobi
Ouma and Kilonzo (2014)	Allocation of resources and performance of the procurement sector in Kenya.	Resources allocated to public financial sector were not enough	<ul style="list-style-type: none"> • This study specifically focused on performance of procurement sector and not performance of the county government and hence variations in unit of institutional framework, unit of analysis and unit of observation. 	<ul style="list-style-type: none"> • The focus of this study was the County government of Nairobi

2.5 Conceptual framework

This research sought to establish the impact of strategy implementation determinants on performance of Nairobi County Government in Kenya. The independent variables were top management support, organization structure, organizational communication and resource allocation. The dependent variable was organization performance. Figure 2.1 depicts the association between dependent variable (performance) and independent variables (Top management support, organization structure, organizational communication and resource allocation).

Independent variables

Dependent variable

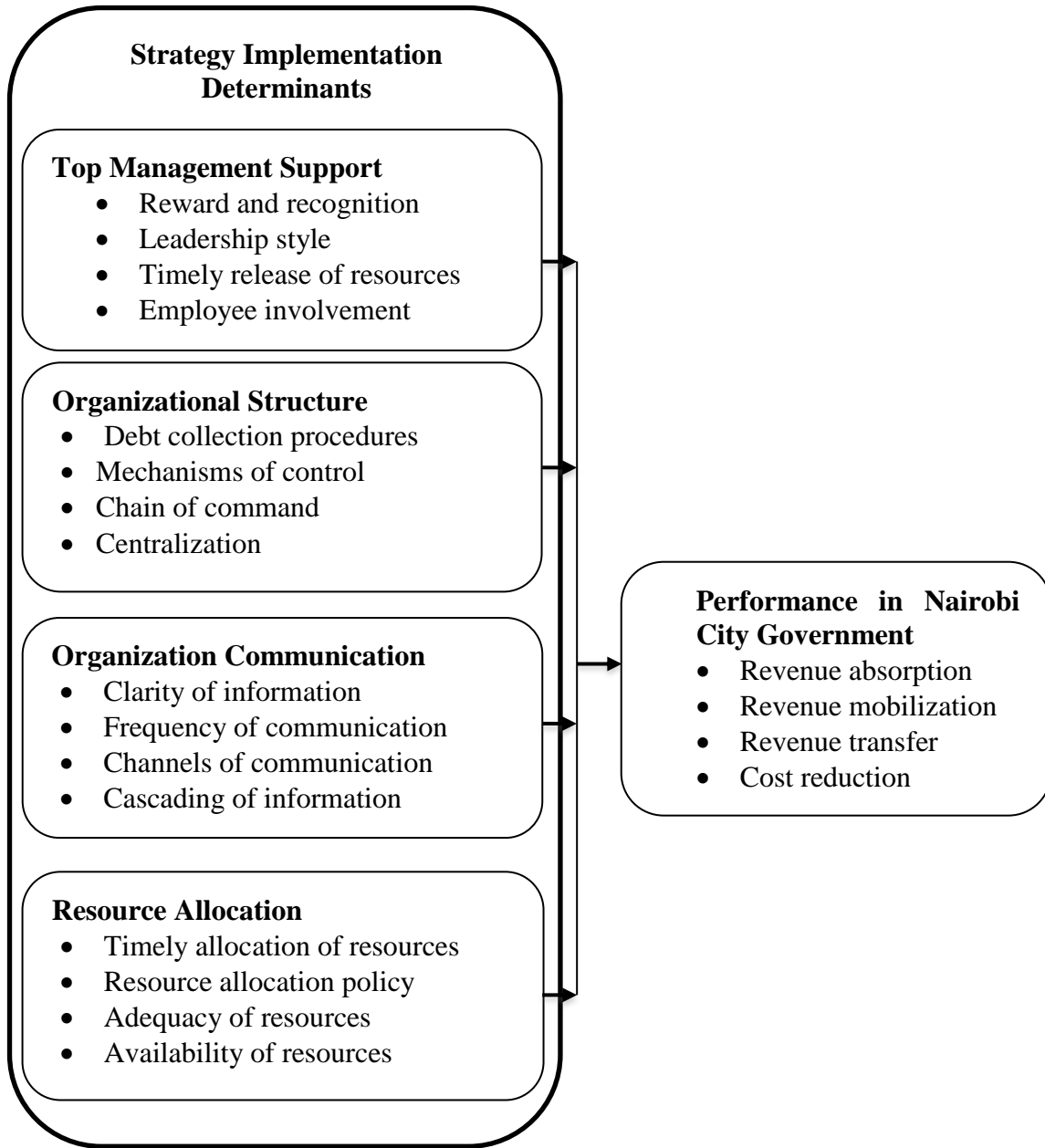


Figure 2. 1: Conceptual Framework

Source: Author (2019)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section entailed presentation of procedure that were adopted when selecting respondents, collecting and analyzing data. Specifically, the chapter presents research technique, target population, study's sample size, sampling technique, research instrument, pilot study, procedure of collecting and analyzing data as well as ethical consideration.

3.2 Research Design

Research design is defined as the overall strategy employed by the researcher so as integrate various study's component in a logical and coherent manner, enabling the researcher to address the research phenomenon (Wilson, 2010). Research design is the blueprint for measuring, collecting and analyzing data. The present study adopted explanatory research design. Explanatory research design focuses on determining the relationship between elements and what causes the existing association. Explanatory research design is based on structuring study's objectives so as to determine the causal association between elements or variables under investigation.

According to Singpurwalla (2013), explanatory research design enables a particular researcher to assess the impact of change dynamics on various processes or existing norms. The technique is also used in assessing and analysis of a particular issue or problem so as to provide explanation on the existing association between variables or elements under investigation. The present study adopted explanatory research design since it sought to determine the effect of independent variables (top management support, organization

structure, organizational communication and resource allocation) and dependent variable (performance).

3.3 Target Population

A population is a set of items, objects or individuals having elements which can be observed from which the researcher wishes to generalize the findings of the study (Bhattacharjee, 2012). The unit of analysis was Nairobi County Government. Nairobi County Government is one of the Counties allocated the highest amount in the financial year 2019/2020. The target population was 161 employees in the following departments: agriculture, livestock and fisheries; devolution, administration and public service; social services , youth and education; department of water, sanitation and environment energy; economic planning and finance; health services; department of urban planning, urban renewal, lands, housing and building services; information communication and technology & e- government; roads and transport; and trade and industrialization in Nairobi County Government (Appendix III). The target population was 161 employees working in 10 departments in Nairobi County Government.

Table 3. 1: Target Population

	Target Population
Agriculture, Fisheries and Livestock Development	11
Devolution, Public Service and Administration	12
Education, Youth and Social Services	16
Environment Energy Water and sanitation	18
Finance and Economic Planning	18
Health Services	17
Lands ,Urban planning, Urban renewal, Housing and building services	22
Information Communication Technology & e- Government	21
Roads and Transport	17
Trade and Industrialization	9
Total	161

3.4 Sample procedure and Sample Size

A sample refers to a part of the target population on which extracted data estimates the characteristics of the population. Sampling refers to the process of selecting a group of individuals from a target population. According to Bhattacharjee (2012), it is important to use a sample size determined from a formula which takes care of the margins of error and confidence levels. This study used Slovin's Formula to estimate the sample size. The random sample formula was used due to its consideration of the target population.

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = number of samples (sample size)

N = total population (which in this case is 161)

e = margin of error at 95% confidence level (0.05)

$$n = \frac{161}{1 + (161 * 0.05^2)}$$

$$n = 114$$

Stratified random sampling was used in the current study to select 114 participants from the entire population. Stratified random sampling technique entails portioning the population under investigation into sub groups (strata). According to Creswell (2014) the strata are based on shared attributes among the elements under investigation. The strata in this study were the ten departments.

Stratified random sampling was employed in the current study since it ensures that fair representation of the entire population under investigation. In addition, the technique was used because it minimizes biasness when selecting study samples thus preventing under representation of elements in a given social construct. Proportionate sampling was used in current research for selection of staff in each department. Proportionate stratification entails selecting proportionate number of samples in a particular stratum and the strata are then pulled to form study's samples (Russell, 2013).

