

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF EMBU COUNTY  
GOVERNMENT, KENYA**

**CHRISTINE NKATHA  
D53/EMB/PT/28733/14**

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## DECLARATION

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Sign \_\_\_\_\_ Date \_\_\_\_\_

Christine Nkatha

D53/EMB/PT/28733/14

I confirm that the work in this research project was done by the candidate under my supervision as the appointed University Supervisor.

Sign \_\_\_\_\_ Date \_\_\_\_\_

Dr. Paul Waithaka  
Lecturer,  
Department of Business Administration  
School of business  
Kenyatta University

## **DEDICATION**

This research project is dedicated to my beloved parents, Mr and Mrs Jasper Marangu who have always been a source of encouragement to me in my academic pursuits. Also I dedicate this research project to my MBA colleagues for their moral support during preparation of this research project.

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## OPERATIONAL DEFINITION OF TERMS

<b>Organization Culture</b>	These are norms, customs, traditions and behaviour that shape the approach which organization use to implement new policies or serve stakeholder interests.
<b>Employee Training</b>	The ability of equipping employees with necessary skills and knowledge to perform their duties more efficiently and effectively.
<b>Organization Structure</b>	Is a framework which clearly defines duties and responsibilities of workers in formal organizations.
<b>Organization performance</b>	It is the ability of the firm to achieve specified task measured against identified standards of accuracy, costs and speed.
<b>Strategy implementation</b>	Involves transformation or execution of policies and decisions formulated into action within the stipulated timeframe
<b>Operational Environment</b>	Refers to the context within which an organization conducts its business.
<b>Resources</b>	Refers to both financial and non-financial assets of the organization.
<b>Strategic Plan</b>	Is a written document outlining long –term goals of an organization and means of achieving them.
<b>Strategy</b>	Is a long-term plan of action on how to achieve organizational objectives.

## **ABBREVIATIONS AND ACRONYMS**

<b>CIC</b>	Constitution Implementation committee
<b>COB</b>	Controller of Budget
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>KIPPRA</b>	Kenya Institute of Public Policy Research and Analysis
<b>RBV</b>	Resource Based View
<b>NGOs</b>	Non-Governmental Organizations
<b>AMREF</b>	African Medical and Research Foundation

## ABSTRACT

Implementation of strategies is one of the most challenging tasks County Governments are facing in Kenya including Embu County. Due to challenges of implementing strategies formulated, Embu County has been experiencing deteriorating performance. Effective strategy implementation is thought to influence performance of organizations. Limited studies have been conducted to establish the effect of strategy implementation on the performance of County governments in Kenya. Therefore, it is on this background that this study sought to establish the effect of strategy implementation on performance of County governments in Kenya focusing on Embu County. The specific objectives of the study were to determine the effect of employee training, organization structure and organization culture on performance of Embu County Government. Theories that were used to inform the study included resource based view, sequential thinking, transformational leadership and holistic strategy implementation theories. The study adopted a descriptive research design. Descriptive research design was appropriate method because it provides opportunities to collect analyze and interpret data without manipulation. Further, it gives researchers the ability to collect qualitative data and incorporate the views in the research findings. The study adopted a census approach where information was collected from the top level management of the County Government of Embu. Respondents of the study comprised of County cabinet secretaries, deputy cabinet secretaries and administrators. Questionnaires were used to collect primary data since they provided an opportunity of capturing respondent information in a structured manner and provide the flexibility of answering the questions without interference of the researcher as in the case of interview schedules. Secondary data was obtained from strategic plans, Vision 2030 and Sessional papers on development of Counties in Kenya. Validity of the instrument was determined by using experts in strategic management in the School of Business, Kenyatta University while reliability of the instrument was determined by using Cronbach Alpha coefficients of 0.7. Qualitative data was analyzed using content analysis where key themes were selected from public content and verbatim statements and conclusions and recommendations were made. Quantitative data was analyzed using correlation and regression analysis by application of Statistical Package of Social Sciences (SPSS version 22). To test the statistical significance between variables, regression analysis was conducted at 95% confidence level. The analyzed information was tabulated and presented in form mean scores, percentages and standard deviation. The study concludes that even though employee training had a significant influence on performance of Embu County Government, inappropriate employee skills and inadequate employee support were are issues of concern. The study found that organizational structure did moderately affect performance of Embu County Government; rigidity of the County Government structure, delegation and bottom up communication were rare practices in various ministries of the County and this contributed to underperformance of the County in general. Inability of the leaders to encourage teamwork through open door culture also was attributed to deteriorating performance of the Embu County Government. The study recommends that County governments should train employees to equip them with the right skills, develop structures aligned to the organizational strategy and organizational culture be strongly reinforced as a practice that influences employee behavior at work.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

World class organizations around the world are driven by successful implementation of strategies formulated plans (Odongo & Owuor, 2015). A strategy is of little use to an organization without a means of putting it into action. Strategy implementation is an essential part of the strategic planning process (Griffin, 2007). Most of the global companies operating in the developed countries like United States, Germany, China and Russia have achieved their strategic goals by successfully implementing their strategies. Turbulent business environments, competition, globalization and influence of technology are aspects that are directly or indirectly influencing the implementation of strategic plans in large and small organizations in the global, international, regional and local markets (Pearce & Robinson, 2013).