Table 3. 2: Sample Size

	Target Population	Sample Size
Agriculture, Fisheries and Livestock Development	11	8
Devolution, Public Service and Administration	12	8
Education, Youth and Social Services	16	11
Environment Energy Water and sanitation	18	13
Finance and Economic Planning	18	13
Health Services	17	12
Lands, Urban planning, Urban renewal, Housing and building services	22	16
Information Communication Technology & e- Government	21	15
Roads and Transport	17	12
Trade and Industrialization	9	6
Total	161	114

3.5 Data Collection Instruments

Primary and secondary data were used in the current study. Primary data is defined as raw or fresh data collected direct from the field (Kothari, 2012). Otherwise, secondary data is the already collected data by an individual other than the actual user (Bryman & Cramer, 2012). In this study, the researcher obtained secondary data from the annual reports (commission on revenue allocation annual report and county public service board annual report) of Nairobi County Government. Questionnaire was used in the present study to collect primary data. Questionnaire is widely used data collection tool since it is cost effective and saves on time for collecting data (Sahu, 2013). Moreover, the tool of data collection is convenient since it can be used in collecting data from a large group of literate individuals within a short time. The questionnaire contained both structured and unstructured questions. This questionnaire was categorized into 6 sections. Section 1 contained biographic information, section 2 to 5

contained descriptive questions for independent variables while the last section contained descriptive questions pertaining to dependent variable of this study.

3.6 Validity and Reliability of Research Instrument

3.6.1 Pilot Testing

Pilot study was carried out to facilitate the reliability of research instrument (questionnaire). Moreover, pre testing was carried out to assess challenges relating to resource and time constrains that may affect the actual study. Pre-testing also enhanced removal of misinterpreted questions. The pre-test group was selected randomly and comprised of ten percent of the study's sample size. It was conducted in Nakuru County. Nakuru County was selected in this study because it followed Nairobi County in the allocation of resources and has similar characteristics as Nairobi County. According to Collis and Hussey (2014), 10% of the sample required for a full study should be used in a sample size.

3.6.2 Validity of the Instrument

Validity refers to the level in which the results actually embodies a particular phenomenon under investigation (Russell, 2013). The present study adopted face and content validity. Face validity is the process of determining whether research questions are misunderstood or misinterpreted. Pilot study is the most appropriate technique of enhancing face validity (Creswell, 2014). Content validity is defined as the extent in which a particular measure depicts facets in a social construct. The researcher enhanced content validity of the present study by consulting university supervisor and other professionals or experts in field under investigation. Further, the face validity of the present study was enhanced by arranging the

questionnaire as per the objectives of the study and making adjustments in the questions after the pilot test.

3.6.3 Reliability of the Instrument

Reliability is defined as the ability of research instrument to generate consistent results when measuring similar items under similar conditions (Wilson, 2010). This study determined the reliability of research instrument (questionnaire) by measuring internal consistency. Cronbach's alpha was used to measure internal consistency. Its values range between one and zero. Cronbach's alpha ranging from 0.6 to 0.7 is regarded as acceptable while above 0.8 depicts good reliability (Singpurwalla, 2013). In the current study, the researcher considered Cronbach's alpha of 0.7 as acceptable. The Cronbach's alpha was not less than 0.7 therefore no adjustments were made on the research instrument. The pilot study's results were not generalized in the actual study.

Table 3. 3: Cronbach's Alpha

Variable	Cronbach's Alpha	Number of items	Interpretation
Top Management Support	0.886	12	Acceptable
Organization Structure	0.878	12	Acceptable
Organization Communication	0.890	12	Acceptable
Resource Allocation	0.733	12	Acceptable
Performance of Nairobi County government	0.892	12	Acceptable

Source: Survey Data (2020)

From the findings, the construct top management support had an average Cronbach's reliability alpha of 0.886. The constructs organization structure, organization communication, resource allocation and performance of Nairobi County government had Cronbach's

reliability alpha of 0.878, 0.890, 0.733 and 0.892. These findings implied that all the variables (dependent variable and independent variables) had a Cronbach's reliability alpha of more than 0.7, which means that they were within the acceptable range.

3.7 Data Collecting Procedure

The researcher obtained data collection letter from the management at Kenyatta University before embarking in data collection. Besides that, the researcher obtained data collection permit from NACOSTI and the management at Nairobi County Government. The researcher employed a drop and picking technique when administering questionnaires among the participants. The respondents were given a maximum period of two weeks to fill and resubmit their questionnaires to the researcher. The participants were assured that confidentiality was adhered to during data collection process. Further, they were required to provide honest responses during data collection process. Furthermore, every respondent was required not to indicate their names in the questionnaires as a way of ensuring anonymity.

3.8 Data Analysis and Presentation

Data analysis entails application of statistical approaches of cleansing, transforming and modeling research data with the intent of discovering prudent information for inference or decision making (Russell, 2013). Quantitative data was generated from the closed-ended questions while qualitative data from open-ended questions. Thematic analysis was used to analyze qualitative data and presentation of results was in a narrative form. Thematic analysis involved examining, pointing out and recording to patterns within a data set. The analysis of the quantitative data began with data preparation that encompassed of instruments checking,

followed by data editing, data coding, data entry, and data cleaning and carrying out of diagnostic tests.

Statistical Package for Social Sciences (SPSS version 22) was used to analyze all quantitative data. Inferential and descriptive statistics were used to analyze quantitative data. To describe the responses concerning the indicators of the dependent, independent and demographic information from the respondents was analyzed using descriptive statistics (Bhattacharjee, 2012). Frequency distribution, mean (a measure of dispersion), standard deviation (a measure of dispersion) and percentages were included in descriptive statistics. Inferential statistics in this study included Pearson correlation analysis and multivariate regression analysis were used to examine the effect of the independent variables on the dependent variable. Correlation analysis was used to assess the association between the independent variables and the dependent variable. Regression analysis was used to show the weight of the relationship between the independent variables and the dependent variable.

The regression model is as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby;

Y = Performance of Nairobi County Government

X₁ = Top management support

X₂ = Organizational structure

X₃ = Organizational communication

X₄ = Resource allocation

ε = Error Term

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta Co-efficient

3.9 Ethical Considerations

Ethical refer to the legal or acceptable code of conducts that the researcher considered when conducting this study. To deal with plagiarism, all ideas borrowed from other studies were acknowledged. The researcher also ensured questionnaires were given to the willing participants only which enhanced voluntary participation. The unwilling study participants were not forced nor compelled whatsoever. Also, the study participants were made aware of the purpose and study objectives and get informed that the information provided is only for an academic undertaking. Further, the researcher acquired a data collection letter from the Kenyatta University and a research permit from the NACOSTI. The researcher assured the respondents of the confidentiality of the information provided. Anonymity of the respondents was ensured by making sure that no information can be attributed to a specific individual. The respondents were required not to indicate their names in the questionnaires.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The section focused on data analysis, interpretation of results and presentation of study's findings with regard to the general and specific objectives of this study. The main purpose of the study was to establish the effects of strategy implementation determinants on the performance of Nairobi County Government. The chapter covers response rate, demographic data and descriptive statistics on top management support, organizational structure, organizational communication, resource allocation and performance of Nairobi County Government. The chapter also encompasses inferential statistics which included correlation analysis and regression analysis.

4.2 Response Rate

The sample size of this study was 114 and it comprised of employees working in various departments in Nairobi county government. The researcher distributed 114 questionnaires during data collection process and 85 of the respondents managed to completely fill their questionnaires and returned them to the researcher. Thus, the response rate of was 74.56%. According to the statements of Kothari (2009) a response rate that is above fifty percent is considered as adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

4.3 Demographic Data

The demographic information of the participants comprised of gender, age bracket, education level and number of years worked at county government, and the area of work (department).

4.3.1 Gender of the Participants

As part of the demographic information, the participants were asked to specify their gender.

The outcomes of their views were as depicted in Figure 4.1.

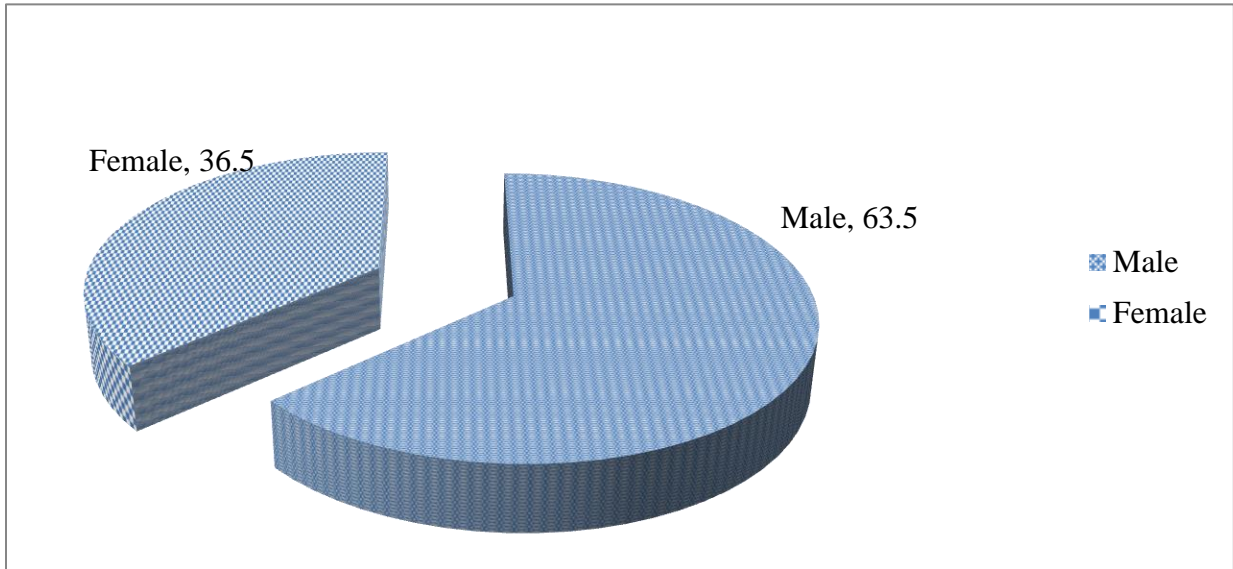


Figure 4. 1: Gender of the Participants

Source: Research Data (2020)

According to the results, 63.5% of the respondents specified that they were male while 36.5% pointed out that they are female. This implied that majority of the employees working in the Nairobi county government are male. This shows that Nairobi County Government has adhered to the two thirds gender rule, where no more than two thirds of staff are supposed to be of the same gender.

4.3.2 Age of the respondents

The participants were also asked to point out their age brackets. The results were as depicted in Figure 4.2.

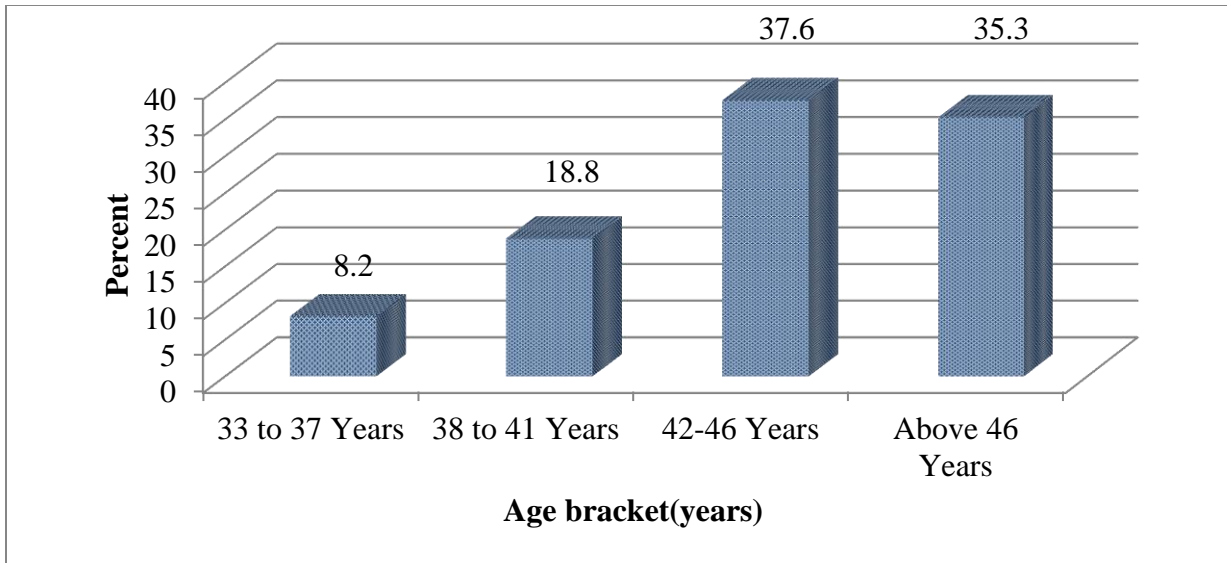


Figure 4. 2: Respondents’ Age of the respondents

Source: Research Data (2020)

From the results, 37.6% of the respondents specified that they were aged between 42 years and 46 years, 35.3% pointed out that they had above 46 years of age, Further, 18.8% specified that they were aged between 38 years and 41 years while 8.2% of the respondents indicate they were aged between 33 years and 37 years. This implies that most of the respondents were aged between 42 years and 46 years. This shows that all the respondents were old enough to provide information about top management support, organizational structure, communication, resource allocation and performance of the County government of Nairobi.

4.3.3 Duration of work in the county government

As part of the background information the respondents were requested to specify their duration of work in the county government. The results were shown in Figure 4.3

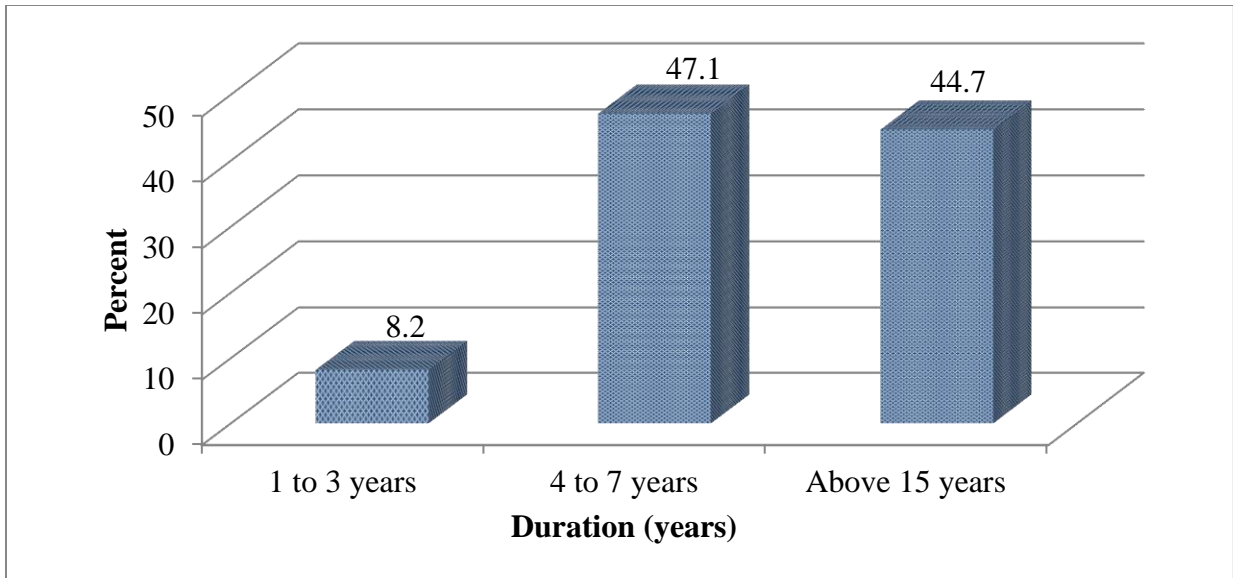


Figure 4. 3: Duration of work (years)

Source: Research Data (2020)

From the findings, 47.1% of the respondents indicated they had worked for a period between 4 and 7 years, 44.7% specified they had worked in the county government for more than 15 years while 8.2% of the respondents specified they had worked in the organization for a period between 1 and 3 years. This implies that most of the respondents had worked in the county government for a period between 4 and 7 years. This shows that all the respondents had adequate experience of working in Nairobi County government and hence provide relevant information to meet the objectives of the study.

4.3.4 Participants' Academic Level

The respondents were also requested to indicate their highest academic level. The results were shown in Figure 4.4.