Formulating the right strategies is not enough, because managers and employees must be motivated to implement those strategies, (Hrebiniak 2006). Further, Pearce and Robinson (2013) assert that management issues considered central to strategy implementation include matching organizational structure with strategy, linking performance and pay, creating an organizational climate conducive to change, managing political relationships, creating a strategy-supportive culture, and managing human resources. Establishing annual objectives, devising policies, and allocating resources are central strategy implementation activities common to all organizations. Depending on the size and type of the organization, other management issues could be equally important to successful strategy implementation.

According to Pearce and Robinson (2013), open systems theory proposes that firms are open systems that lend themselves to the external environment. Strategic management, being an

externally oriented management philosophy in the modern context, helps them circumnavigate through the ever-changing environment in order to be efficient and effective in the long run Pearce and Robinson, (2011).

Strategy of an organization consists of the business approaches and initiatives it undertakes to attract customers and fulfill their expectations, to withstand competitive pressures and to strengthen its market position Arthur, Strickland and Gamble, (2008). These strategic responses provide opportunities for the organization to respond to the various challenges within its operating environment. Firms also develop strategies to enable them seize strategic initiatives and maintain a competitive edge in the market Porter, (2004).

Successful strategy implementation is the actualization of the formulated strategy. Despite the challenges encountered at the implementation stage, it requires consideration of the resources to be used, human resource requirements, structure, systems, and other variables Charles and Gareth, (2007). Organizations after strategic planning embark on the implementation process. Strategy is implemented through organizational design in which an organization selects a combination of organizational structure and control systems that lets it create a sustainable competitive advantage Pearcea and Robinson, (2011).

Strategy implementation process can vary from organization to organization, dependent largely internal factors ranging from structures, strategies, systems, staff, culture, management style among others Hill and Jones, (2010). Strategic implementation is crucial to profitable business growth, but companies typically realize only about 63% of their business strategy's potential

financial value because of defects and breakdowns in strategy implementation. Strategy implementation is the most difficult part of the strategic planning process. It involves achieving the objectives set out in the strategic plan while remaining alert and flexible to new opportunities as they unfold.

However, this study will be geared towards establishing the influence of employee training, organizational structure and organization culture on performance of Embu County Government. As postulated by Hrebiniak (2006), organizations that equip employees with skills, adopt organic structures of communication, encourage team work, engage visionary leaders and deploy the intended resources to initiated programs are likely to implement and manage change effectively.

### **1.1.1 Strategy Implementation**

Strategy implementation factors that are conceptualized to influence performance of County governments involves: Employee training, organizational structure and organizational culture.

Employee training is seen as a process of equipping employees with the right mix of knowledge and skills in order to implement strategies more efficiently and effectively Rajasekar, (2014).

Further, Odongo and Owuor (2015), opine that employees with a mix of skills, knowledge and experience are more likely to be flexible when implementation new policies in any organization.

Creativity and innovation is only facilitated in any organization by equipping workers with appropriate skills in order to perform more efficiently and effectively Nduko, (2008).

Organizational with organic structures are more likely to implement new changes as compared to organizations with mechanical structure Musyoka, (2011). Rigidity of any organization and not

embracing the new ways of doing things is attributed to inability of the organization to involve lower level employees during decision making process Mweti,(2009).Organizations that encourage delegation, teamwork and bottom up communications are considered to be successful in change implementation and vice versa Mbiu,(2013).

Organization cultures are aspects that dictate the behavior of workers in the organization ranging from the existing norms, customs and traditions among others Makori, (2014). Deep rooted organizational values are conceptualized to be one of the factors that facilitate change in any organization. Employees with a common mental models are likely to implement new changes with more difficult and vice versa. Without team work in any organization, attaining organizational goals may a challenging task Kinyanjui and Juma, (2014).

Strategy implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals Arthur, Strickland and Gamble, (2008). For successful strategy implementation, firms should have internal drivers that steer the implementation process.

In other words, it must be realistic and solidly grounded in the underlying economics of the organization's markets. Implementation effectiveness can be measured by how well the business meets the financial projections set out in the strategic plan. To achieve effective implementation, a business must ensure that any changes initiated by the strategic plan are reflected in areas such as budgeting, reward schemes and information systems Hrebiniak, (2006).