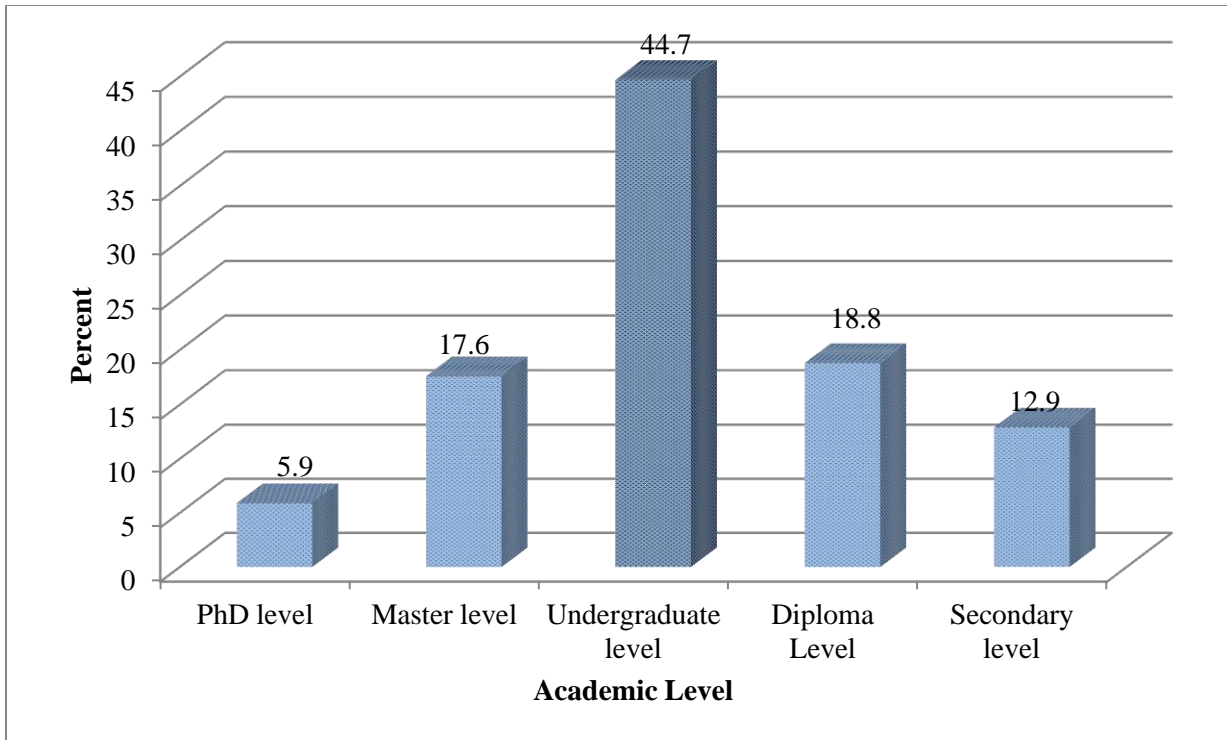


Figure 4. 4: Participants’ Academic Level

Source: Research Data (2020)

From the results, 44.7% of the respondents specified that they were they had undergraduate degree as their highest level of education, 18.8% pointed out that they had diploma certificates, 17.6% specified that they had Masters’ degree, 12.9% of the respondents indicate they had secondary certificates while 5.9% specified the had PhD degrees. This implied that most of the respondents were undergraduates. This shows that that all the respondents had adequate understanding of the top management support, organizational structure, communication, resource allocation and performance of the County government of Nairobi.

4.3.5 Respondents’ Area of work

As part of the demographic information the respondents were requested to indicate the department of work. The results were shown in Table 4.1

Table 4. 1: Respondents' Area of work

Department	Frequency	Per cent
Valid Agriculture, Fisheries and Livestock Development	7	8.2
Devolution, Public Service and Administration	7	8.2
Education, Youth and Social Services	5	5.9
Environment Energy Water and sanitation	11	12.9
Finance and Economic Planning	9	10.6
Health Services	9	10.6
Lands ,Urban planning, Housing and building services	13	15.3
Information Communication Technology & e- Government	11	12.9
Roads and Transport	9	10.6
Trade and Industrialization	4	4.7
Total	85	100.0

From the findings, 15.3%(13) of the respondents indicated they were working in the lands, Urban planning, Housing and building services department, 12.9% (11) specified information communication technology & e- government. Further, the same percentage specified Environment Energy Water and sanitation department. In addition, 10.6% (9) specified Roads and Transport department also the same percentage of respondents specified Health Services department and Finance and Economic Planning department. From the results, 8.2% (7) of the respondents indicated that they were working in Devolution, Public Service and Administration. The same number of respondents specified Agriculture, Fisheries and Livestock Development., 5.9% (5) indicated Education, Youth and Social Services while 4.7% (4) specified Trade and Industrialization. This implies that most of the respondents were working in the lands, urban planning, housing and building services department.

4.4 Top Management Support

The first specific objective of the study was to establish the effects of top management support on the performance of Nairobi County Government

4.4.1 Top Management Support and County Government Performance

The respondents were requested to indicate their level of agreement on various statements relating to top management support and county performance. A 5 point Likert scale was used where by 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized not sure, 4 symbolized agree and 5 symbolized strongly agree. The results were depicted in Table 4.2.

Table 4. 2: Aspects of Top Management Support

Statement	1	2	3	4	5	Mean	Std. Deviation
The county government provides bonuses to employees	1.2	0.0	35.3	38.8	24.7	3.859	0.833
The county government provide comprehensive medical cover to staff	0.0	0.0	52.9	27.1	20.0	3.671	0.793
Job promotion among county government staff depends on their performance	82.4	8.2	0.0	9.4	0.0	1.365	0.898
Our leaders make quick decision	10.6	21.2	17.6	25.9	24.7	3.329	1.340
There is always effective communication in our county	2.4	23.5	27.1	20.0	27.1	3.459	1.191
County government leaders provide necessary support and advice that leads to our success.	0.0	0.0	20.0	55.3	24.7	4.047	0.671
County government funds are released on time	63.5	27.1	9.4	0.0	0.0	1.459	0.665
County government employees are paid on time	35.3	38.8	8.2	17.6	0.0	2.082	1.071
County government equipment are procured on time	90.6	9.4	0.0	0.0	0.0	1.094	0.294
The county government involve staff in decision making process	82.4	17.6	0.0	0.0	0.0	1.177	0.383
The county government staff receive timely feedback from the county heads	14.1	8.2	11.8	25.9	40.0	3.694	0.868
County government provide suggestion boxes for staff to raise complain	2.4	25.9	1.2	23.5	47.1	3.871	1.190
Aggregate						2.759	0.850

As indicated in the findings, the aggregate mean and standard deviation for the indicators of top management support was (M=2.759 SD= 0.850). This shows that top management support moderately influences the performance of the County government of Nairobi. This is contrary to Jitpaiboon and Kalaian (2015) findings that top management support significantly influences the performance of organizations.

From the results, the respondents agreed that that the county government leaders provide necessary support and advice that leads to their success. This is shown by (M=4.047 SD= 0.671). From the results, the participants also agreed that the county government provides bonuses to employees. The participants also agreed that the county government provide comprehensive medical cover to staff. Khan, Ahmed and Aslam (2011) indicated that provision of needed support to employees as well as necessary advice makes employees to feel motivated hence improve their productivity. From the results, the participants agreed that the county government staff receive timely feedback from the county heads. Further, the county government provide suggestion boxes for staff to raise complain.

The respondents were neutral on the statements indicating that the county government leaders make quick decision, Further; the respondents were not sure whether there is always effective communication in our county. Shaar, Shadi, Raed and Manna (2015) revealed that effective communication and quick decision making are key indicators of top management support in an organization which can lead to improvement in employee productivity.

The participants disagreed with the statement indicating that county government employees are paid on time. Further the respondents strongly disagreed with the statement indicating that county government equipment are procured on time. Also, the respondents strongly

disagreed with the statement indicating that the county government involve staff in decision making process. Further the respondents strongly disagreed with the statement indicating that job promotion among county government staff dependents on their performance. Further, the respondents strongly disagreed with the statement indicating that the county government funds are released on time. This is shown by ($M=1.094$ $SD= 0.294$). Karungani and Ochiri (2017) revealed that poor allocation of funds leads to poor performance since financial resources are not readily available.

4.4.2 Effects of Top Management Support on County Government Performance

The respondents were told to state in their own view how else top management support influence performance of the Nairobi County Government. From the findings, the respondents indicated that the support from the top management influence service delivery in the county institutions. Further they revealed that it is the duty of the top management to undertake policy formulation, formulation of the organization's vision as well as the institution goals; furthermore the top management is given the mandate to ensure that organization staff are working towards the organization goals; in addition the management ensures staff guidance as well as ensuring direction to the entire organization. These argument are in agreement with the findings of Mwangi and Waithaka (2018) who revealed that top management support through policy formulation, formulation of the organization's vision as well as the institution goals significantly influence organizational performance.

4.5 Organizational Structure

The second specific objective of the study was to establish the effect of organizational structure on the performance of Nairobi County Government.

4.5.1 Organizational Structure and County Government Performance

The respondents were requested to indicate their level of agreement on various statements relating to organization structure and performance of Nairobi County Government. The results were depicted in Table 4.3.

Table 4. 3: Aspects of Organizational Structure

Statement	1	2	3	4	5	Mean	Std. Deviation
The county government has set a functional debt collection department	0.0	2.4	45.9	27.1	24.7	3.741	0.861
Debt management unit ensures debt are paid on time and for the correct amount	64.7	25.9	9.4	0.0	0.0	1.447	0.664
The county government prepare and publish auction calendars for issuance of domestic securities	2.4	40.0	34.1	0.0	23.5	3.765	0.895
The organization uses mutual adjustment (without formal, standardized mechanisms	0.0	0.0	48.2	17.6	34.1	3.859	0.902
The organization uses standardized norms	45.9	27.1	17.6	9.4	0.0	1.906	1.007
The organization uses standardized work processes	47.1	35.3	8.2	9.4	0.0	1.800	0.949
The county government has a span of control on supervision its staff	18.8	47.1	25.9	0.0	8.2	2.318	1.049
Chain of command is used to exert control from the top county government officials	10.6	35.3	16.5	18.8	18.8	3.000	0.318
Departmentalization affect resource sharing in the county governments	17.6	17.6	28.2	27.1	9.4	2.929	1.242
Decision making of county government activities are concentrated to specific location	17.6	27.1	20.0	8.2	27.1	3.000	0.472
All county government offices receive commands from the main office.	20.0	17.6	8.2	44.7	9.4	3.059	1.348

Centralization enable the county government to focus on the fulfilment of its vision	47.1	16.5	9.4	27.1	0.0	2.165	1.280
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Aggregate						2.538	0.916
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As indicated in the findings, the aggregate mean and standard deviation for the indicators of organization structure was (M=2.538 SD= 0.916). This implies that organizational structure moderately influences organizational performance. These findings are contrary to Kalay and Lynn (2016) findings that organizational structure has a significant effect on organizational performance. From the results, the respondents agreed that the organization uses mutual adjustment (without formal, standardized mechanisms. This is shown by (M=3.859 SD= 0.902). From the results, the participants also agreed that the county government prepare and publish auction calendars for issuance of domestic securities. The participants also agreed that the county government has set a functional debt collection department. Ogbo, Onekanma and Ukpere (2015) revealed that performance of an organization is significantly influenced through proper allocation of duties in terms of departments hence ensuring work specialization which improves employee productivity.

The respondents were neutral on the statements indicating that chain of command is used to exert control from the top county government officials, Further; the respondents were not sure whether decision making of county government activities is concentrated to specific location. Further, the respondents were neutral on the statement indicating that all county government offices receive commands from the main office. In addition, the respondents were also neutral on the statement indicating that departmentalization affect resource sharing in the county governments. Sibindi (2014) revealed that organization structure in terms of

proper chain of command, proper channel of communication and resource sharing influence organization performance.

Nevertheless, the participants disagreed with the statement indicating that centralization enables the county government to focus on the fulfilment of its vision. Further, the participants disagreed with the statement indicating that the county government has a span of control on supervision its staff. Also, the respondents disagreed with the statement indicating that the organization uses standardized work processes. The participants disagreed with the statement indicating that the organization uses standardized norms. Further, the participants disagreed with the statement indicating that debt management unit ensures debt are paid on time and for the correct amount. This is indicated by (M=1.447 SD=0.664). Kariuki (2015) revealed that centralization, use of standardized work processes and standardized norms affects organization performance.

4.5.2 Effects of Organizational Structure on County Government Performance

The respondents were told to state in their own view how else organizational structure influence performance of the Nairobi County Government. From the findings, the respondents indicated that formalization influences firm performance. Furthermore they indicated that organization complexity influence firm performance. Also they added that organizational centralization significantly influenced firm performance. The respondents added that organization structure has an impact on firm performance. It was indicated that through decentralizing the organization, the firms ensures informed decisions. In addition, the respondents revealed that employee performance is negatively influenced by task routine. Okafor, Kalu and Ozioma (2017) found that organizational performance is influenced by

various indicators of organizational structure which include; formalization, complexity and decentralizing.

4.6 Organizational Communication

The third specific objective of the study was to examine the effects of organizational communication on the performance of Nairobi County Government

4.6.1 Organizational Communication and County Government Performance

The respondents were requested to indicate their level of agreement on various statements relating to organizational communication and the performance of Nairobi County Government. The results were depicted in Table 4.4.

Table 4. 4: Aspects of Organizational Communication

Statement	1	2	3	4	5	Mean	Std. Deviation
The county government issues clear instruction to its staff	47.1	17.6	9.4	25.9	0.0	2.141	1.264
The county government communicates factual information in writing	0.0	0.0	28.2	48.2	23.5	3.953	0.722
The county government creates a receptive atmosphere when communication with staff	45.9	27.1	18.8	8.2	0.0	1.894	0.988
Staff often received updates from the county government	5.9	23.5	16.5	17.6	36.5	3.553	1.350
The county government has invested in information technology to improve on communication frequency	12.9	29.4	21.2	17.6	18.8	3.000	1.327
The county government regularly updates its websites	43.5	18.8	28.2	9.4	0.0	2.035	1.052
The county government uses e-mail to enhance communication	10.6	21.2	15.3	28.2	24.7	3.353	1.343
County government often arranges for staff meeting	9.4	32.9	16.5	27.1	14.1	3.035	1.248

The county government uses social media platform to convey information	4.7	5.9	18.8	54.1	16.5	3.718	0.945
The county government heads communicate with the staff on how to implement strategic plan	2.4	1.2	31.8	45.9	18.8	3.777	1.037
Staff follow what they have been directed to do by the county government	0.0	3.5	7.1	44.7	44.7	4.306	1.056
The county government sets clear expectation	5.9	1.2	32.9	37.6	22.4	3.694	1.136
Aggregate						3.230	1.122

As shown in the findings, the aggregate mean and standard deviation for the indicators of organizational communication was (M=3.230 SD= 1.122). This shows that organizational communication has a moderate effect on organizational performance. These findings are contrary to Meitisaria, Hanafi and Wahab (2018) argument that communication considerably influences performance in firms in Indonesia. From the results, the respondents agreed that the staff follow what they have been directed to do by the county government. This statement had the highest mean as shown by (M=4.306 SD= 1.056). From the results, the participants also agreed that the county government communicates factual information in writing. In addition, the participants also agreed that the county government uses social media platform to convey information. The respondents also agreed that the county government heads communicate with the staff on how to implement strategic plan. Further, the respondents agreed that the county government sets clear expectation. In addition, the participants agreed that staff often received updates from the county government. Meitisaria, Hanafi and Wahab (2018) revealed that use of emails, meeting and communication through the media facilitates effective flow of information.

The respondents were neutral on the statements indicating that the county government has invested in information technology to improve on communication frequency. Further; the respondents were neutral on whether the county government uses e-mail to enhance communication. Further, the respondents were neutral on the statement indicating that the county government often arranges for staff meeting. Iloafu (2016) indicates that use of information communication and technology leads to effective flow of information hence improving organization performance.

Nevertheless, the participants disagreed with the statement indicating that the county government regularly updates its websites. Further, the participants disagreed with the statement indicating that the county government issues clear instruction to its staff. The respondents also disagreed with the statement indicating that the county government creates a receptive atmosphere when communication with staff. This is shown by ($M=1.894$ $SD=0.988$). Mutuku and Mathooko (2014) revealed that employee performance is negatively influence by unclear and improper channels of communication.

4.6.2 Effects of Organizational communication on County Performance

The respondents were asked to state in their own view how organizational communication and the performance of Nairobi County Government. From the findings, the respondents specified that employee commitment is influenced by open communication. Further they indicated that proper channel of communication between senior employees and the junior staff facilitates performance since it improves democracy and involvement in the company. In addition the respondents indicated that proper communication facilitates achievement of company goals. Participants added that despite the fact that company success is guaranteed by effective communication the research concluded that firm success depends on both the

pattern and the method of communication, furthermore the effectiveness of communication channel influences success. These arguments are supported by the findings of Iloafu (2016) who found that proper communication facilitates achievement of company goals. The arguments are in line with the findings of Meitisaria, Hanafi and Wahab (2018) who found that effective flow of communication improves productivity of organization employees.

4.7 Resource allocation

The fourth specific objective of the study was to establish the effect of resource allocation affects the performance of Nairobi County Government

4.7.1 Resource allocation and the performance of Nairobi County Government

The respondents were requested to indicate their level of agreement on various statements relating to resource allocation and the performance of Nairobi County Government. The results were depicted in Table 4.5.

Table 4. 5: Aspects of Resource allocation

	1	2	3	4	5	Mean	Std. Deviation
The county government timely allocates resources to its departments	72.9	0.0	27.1	0.0	0.0	1.541	0.894
The functions assigned to the county governments are backed by the necessary resources to support their implementation	45.9	8.2	0.0	0.0	0.0	2.000	0.964
The county government disburses financial resources for devolved functions on time	72.9	17.6	9.4	0.0	0.0	1.365	0.651
The county government allocates resource based on resource allocation policy	31.8	22.4	0.0	0.0	45.9	4.141	0.875
The policy ensures that resources allocated to o areas of greater strategic need	0.0	4.7	18.8	31.8	44.7	4.165	0.898
The county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use	3.5	7.1	12.9	51.8	24.7	3.871	0.985
There is adequate workforce in our county government	81.2	9.4	9.4	0.0	0.0	1.282	0.629
There is adequate financial resource for implementation of county government activities	64.7	0.0	17.6	0.0	17.6	2.059	1.561
County government departments are well equipped	9.4	29.4	47.1	12.9	1.2	2.671	0.864
The county government employs skilled employees	2.4	2.4	2.4	67.1	25.9	4.118	0.762
Financial resources disbursed to the county government enables it to meet its need	10.6	30.6	21.2	31.8	5.9	2.918	1.136
Availability of technological resources enables the county government to effectively implements its strategic need	37.6	8.2	17.6	36.5	0.0	2.529	1.324
Aggregate						2.721	0.962

As indicated from the findings, the aggregate mean and standard deviation for the indicators of resource allocation was (M=2.721SD= 0.962). This implies that resource allocation moderately affects organizational performance. These findings are contrary to Abdulrahman

and Bamiduro (2008) findings that allocation of resources has a significant effect on performance of firms. From the results, the respondents agreed that the policy ensures that resources allocated to areas of greater strategic need. This statement had the highest mean as shown by ($M=4.165$ $SD= 0.898$). From the results, the participants also agreed that the county government allocates resource based on resource allocation policy, the participants also agreed that the county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use. Further, the respondents also agreed that the county government employs skilled employees. Ouma and Kilonzo (2014) revealed that resource allocation policy leads to effective allocation of available resources hence improved performance.