To cope with uncertainty during strategy implementation process, mechanistic thinking organizations are now focusing on becoming leaner, agile, flexible, and right-sized. To survive and thrive in today's unpredictable environment, organizations need to become actively adaptive internal and external factors that influence strategy implementation. Engrained within their strategic futures they need to have plans and structures that align and realign the organization's values with those of the extended social environment Porter, (2004). They need to understand that not only does the environment change their organization, but they themselves can also influence the environment. Strategy implementation is influenced by internal and external forces.

The internal aspects that organizations can manipulate to achieve the intended objectives are; systems, strategy, structure of the organization, skills of employees, staff, shared vision, style of management. In addition, effective strategy implementation has resulted to improved performance of organization in the changing and competitive business environment (Nah, Lau & Kuang, 2001).

A combination of the factors resulting to effective strategy implementation involves establishing programs that create a series of new organizational activities, budgets to allocate funds to the new activities and procedures to handle the day-to-day details.

New strategies involve a sequence of new programs and activities that may conflict with the existing practices and activities (Rajasekar, 2014). Managers are faced by a problem to decide how quickly change should proceed and in what order change should take place. Successful strategy implementation has been associated with a number of practices in competitive

organizations that range from employee, communication, leadership and resources management Mugambi (2014).

According to Hill and Jones (2010), organizations operating in the changing business environment can adopt a number of interventions to translate formulated policies into action. Some of the interventions may include; employee training, changing organizational culture and structure.

### **1.1.2 Organizational Performance**

The concept of organizational performance is connected to the ideas of effectiveness and efficiency (Kaplan & Norton,2006). A business organization must produce the right things and it must produce them using the fewest possible inputs if it is to have a strong organizational performance. Businesses typically try to perform well in a number of areas. First, they try to perform well financially. That is, they need to realize a good return on their investment. They need to add as much value as possible in their production process. Second, they try to perform well in terms of the market or non-financial performance. What this means is that they must appropriately manage the determinants that lead to excellent performance. The performance determinants comprise of continuous learning and growth, and efficient internal processes. Finally they must strive to achieve organizational effectiveness by, quality service delivery, customer satisfaction and creation of a conducive environment for service delivery. In addition, they need to perform well in terms of creating customer royalty and building trust.

According to (Lehner, 2004) Non-financial performance is by assessing the activities that an organization sees as important to the achievement of its strategic objectives. Typical non-

financial measures include; measures that relate to customer relationships, employees, operations, quality, cycle-time, and the organization's supply chain or its pipeline.

In Public organization measures of performance include quality of service delivery, effective and efficient internal processes that are customer oriented, conducive working environment and achievement of value for money in regard to the utilization of public funds for the general good.

### **1.1.3 Performance of County Governments in Kenya**

According to the County Government of Embu Fiscal Strategy Paper for the financial year 2014/2015, the county faced transitional challenges in the previous financial year (2013/2014), which was the initial year of the operation of County Governments in Kenya. The strategy paper cites, among other factors, late disbursement of funds by the national government and lack of capacity especially in the human resource as the key factors that hindered strategy implementation in the county.

Since the Kenyan Government enacted a new constitution in 2010, which established a system of 47 lower level County governments, there has been tremendous decline in the performance County Governments resulting to stagnation of development projects.

The leadership of County Governments in Kenya is pegged on elected County governors, deputy governors, and representatives.

The 47 County Governments are now overseeing some functions such as the provision of pre-primary education, health care and maintenance of local roads. Initially, these functions were under the national government CIC Report, (2014). Having these functions under County Governments, strategic plans have been developed to oversee the implementation of developed

functions. According to a Transparency International Report (2015), County Governments in Kenya are continuously recording low levels of strategy implementation due to lack of proper mechanisms of implementing the formulated strategies. Therefore, it is clear that there are critical factors affecting strategy implementation in County Governments in Kenya which pose several research questions which this study will investigate to fill the knowledge gaps.

#### **1.1.4 Performance of Embu County Government**

Embu County is a geopolitical-administrative region in Kenya. It is one of the 47 Counties established under the First Schedule of the Constitution of Kenya 2010. The headquarters of the County are in Embu town which is 130 km North-East of Nairobi. The County has a population of 516,212 people and covers an area of 2,818 Sq km. The major ethnic communities in the County are the Embu, Mbeere and the Kamba. There are also found other cosmopolitan ethnic communities especially in the urban centres of the County. The County comprises of 4 constituencies; Manyatta, Runyenjes, Mbeere North and Mbeere South (GoK, 2015).

According to KIPPRA (2015), Embu County has been on the lime right for not performing effectively. A number of the ministries ranging from health, education, trade, agriculture transport among others have been performing poorly due to inability of implementing strategies formulated to achieve long term objectives. Internal and external factors ranging from top leadership, politics, mismanagement of resources, lack of employee skills, rigid organizational culture to accept new changes and influences from external environment that include legal, political and economic policies are challenges associated with non-performance of the County (GoK, 2015).