The respondents were neutral on the statements indicating that financial resources disbursed to the county government enables it to meet its need. Further; the respondents were neutral the statement indicating that availability of technological resources enables the county government to effectively implements its strategic need. Further, the respondents were neutral on the statement indicating that County government departments are well equipped.

Nevertheless, the participants disagreed with the statement indicating that there is adequate financial resource for implementation of county government activities. Further, the participants disagreed with the statement indicating that the functions assigned to the county governments are backed by the necessary resources to support their implementation. The respondents strongly disagreed with the statement indicating that the county government timely allocates resources to its departments. Further, the respondents strongly disagreed with the statement indicating that there is adequate workforce in the county government. This statement had the least mean as shown by ($M=1.282$ $SD= 0.629$).

4.7.3 Effects of Resource allocation on the performance of Nairobi City County

The respondents were asked to specify in their own view how resource allocation influences the performance of Nairobi City County. From the findings, the respondents specified that better corporate performance is resulted by good allocation of resources in the diversified organization. In addition, they also indicated that efficient allocation of resources influence the company's return on assets. Further the respondents indicate that resource allocation is directly proportional to organizational effectiveness. The also specified that project performance was also influenced by planning processes which included teamwork and training of team members. In addition they specified that through planning of the financial resources, project performance improved. These arguments are in line with the findings of Harrison, hall and Nargundkar (2003) who revealed that effective resource allocation that is aligned with areas of priority influences organization performance.

4.8 Performance of Nairobi County Government

The participants were requested to indicate their level of agreement on various statements relating to performance of Nairobi County Government. The results were depicted in Table 4.6.

Table 4. 6: Measures of Performance of Nairobi County Government

	1	2	3	4	5	Mean	Std. Deviation
The county government values the use of technology in enhancing revenue collection	2.4	23.5	14.1	32.9	27.1	3.588	1.188
The county government attains its revenue collection targets	35.3	55.3	0.0	9.4	0.0	1.835	0.843
The county government has improved on the share of the actual expenditure out of the budgeted expenditure	43.5	17.6	9.4	29.4	0.0	2.247	1.290

The county government has institutes minimum threshold for tax payment	5.9	0.0	17.6	0.0	44.7	3.965	1.017
Our county has reduced compliance cost to improve on revenue mobilization	28.2	28.2	43.5	0.0	0.0	2.153	0.838
There is progressive personal income tax regimes which contribute to reducing income inequality.	1.2	1.2	44.7	31.8	21.2	3.706	0.857
Revenue transfer requires appropriate approval as determined by the policy of each administrative unit.	8.2	2.4	7.1	45.9	36.5	4.000	1.134
County government budget reflects the actual cash available for spending	27.1	25.9	32.9	12.9	1.2	2.353	1.055
The county government effectively uses the money disbursed by the national government	74.1	8.2	9.4	8.2	0.0	1.518	0.971
The county government has managed to reduce administrative costs	55.3	9.4	9.4	17.6	8.2	2.141	1.449
The service delivery cost has reduce in the last one year	55.3	27.1	9.4	8.2	0.0	1.706	0.946
The County government has adopted information technology to reduce cost	2.4	3.5	1.2	68.2	24.7	4.094	0.781
Aggregate						2.775	1.030

As shown in the findings, the aggregate mean and standard deviation for the indicators of performance of Nairobi County Government was (M=2.775 SD= 1.030). The findings show that the performance Nairobi County government was moderate. These findings concur with Njogu (2016) argument that Nairobi County government was experiencing challenges in its performance. From the results, the respondents agreed that the County government has adopted information technology to reduce cost. This statement had the highest mean as shown by (M=4.094 SD= 0.781). From the results, the participants also agreed that revenue transfer requires appropriate approval as determined by the policy of each administrative unit. In addition, the participants also agreed that the county government has instituted minimum threshold for tax payment. Further, the respondents also agreed that the county

government values the use of technology in enhancing revenue collection. In addition, the participants agreed that there is progressive personal income tax regimes which contribute to reducing income inequality. Iran, Nebo, Ngozi and Rita (2017) revealed that adoption of information technology leads to effective flow of communication hence improving employee productivity.

Nevertheless, the participants disagreed with the statement indicating that the County has reduced compliance cost to improve on revenue mobilization. Further, the participants disagreed with the statement indicating that the County government budget reflects the actual cash available for spending. The respondents disagreed with the statement indicating that the County government has managed to reduce administrative costs. Further, the respondents disagreed with the statement indicating that the service delivery cost has reduced in the last one year. Mele, Pels and Polese (2010) indicated that resources are scarce and therefore to ensure smooth functioning of an organization cost minimization strategies should be adopted.

The respondents disagreed with the statement indicating that the county government has improved on the share of the actual expenditure out of the budgeted expenditure. Further, they also disagreed with the statement indicating that the county government attains its revenue collection targets. In addition, the respondents disagreed with the statement indicating that the county government effectively uses the money disbursed by the national government. This statement had the least mean as shown by ($M=1.518$ $SD= 0.971$). Shabbir, (2016) revealed that resources are always limited and if not well utilized, it becomes a big challenge for any organization to achieve its goals.

4.9 Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis will be used to assess the relationships between the independent variables (top management support, organizational structure, organizational communication and resource allocation) and the dependent variable (the performance of Nairobi County Government).

4.9.1 Correlation Analysis

Pearson correlation analysis was used during this study to determine the relationship between dependent (the performance of Nairobi County Government) and independent variables (top management support, organizational structure, organizational communication and resource allocation). Pearson correlation coefficients are in the range of 0 to 1 where by positive correlation coefficients represents a positive or direct relationship while negative correlation coefficients represents an indirect association. This study verbally described the strength of the correlation through use of the suggested value of r: .00-.19 =“very weak”, .20-.39 =“weak”, .40-.59= “moderate” .60-.79= “strong” .80-1.0 =“very strong” (Sahu, 2013). The results were as depicted in table 4.7.

Table 4. 7: Correlations Coefficients

		Performan ce of the County Governme nts	Top Manageme nt Support	Organizati on Structure	Organization Communicati on	Resourc e Allocati on
Performance of the County Governments	Pearson Correlati on Sig. (2- tailed)	1				
	N	85				
Top Management Support	Pearson Correlati on Sig. (2- tailed)	.846**	1			
	N	85	85			
Organization Structure	Pearson Correlati on Sig. (2- tailed)	.362**	.062	1		
	N	85	85	85		
Organization Communicati on	Pearson Correlati on Sig. (2- tailed)	.001	.161		1	
	N	85	85	85	85	
Resource Allocation	Pearson Correlati on Sig. (2- tailed)	.801**	.107	.152		1
	N	85	85	85	85	85
		.666**	.098	.062	.098	
		.000	.090	.161	.090	
		85	85	85	85	85

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

As illustrated in table 4.7, top management support has a very strong and positive relationship with the performance of the county governments ($r=0.846$, p value $=0.000$). The association was also significant since the p value (0.000) was less than 0.05 which is the significant level. These findings concur with the findings of Shaar, Shadi, Raed and Manna

(2015) who found that top management support has a positive and significant impact on organization performance.

Moreover, the results revealed that organization structure has a positive but weak relationship with the performance of the county governments ($r=0.362$, p value= 0.001). The association was also significant since the p value (0.001) was less than 0.05 which is the significant level. The findings are in line with that of Hosseinpour and Tabari (2016) who revealed that Organization centralization significantly and positively influenced firm performance.

Further, the results revealed that organization communication have a very strong and positive relationship with the performance of the county governments ($r=0.801$, p value= 0.000). The association was also significant since the p value (0.000) was less than 0.05 which is the significant level. These findings concur with the findings of Iloafu (2016) who established that proper communication facilitates achievement of company goals.

The results further revealed that resource allocation has a strong and positive relationship with the performance of the county governments ($r=0.666$, p value= 0.000). The association was also significant since the p value (0.000) was less than 0.05 which is the significant level. The findings are in line with those of Harrison, hall and Nargundkar (2003) who established that the better corporate performance was as a result of good allocation of resources in the diversified firms.