## **1.2 Statement of the Problem**

Majority (92%) of the County governments in Kenya are experiencing deteriorating performance due to issues of strategy implementation Birisha, (2017). Internal and external challenges are experienced when implementation strategies thus the need to conduct this study to bridge the knowledge gaps in this areas Kariuki, (2017).

A number of studies conducted failed to address the issues of strategy implementation on the performance of County Governments in Kenya. For instance a study conducted by Mckinsey and Company (2014), established that 78% of the strategies formulated by companies were not implemented due to lack of strategy institutionalization and conceptualization culture. However, the findings of the study were limited to companies in the United States.

Previous studies conducted locally concerning the effect of strategy implementation and organizational performance noted that little attention has been paid by researchers in this area resulting to conceptual and contextual gaps. For example a study by (Machuki ,2005) revealed that effective strategy implementation in modern competitive firms was directly correlated with improved customer satisfaction, business diversification, change management, new product development, business process reengineering and employee motivation. However, the findings of the study were limited to manufacturing firms in Kenya. KIPPRA, (2015) also revealed that County Governments in Kenya failed to fulfill expectations of citizens due to political wrangles. Odhiambo (2006) examined the challenges of strategy implementation of Non - Governmental Organizations in Kenya while Mbaka and Mugambi (2014), examined the factors that influence strategy implementation in the Kenyan Water sector. However, the findings of these studies were limited to different variables like resource allocation, staff policies, delegation but not variables of this study.

The real issues in County Governments in Kenya which have been witnessed by the general public, the National Government and Public Benefit Organizations are: misappropriation of funds by is using subterfuge to access public funds for work not done, political wrangles, inequitable distribution of resources and inability to implement key projects stipulated in strategic plans Therefore, it is on this background that this study sought to establish the effect of strategy implementation and performance of Embu County Government.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study was to establish the effect of strategy implementation and performance of Embu County Government in Kenya.

#### **1.3.2 Specific Objectives**

The specific research objectives were:

- i) To determine the effect of employee training on performance of Embu County Government, Kenya.
- ii) To establish the effect of organization structure on performance of Embu County Government, Kenya.
- iii) To establish the effect of organization culture on performance of Embu County Government, Kenya.

#### **1.4 Research Questions**

The study sought to answer the following research questions:

- i) What is the effect of employee training on performance of Embu County Government?
- ii) What is the effect of organization structure on performance of Embu County Government?
- iii) What is the effect of organization culture on performance of Embu County Government?

#### **1.5 Significance of the Study**

The research findings of this study would be of great help to management of County Governments in understanding issues that affect performance of Counties. The research study would enable the management boards to have insights on the issues that influence strategy implementation and strive to minimize the challenges in order to implement formulated strategies. The management would use the information to improve working conditions thus coming up with appropriate motivation approaches to influence employees to perform effectively with minimal resistance.

The findings of the study would enable the National government understand challenges experienced by County Governments when implementing projects initiated and ensure that proper policies were formulated and implemented to control funds allocated for development projects for the benefit of the Kenya citizens. It would also be of importance to future scholars and academicians in the field of strategic management. They would use the information to enrich existing literature on strategy implementation and organization performance. Further, the

findings of the study will enable scholars and researchers identify research gaps and replicate the study in other sectors.

### **1.6 Scope of the Study**

The study focused on Embu County Government to establish the effect of strategy implementation and performance. Independent variables of the study were; employee training, organization structure and organization culture while dependent variable of the study was performance of Embu County Government. The respondents to the study were top level management of Embu County Government.

The study adopted descriptive research design and a census approach was used in collecting data. Questionnaires were used in data collection and regression method was used to analyze data. Embu County was considered appropriate area of the study based on performance ranking compared to other 46 County governments in Kenya. Being one of the Counties which has been attributed to unsatisfactory performance, the current study considered it to be a potential area of investigating the problem. The respondents to the study were top level management of Embu County Government comprised of the County cabinet secretaries, deputy cabinet secretaries and administrators. The study was conducted from April, 2013 to July, 2017 as that was initial period during which devolved system of government was first introduced in Kenya.

### **1.7 Limitations of the Study**

Accessing the respondents was a limitation of the study. However, this limitation was overcome by the researcher by administering the questionnaires using a drop and pick later method during working hours. Doubts from respondents and unwillingness to give accurate information was overcome by introducing the objective of the study to the respondents in advance and assuring them of confidentiality.



Resistance of accessing information from secondary sources such as board minutes was overcome by presenting letters from relevant research authorities such as National Commission for Science Technology and Innovation.

### **1.8 Organization of the Study**

Chapter one presents; the background of the study, strategy implementation concept, organizational performance, performance of county governments in Kenya, statement of the problem, research questions, significance of the study, scope of the study and limitations of the study. Chapter two outlines theoretical review section that discusses theories that the study was anchored on, empirical review section discusses the variables of the study in relation to previous studies carried out locally and internationally, a summary of knowledge gaps section illustrates what other studies did not address from the conceptual, contextual, methodological perspectives and conceptual framework discusses the relationship between variable.

Chapter three outlines research design, target population, sample size and sampling procedure, data collection instruments, validity and reliability of the instrument and data analysis techniques. Chapter four presents the research findings, analysis and discussions in relation to research objectives. The research findings are discussed in relation to previous empirical studies. Finally, chapter five presents the summary, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter discusses; theoretical review section that discusses theories that the study will be anchored on, empirical review section discusses the variables of the study in relation to previous studies carried out locally and internationally, a summary of knowledge gaps section illustrates what other studies did not address from the conceptual, contextual and methodological perspectives and conceptual framework discusses the hypothetical relationship between independent variables and dependent variable.

#### **2.2 Theoretical Review**

The study was anchored on resource based view, sequential thinking, transformational leadership and holistic strategy implementation theories as discussed.

##### **2.2.1 Resource Based-View Theory**

Resource Based theory was proposed by Penrose in (1959) which brought into consideration the importance of resources in the firm. Contributing towards the Resource Based View theory of the firm Barney (2003), choose to “look” within the firm to search for possible causes of sustainable competitive advantages as one of the concepts applied by modern competitive firms in the dynamic business environment when formulating, implementing and monitoring strategies

According to Pearce and Robinson (2012), Resource Based View is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization.

According to Thompson, Gamble and Strickland (2012), resources are stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Capabilities, in contrast, refer to a firm's capacity to deploy resources, usually in combination, using organizational processes, to produce a desired effect. Hence, the presence of capability enables resources to begin to be utilized, and the potential for the creation of output arises. While resources are the source of a firm's capabilities, capabilities are the main source of its competitive advantage.

Resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm. Resources of an organization may range from; all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness Burgelman, Grove and Meza, (2007). Basically the resource based view states that a firm's internal resources and capabilities are the best source of competitive advantage over other firms.

According to Gakii (2010), competencies can be kept unique to the firm and they can be used to develop a competitive advantage. A firm has a competitive advantage when they have a relative advantage over another firm and when this advantage is not being implemented by any competitor and sustained competitive advantage when this advantage is not being implemented

by any competitor and competitors are unable to duplicate the benefits of this strategy Barney, (1991).

In analysing sources of competitive advantage, the resource-based view has two assumptions. Firstly, a firm within an industry may be heterogeneous with respect to the strategic resources they control. Secondly, the model assumes that these resources may not be perfectly mobile across firms, and thus heterogeneity can be long lasting Pearce and Robinson, (2013). On the other hand it can be observed that has a number of limitations since not all resources an organization can possess will have a significant impact on its success. Only strategic resources can lead to a sustained competitive advantage. To have the potential of a sustained competitive advantage, resources have to be valuable, rare among competitors, imperfectly imitable, and there may not be any strategically equivalent substitutes. Therefore, some resources of the organization can be imitated by competitors and outsmart the market leaders.

This theory was applicable in this study based on the assumption that County Governments in Kenya can utilize their knowledge and skills of employees to enhance efficiency and effectiveness. Employees of the organization should be empowered by ensuring that they are continuously trained to equip them with the appropriate skills and knowledge in order to perform towards the goals of the County and adapt to the dynamic customer expectations. Transparency and accountability of financial resources can promote implementation of strategies formulated. Proper time management and formulating decisions based on information collected can enhance competitiveness of the County Governments in Kenya.

### **2.2.2 Sequential Thinking Theory**

The Sequential Thinking Theory was established by Ned Herrmann, (1996). The theory proposes that effective strategy implementation requires systematic approach. It argues that effective strategy implementation is viewed as a function of organizational performance.

According to Hrebiniak and Joyce (2006), suggests that strategy implementation is an important and complex area of research. Most often than not, it is regarded as miscellaneous, interdisciplinary and particularly concerned with the integration of management disciplines. As a practice, it greatly focuses on the performance of organizations.

Based on an extensive analysis of firms exhibiting and sustaining an unusual high-performance and firms able to achieve such a state in the short run, they identified four key factors influencing high performance. These are, Direction: developing a clear strategic direction; Efficiency: establishing a fast and effective organization; Adaptability: developing an adaptive culture; and Focus: Shifting from focus on customer and cost reduction to the broad picture Dezdar and Sulaiman, (2009)

According to Hill and Jones (2010), the people in charge of strategy implementation need both a sequential and a simultaneous thinking. The sequential thinking defines a logical sequence or chain of causality or the relationship between consecutives and interconnected events. To design this chain, a manager should formulate goals, implement them, measure and evaluate based on the set standards and finally develop corrective measures to overcome the challenges experienced during strategy implementation.