4.9.2 Regression Analysis

Multivariate regression analysis was used in determining the association between the dependent (the performance of Nairobi County Government) and independent variables (top

management support, organizational structure, organizational communication and resource allocation).

The multivariate regression model was as follows:

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

Where; Y = is the dependent variable (the performance of Nairobi County Government), β_0 = Constant Term; β_1 - β_4 = regression coefficients; X_1 = top management support; X_2 = organizational structure; X_3 = organizational communication, X_4 = resource allocation and ε = error term.

Table 4. 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.830	.822	.24528

The R-squared was used to illustrate the variation in dependent variable (performance of Nairobi County Government) that could be explained by top management support, organizational structure, organizational communication and resource allocation (independent variables). The R squared was 0.830 and this implied that 83.0% of the dependent variable (performance of Nairobi County Government) could be explained by independent variables (top management support, organizational structure, organizational communication and resource allocation).

Table 4. 9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.511	4	5.878	97.698	.000 ^b
Residual	4.813	80	.060		
Total	28.324	84			

The ANOVA was used to assess whether the model was a good fit for the data. As depicted in table 4.8, the F calculated was 97.698 was higher than the F critical value which was 2.4859. Besides, the p value (0.000) was less than the significant level (0.05) and hence the model could be used in explaining the influence of independent variables on the dependent variable. Hence, the model was a good fit for the data.

Table 4. 10: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.315	.157		2.013	.048
Top Management Support	.723	.091	.626	7.966	.000
Organization Structure	.209	.060	-.227	-3.469	.001
Organization Communication	.089	.085	.095	1.046	.009
Resource Allocation	.417	.071	.459	5.899	.000

The regression equation was;

$$Y = 0.315 + 0.723X_1 - 0.209X_2 + 0.089X_3 + 0.417X_4$$

The results revealed that top management support has a positive and significant influence on performance of Nairobi County Government ($\beta_1=0.723$, p value= 0.000). The association was significant because the significant level (0.05) was greater than the p value (0.000). This implies that top management support leads to an improvement in performance of Nairobi County Government. These findings concur with the findings of S Iqbal, Long, Fei and

Bukhari (2015) who found that top management support has a positive and significant impact on organization performance.

In addition, the results revealed that organization structure has a positive and significant influence on performance of Nairobi County Government ($\beta_2= 0.209$, p value= 0.001). The relationship was significant because the p value (0.001) was less than the significant level of 0.05. This implies that organization structure leads to an improvement in performance of Nairobi County Government. The findings are in line with that of Okafor, Kalu and Ozioma (2017) who revealed that Organization centralization significantly and positively influenced firm performance.

Furthermore, the results revealed that organization communication has positive and significant influence on performance of Nairobi County Government. ($\beta_3=0.089$, p value=0.009). The relationship was significant because the p value (0.009) was below the significant level of 0.05. This implies that organization communication has significant influence on performance of Nairobi County Government. These findings concur with the findings of Meitisaria, Hanafi and Wahab (2018) who established that proper communication facilitates achievement of company goals.

The results revealed that resource allocation has a positive and significant influence on performance of Nairobi County Government. ($\beta_4=0.417$, p value= 0.000). The relationship was significant because the p value (0.000) was less than the significant level of 0.05. This implies that resource allocation leads to an improvement in performance of Nairobi County Government. The findings are in line with those of Omollo, Ngacho and Yambo (2017) who established that the better corporate performance was as a result of good allocation of

resources in the diversified firms. In summary, top management support had the greatest influence on performance of the county government. This was followed by organizational communication, resource allocation and then organization structure.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter entailed discussion of the findings' summary, conclusions and recommendation as well as recommendation for further studies. The main purpose of the study was to determine the effect of strategy implementation determinants on the performance of Nairobi County Government.

5.2 Summary

This sub-section entailed discussion and presentation of summary of the findings in relation to the specific objectives of the study. The specific objectives of this study were to establish the effect top management support, organizational structure, organizational communication and resource allocation on performance of Nairobi County Government

5.2.1 Top Management Support and performance of Nairobi City County

The study found that top management support has a positive and significant influence on performance of the county governments. It was established that the county government provides bonuses to employees. The study also established that the county government provides comprehensive medical cover to staff. The study also found that county government leaders provide necessary support and advice that leads to our success. It was also found that county government provides suggestion boxes for staff to raise complain. However, the study found that the county government does not involve staff in decision making process. Further the study found that county government equipment are not procured on time. The study also found that the county government employees are not paid on time. It was also found that the county government funds are released on time. It was also found that job promotion among county government staff does not dependent on their performance.

5.2.2 Organizational Structure and performance of Nairobi City County

The results revealed that organization structure has a positive and significant influence on performance of the county governments. From the findings it was established that the county government has set a functional debt collection department. The results also revealed that the county government prepare and publish auction calendars for issuance of domestic securities. Further the study established that the organization uses mutual adjustment (without formal, standardized mechanisms. However, the study established that the county government lacks a span of control on supervision its staff. Further it was found that the organization does not use standardized work processes.

5.2.3 Organizational communication and performance of Nairobi City County

The study found that organization communication has a positive and significant influence on performance of the county governments. From the findings it was established that the county government communicates factual information in writing. Further it was found that staff often received updates from the county government. In addition, the study established that the county government uses social media platform to convey information. Furthermore, the study found that the county government heads communicate with the staff on how to implement strategic plan. However, the study found that the county government does not create a receptive atmosphere when in communication with staff. Further, the study revealed that the county government does not update its websites regularly.

5.2.4 Resource allocation and performance of Nairobi City County

The study found that resource allocation has a positive and significant influence on performance of the county governments. From the findings it was found that the county government allocates resource based on resource allocation policy. Moreover, It was

established that the county policy ensures that resources are allocated to areas of greater strategic need. In addition, the county government employs skilled employees. However, the study revealed that the county government does not timely allocate resources to its departments. Further it was established that the functions assigned to the county governments are not backed by the necessary resources to support their implementation. In addition the study found that the county government does not disburse financial resources for devolved functions on time. The study further established that there is no adequate workforce in their county government. It was also found that there is no adequate financial resource for implementation of county government activities.

5.3 Conclusions

The study concludes that top management support has a positive and significant influence on performance of the Nairobi County government. This implies that an improvement in top management support would lead to an improvement in the performance of the Nairobi County government. The study found that reward and recognition, leadership style, timely release of resources and employee involvement have an affect performance of the Nairobi County government.

The study also concludes that organization structure has a positive and significant influence on performance of the county governments. This implies that an improvement in organization structure would lead to an improvement in the performance of the Nairobi County government. The study established that debt collection procedures, mechanisms of control, chain of command and centralization have an affect performance of the Nairobi County government.

The study further concludes that organization communication has a positive and significant influence on performance of the county governments. This implies that an improvement in organization communication would lead to an improvement in the performance of the Nairobi County government. The study revealed that clarity of information, frequency of communication, channels of communication and cascading of information have an affect performance of the Nairobi County government.

The study concludes that resource allocation has a positive and significant influence on performance of the county governments. This implies that an improvement in resource allocation would lead to an improvement in the performance of the Nairobi County government. The study found that timely allocation of resources, resource allocation policy, adequacy of resources and availability of resources have an affect performance of the Nairobi County government.

5.4 Recommendations for Policy and Practice

5.4.1 Top Management Support

The study found that the county government does not involve staff in decision making process. This study therefore recommends that the county government should ensure that all the county employees are involved in the decision making process. In addition, the study found that job promotion among county government staff was not depending on their performance. This study recommends that the County government should revise its promotion policy so as to ensure that job promotions are only based on performance.

The study found that County government funds were not released on time and employees were not paid on time. The study recommends that the executive in the County government of Nairobi should ensure timely release of funds so as to clear obligations on timely basis. In

addition, the executive should ensure that the employees in the county government are paid on time.

5.4.2 Organizational Structure

The study also established that the county government lacks a span of control on supervision of its staff. This study therefore recommends that the county government should formulate policies for ensuring control of the county activities and improve supervision of staff within different departments.

The study found that the debt management unit does not ensure debt is paid on time and for the correct amount. The study recommends that management of the County government of Nairobi and the debt management unit should ensure that debts to suppliers and financial institutions are cleared on time and the correct figures are paid.

5.4.3 Organizational Communication

This study found that the ICT department in county government was not regularly updating its website. Further the ICT information and Communication Technology department should ensure that the website is updated regularly so as to communicate the correct information to the residents of Nairobi.

The study also found that there was miscommunication of information to staff in different departments in the County. The study recommends that all the departments in the County government of Nairobi should ensure that instructions are communicated formerly to the employees using internal memos and emails.

5.4.4 Resource Allocation

The study found that the county government does not timely allocate resources to its departments. This study therefore recommends that the county government should adopt proper mechanism which ensures timely allocation of resources. Further, it was established that the functions assigned to the county government are not backed by the necessary resources to support their implementation. Further the county should ensure that its functions are backed with the necessary resources to support their implementation.