To implement strategies effectively, manager will need an integrative vision of the events to infer the total or final effect in the function and structure of the organization if each event is implemented and takes place.

According to Hitt, Freeman, and Harrison (2006), an analysis in the strategy implementation process should therefore be conceptualized in a broad perspective and not entirely focused on specific events. However, embedding sequential and simultaneous thinking into the decision-making process of organizations is not an easy task and in some cases, it might be impossible. In general, the complexity of problems is reduced by fragmenting them into smaller and manageable parts, often at the cost of losing the broader perspective. In addition, an organization must be able to institutionalize key capabilities embedded in individuals in order to sustain functions over time.

The theory informs the study based on the notion that County Governments are systems that need strategic management to realize their long term goals. Leaders of County Governments should understand the vision and mission of the County when implementing strategies formulated. To implement strategies formulated by County Governments, strategy institutionalization is crucial to all employees. Strategy formulation, implementation and control is a sequential or systematic process that need employees with a common culture and vision.

### **2.2.3 Transformational Leadership Theory**

The theory was pioneered by Downton in 1970's and later advanced by other scholars like Burns, (1978).Creating high-performance and motivated workforce has become increasingly

essential and to do so, top management must be able to inspire organizational members to go beyond their task requirements by spurring them towards the strategic dream of the organization Jofre,(2011). To achieve this need, transformational leadership emerged to replace traditional leadership styles.

According to Bass (2008), transformational leadership theory, is based on modern management. According to him, a transformational leader is defined based on the impact he/she has on his/her followers regarding strategy implementation. This theory presents the components of transformational leadership as intellectual stimulation, individualized consideration inspirational motivation and idealized influence.

Transformational leaders will thus challenge the status quo through effective communication, ensure good reward and incentives for employees, offer support to individual followers and change their ideas by being a role model Efendioglu and Karabulut, (2010). Transformational leaders are achievement oriented and have a clear vision that they can share with their members Riggio, (2009).The importance of top management and effective leadership by arguing that even well prepared and sound plans die if the implementers fail to confront severe organizational and political obstacles that stand in the way of practical implementation Gurkov, (2009).

Therefore, it is obvious that top manager's involvement is critical to strategy implementation and will go a long way in guiding and supporting the implementers.

The arguments of the theory imply that proper leadership skills, efficient co-ordination, and clear guidance are needed to ensure employees will execute the selected strategies and if those in power do not care about or even hinder implementation of the strategy, the success of the implementation process is automatically jeopardized Hrebiniak, (2005). Thus, the

Transformational Leadership theory is relevant to this study as it will help to relate the role of top management commitment and effective leadership to strategy implementation.

#### **2.2.4 Holistic Strategy Implementation Theory**

In quest of finding a model for strategy implementation that could overcome existing deficiencies Bourgeois and Brodwin (2004), have created a five-model system for strategy implementation categorizing strategy implementation practices. It shows different positions or viewpoints one might assume while implementing strategy. The commander model draws its influences from the military life, in the sense that the CEO wields absolute power. In this model the CEO is the rational agent behind the strategy decisions and plays no role in implementation.

The model is applicable with a powerful executive with few personal biases and accurate information about the situation. The change model is based on planned interventions in the organization's structure and systems, which will set off the desired behavioral outcomes among workers Efendioglu and Karabulut, (2010).

This model creates the ability to carry out more complicated strategic plans than the commander model, but also creates an additional inflexibility for unanticipated events and changes of plan.

The collaborative model extends the power of strategic decision-making from the CEO to the organization's management team. This model helps to motivate the managers and also provides the strategic decision-making process with more information and cognitive capital. The problem



of this model results from the fact that collaboration does not reach beyond top management. More decision making also means more politics and conflicts of interest, which may mean less rationality (Hill & Jones, 2010).

The theory is applicable in study as it will shed more light on how County governments can perform well if strategy implementation practices are embraced such as employee training, organization structure and culture, if there is strategy conceptualization and institutionalization among workers. It is the responsibility of the County Government to put in place appropriate mechanisms that will promote strategy implementation. County Governments need to create maximum awareness about the vision, mission and core values among workers in order to perform.

## **2.3 Empirical Literature Review**

### **2.3.1 Employee Training and Performance**

Employee training is a program that is created with an aim of advancing employee skills and knowledge in order to perform their duties more efficiently and effectively (Nandra & Gandhi, 2017). In this regard, it is conceptualized that employee training has an influence on organizational performance if effectively embraced.