5.4.5 Recommendation for Further Studies

The main purpose of the study was to determine the effect of strategy implementation determinants on the performance of Nairobi County Government. However, the study was limited to Nairobi County Government. Therefore, the study recommends that further studies should be conducted on the effect of strategy implementation determinants on the performance of other County Governments in Kenya. Besides that, the study found that 83.0% of the variation in independent variables (top management support, organizational structure, organizational communication and resource allocation) could explain the dependent variable (performance of Nairobi County Government). Hence, the study recommends that further study should be conducted so as to assess other factors that influence performance of County Governments in Kenya.

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APPENDICES

Appendix I: Introduction Letter

Sammy Kavindu Josephine

Kenyatta University

19th July, 2019

TO WHOM IT MAY CONCERN

My name is Sammy Kavindu Josephine, a Masters student pursuing a Masters of Business Administration in Kenyatta University. As part of the requirements to get a Master's degree, I am required to carry out a research study related to business administration. Therefore, this research study seeks to determine the effects of strategy implementation determinants and performance of Nairobi County Government.

This letter is purposely written to seek your participation in this research through strictly filling one questionnaire with accurate information to the best of your knowledge. The research will uphold high degree of information confidentiality furthermore; any information provided in this research will specifically be used for learning purposes. I highly value and treasure your honesty and accuracy in filling the questionnaire

Thank you

Sincerely

Sammy Kavindu Josephine

Kenyatta University

Appendix II: Questionnaire

The research aims to determine strategy implementation determinants and performance of Nairobi County Government, Kenya. Information that will be provided will be used for academic performance. Therefore, you are requested to fill the questionnaire as precise as you can. Confidentiality will be observed during the study.

SECTION 1: DEMOGRAPHIC DATA

Please tick inside the brackets when responding to the following questions []

1. Please specify your gender.

Male Female

2. Age bracket?

18 to 22 Years 23 to 27 Years

28 and 32 Years 33 to 37 Years

38 to 41 Years 42-46 Years

Above 46 Years

3. Please specify your duration in the organization?

1 to 3 years 4 to 7 years

8 to 11 years 12 to 15 years

Above 15 years

4. Please specify your highest level of academic learning?

PhD level Master level

Undergraduate level Diploma Level

Secondary level Primary level

5. Which department do you work?

Agriculture, Fisheries and Livestock Development

Devolution, Public Service and Administration

Education, Youth and Social Services	[]
Environment Energy Water and sanitation	[]
Finance and Economic Planning	[]
Health Services	[]
Lands ,Urban planning, Housing and building services	[]
Information Communication Technology & e- Government	[]
Roads and Transport	[]
Trade and Industrialization	[]

SECTION 2: TOP MANAGEMENT SUPPORT

6. Please specify your agreement level on various statements relating to the effect of top management support on performance of Nairobi County Government. Use the following 5 point Likert Scale when answering questions whereby 1 indicates Strongly disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree and 5 indicates Strongly agree.

	1	2	3	4	5
Reward and recognition					
The county government provides bonuses to employees					
The county government provide comprehensive medical cover to staff					
Job promotion among county government staff dependents on their performance					
Leadership style					
Our leaders make quick decision					
There is always effective communication in our county					
County government leaders provide necessary support					

and advice that leads to our success.					
Timely release of resources					
County government funds are released on time					
County government employees are paid on time					
County government equipment are procured on time					
Employee involvement					
The county government involve staff in decision making process					
The county government staff receive timely feedback from the county heads					
County government provide suggestion boxes for staff to raise complain					

7. In your opinion, what is the impact of top management support on performance of the Nairobi County Government?

SECTION 3: ORGANIZATIONAL STRUCTURE

8. Please indicate your agreement level on the influence of various aspects of firm structure on county performance. Use the following 5 point Likert Scale when answering questions whereby 1 indicates Strongly disagree, 2 indicates Disagree, 3 indicates Neutral, 4 indicates Agree and 5 indicates Strongly agree.

Organizational structure	1	2	3	4	5
Debt collection powers					
The county government has set a functional debt collection department					
Debt management unit ensures debt are paid on time and for the correct amount;					

The county government prepare and publish auction calendars for issuance of domestic securities					
Mechanisms of control					
The organization uses mutual adjustment (without formal, standardized mechanisms)					
The organization uses standardized norms					
The organization uses standardized work processes					
Chain of command					
The county government has a span of control on supervision its staff					
Chain of command is used to exert control from the top county government officials					
Departmentalization affect resource sharing in the county governments					
Centralization					
Decision making of county government activities are concentrated to specific location					
All county government offices receive commands from the main office.					
Centralization enable the county government to focus on the fulfillment of its vision					

9. In your view, what is the influence of firm structure on performance of Nairobi County Government?

SECTION 4: ORGANIZATION COMMUNICATION

10. Please indicate your agreement level on the effect of various aspects of organizational communication on performance of Nairobi County Government. Use the following 5 point Likert Scale when answering questions whereby 1 denotes Strongly disagree, 2 denotes Disagree, 3 denotes Neutral, 4 denotes Agree and 5 denotes Strongly agree.

	1	2	3	4	5
Clarity of information					
The county government issues clear instruction to its staff					
The county government communicates factual information in writing					
The county government creates a receptive atmosphere when communication with staff					
Frequency of communication					
Staff often received updates from the county government					
The county government has invested in information technology to improve on communication frequency					
The county government regularly updates its websites					
Channels of communication					
The county government uses e-mail to enhance communication					
County government often arranges for staff meeting					
The county government uses social media platform to convey information					
Cascading of information					
The county government heads communicate with the staff on how to implement strategic plan					
Staff follow what they have been directed to do by the county government					
The county government sets clear expectation					

11. In your opinion, what is the effect of organization communication on performance of Nairobi County Government?

SECTION 5: RESOURCE ALLOCATION

12. Kindly show your agreement level on the effect of various aspects of organizational communication on performance of Nairobi County Government. Use the following 5 point Likert Scale when answering questions whereby 1 denotes Strongly disagree, 2 denotes Disagree, 3 denotes Neutral, 4 denotes Agree and 5 denotes Strongly agree.

	1	2	3	4	5
Timely allocation of resources					
The county government timely allocates resources to its departments					
The functions assigned to the county governments are backed by the necessary resources to support their implementation					
The county government disburses financial resources for devolved functions on time					
Resource allocation policy					
The county government allocates resource based on resource allocation policy					
The policy ensures that resources allocated to o areas of greater strategic need					
The county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use					
Adequacy of resources					

There is adequate workforce in our county government					
There is adequate financial resource for implementation of county government activities					
County government departments are well equipped					
Availability of resources					
The county government employs skilled employees					
Financial resources disbursed to the county government enables it to meet its need					
Availability of technological resources enables the county government to effectively implements its strategic need					

13. In your view, what is the effect of resource allocation on performance of Nairobi County Government?

SECTION 6: PERFORMANCE IN COUNTY GOVERNMENTS IN KENYA

14. Please specify your agreement level on the various statements relating to performance of Nairobi County Government. Please tick on the most appropriate response by using a 5 point Likert scale where 5 symbolizes strongly agree, 4 symbolizes agree, 3 symbolizes neutral, 2 symbolizes strongly disagree and 1 symbolizes strongly disagree.

	1	2	3	4	5
Revenue absorption					
The county government values the use of technology in enhancing revenue collection					

The county government attains its revenue collection targets					
The county government has improved on the share of the actual expenditure out of the budgeted expenditure					
Revenue mobilization					
The county government has institutes minimum threshold for tax payment					
Our county has reduced compliance cost to improve on revenue mobilization					
There is progressive personal income tax regimes which contribute to reducing income inequality.					
Revenue transfer					
Revenue transfer requires appropriate approval as determined by the policy of each administrative unit.					
County government budget reflects the actual cash available for spending					
The county government effectively uses the money disbursed by the national government					
Cost reduction					
The county government has managed to reduce administrative costs					
The service delivery cost has reduce in the last one year					
The County government has adopted information technology to reduce cost					


Appendix III: List of departments in Nairobi County Government

- 1 Agriculture, Fisheries and Livestock Development
- 2 Devolution, Public Service and Administration
- 3 Education, Youth and Social Services
- 4 Environment Energy Water and sanitation
- 5 Finance and Economic Planning
- 6 Health Services
- 7 Lands ,Urban planning, Urban renewal, Housing and building services
- 8 Information Communication Technology & e- Government
- 9 Roads and Transport
- 10 Trade and Industrialization

Appendix IV: NACOSTI License

REPUBLIC OF KENYA
Ref No: 549791
Date of Issue: 16/March/2020

RESEARCH LICENSE




This is to Certify that Ms. Josephine Kavindu Sammy of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: for the period ending : 16/March/2021.

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