As identified by Obonyo and Arasa (2012), 66% of the firms were challenged to achieve their goals due to lack of employee training. Organizations can only be successful in strategy implementation if they integrate appropriate training in the system. Well trained employees are likely to have a wide understanding of the business environment and adjust quickly to changes

with minimal resistance to change. Organizations that invest in the intellectual capacity are likely to enhance creativity and innovation.

According to Abok (2013), employee training can facilitate motivation among workers thus giving them the drive to accomplish organizational goals. Achievement in the workplace deals with the pride and sense of accomplishment employees feel about their jobs and employers.

Managers who notice a decline in achievement must take proactive steps to implement strategies to increase motivation and employee morale. Training is one of non-financial rewards that drive and empower workers to work towards organizational strategic intent.

A study carried out by Mbaka and Mugambi (2014), on the factors that influence strategy implementation in the Kenyan water sector, found out that the employees in the public sector lack the capabilities, skills, and enthusiasm to drive the process of implementation. There is also an information gap between the strategy formulators and the staff. Their study further established that there is a relationship between employee training and strategy implementation among organizations. Employability skills are typically considered essential qualifications for many job positions and hence have become necessary for an individual's employment success at just about any level within a business environment.

A study conducted by Mwetli (2009), on determinants of strategic plan implementation among state Corporation in Kenya, found out that resource allocation influenced implementation of strategic plans. Effective leaders are keen to ensure that they use their power with caution as this has an effect on subordinates and at the same time offer guidance and motivation to subordinates

for better performance. This goes a long way to ensuring strategy implementation is realized in a well-coordinated and efficient manner. Subordinate in return will develop the sense of independent thinking and be in a position to take initiative qualities that are essential in strategy implementation process. As established by Obonyo and Arasa (2012), employee training in organizations enhances appropriate internal controls that monitor the extent to which the organization is achieving what it is supposed to achieve.

This requires the organizational management to periodically review and evaluate performance standards attained and performance trajectories, taking corrective action as appropriate where deviations from the desired standards are detected. On the other hand, extra-organizational performance management involve communication of performance for the purposes of governance and accountability to organizational stakeholders including Government, funding bodies, audit agencies and the wider public

A study by Konzi (2012), on the relationship between strategic plan implementation and performance of manufacturing firms identified that resource allocation and employee skills were factors that contributed to strategic plan implementation among manufacturing firms in Tanzania. Rigid organizational structures were factors that influence strategy implementation negatively. Organizations should, therefore, seek to increase resources available for sustaining and executing their policies as well as establishing relationships of accountability for resource use.

Employers seek workers who can handle the workload without needing too much guidance or hand-holding during the workday. This skill includes solving problems, being flexible with project changes and taking feedback from other workers (Kinyanjui & Juma, 2014). Employees often work together on projects, so some employees must take on the leadership role to ensure deadlines are met, problems are addressed and all ideas are being considered. Employers often seek employees who have natural leadership skills. In addition, these employees must also have creativity skills so they can find and use solutions for potential problems on tasks, projects or assignments.

A study by Makori (2014), on the influence of formal training on performance of small medium enterprises in Kenya established that the ability of employees to share information and learn new skills facilitates effective implementation of strategy. Other aspects that improve employee ability to perform better include; recognition of employee efforts by managers, delegation, promotion, job design and salary increment. In any organization, Employee skills promote innovation and creativity, quality customer service delivery, good communication culture and high level of professionalism. Satisfied employees are likely to adapt to changes more easily compared to dissatisfied workers.

The purpose of training and management development programs is to improve employee capabilities and organizational capabilities to adapt in dynamic business environments

Efendioglu and Karabulut, (2010). When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. As noted by Odongo and Owuor (2015), that to maximize the effectiveness of training and development, organizations must constantly assess their employees' current

training and development needs and identify training and development needs to prepare employees for their next position.

### **2.3.2 Organization Structure and Performance**

According to KIPPRA, (2013) strategy implementation is the manner in which an organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance.

As observed by Nduko (2008), that organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated so as maximize efficiency, quality, and customer satisfaction-the pillars of competitive advantage. But, organizational structure is not sufficient in itself to motivate the employees.

Companies facing a dynamic and uncertain environment may have to develop or maintain an organic organizational structure, whereas companies operating in a stable environment may benefit from developing or maintaining a mechanistic organizational structure. The reason for this is that organic structures can process and distribute information and knowledge faster within the organization, which thus results in an increased ability to respond or react to changes in the environment Odhiambo, (2006).

A study by Mwetli (2009), indicated that mechanistic structures may act as an effective and efficient organizational structure for companies operating in a more stable and certain environment. Companies operating in a stable environment may not need to make decisions quickly. Likewise, many of the day-to-day decisions and operating procedures may be

formalized and centralized, because there is no inherent need for constant change or innovation. However, the findings of the study were limited to state corporations in Kenya

A study by Konzi (2012), found that in mechanistic structures, communication channels tend to be vertical and there is often an insistence on loyalty and obedience. In organic structures, there is more lateral communications through informal networks.

A commitment to advancing the organizational objectives is more highly valued than loyalty and obedience. However, the findings of the study were limited to manufacturing firms but not County Governments.

According to Machuki (2005), strategy making process was a comprehensive process that promoted organizational synergy or division if not well planned. However, the findings of the study were limited to CMC Motors Group Ltd. Further, (Onyango, 2012) argues that an organic organization exists dependently, meaning that the organization takes into consideration the needs of their employees, leading to group leadership and teamwork. The advantage of group leadership is that controlling the environment is shared by several people, instead of one person telling everyone what is expected. However, the findings of the study were limited to Telkom Kenya.

The study by Musyoka (2011), avers that organic organizations take into consideration the ideas of the employees, opening the doors to teamwork among employees, instead of competition or a feeling of powerlessness. The use of Organic Organizations is thought to provide incentive to

employees to co-operate and perform to the best of their abilities. There is an intrinsic association between strategy formulation and structure of the organization. The structures facilitate how the process and relationships work, thus affecting strategy implementation process. Organizational structure and strategy have to be linked for the success of the any firm. The firm's strategies need to be aligned to its structure. There is a relationship between organizational structure and leadership in any successful strategy implementation process. However, the findings of the study were confined to commercial banks in Kenya but failed to address variables of this study.

### **2.3.3 Organization Culture and Performance**

Strategy implementation in any organization is determined by mental beliefs of workers (Mbaka & Mugambi, 2014). Employees should have shared vision that fosters objectives addressing the critical actions needed for adopting strategies and reaching long-term goals. Lack of team work and communication between top level managers and lower level employees resulted to 71% failure of strategy implementation by state corporations. Top management plays a key role in building a supportive system that ensures strategy implementation.

According to Kinyanjui and Juma (2014), well-developed systems help to overcome the resistance of strategy implementation within an organization. Top management is involved in resolving the conflict by mediating between groups, and they are also involved in promoting project acceptance by building cooperation between various stakeholders. The study concluded that despite the fact that organizational culture influences performance, there exist a difference between culture and organizational performance.

A study by Mwetit (2009), revealed that there exist a positive correlation between employee commitment and organizational performance despite individual norms, customs and traditions of workers. Establishing rewards and punishment models can deliberately facilitate strategy execution. However, excessive control is viewed to disrupt an organization's workflow and lower employee initiative. For strategy implementation to be successful, strong commitment from employees is essential since implementation involves changing business practices and may require huge capital investments.

According to Onyango (2012), selecting the right employees to participate in the implementation process and motivate them to ensure its success. Attitude and perceptions employees have towards their organizations can facilitate strategy implementation in the changing business environment. Further, when top management responds to employee challenges, strategy enforcers are motivated to ensure successful implementation of the strategies. The study concludes that organizational culture moderately influences performance of organizations.

As observed by Musyoka (2011), internal factors were the major hindrances of strategy implementation in organizations were employee culture, communication, leadership, and resource allocation and employee skill. The study further argues that top management was directly responsible in setting the norms, customs and traditions that should guide the behaviour of workers in the organization. The implementation of a strategy is highly important for the project as they ensure an even change management and system rollout.

## **2.4 Summary of Literature Review and Research Gap**



Firstly, conceptual, contextual and methodological gaps are evident from the findings of previous studies conducted by Mbaka and Mugambi, (2014); Abok; (2013); Konzi, (2012); Musyoka, (2011); Mwet, (2009); Nduko, (2008); Odhiambo, (2006); Machuki, (2005); Njau, (2000). Secondly, there are limited studies addressing the effect of strategy implementation on performance of County Governments in Kenya. Further, studies conducted examined variables of the current study partially or in isolation posing conceptual gaps. Some studies addressed different variables like technology, change management and culture which varied from variables of the current study.

Moreover studies conducted contextualized and operationalized variables of the studies using various metrics of theories which the current study adopt different indicators to operationalize and contextualize the variables. Secondly, each study carried out focused on different contextual environments and sectors which cannot be generalized by the findings of the current study. Majority of the studies carried out focused in different sectors like manufacturing, commercial banks, state corporations and learning institutions but did not address strategy implementation in County Governments in Kenya.

Thirdly, methodologies adopted by different researchers varied widely in terms of research design, population, sampling design, and research instruments and data analysis methods which resulted to inconsistent research findings. Some studies adopted different research designs such as longitudinal, mixed and correlational that influenced the kind of data collected and sampling techniques used.

Factor analysis adopted failed to indicate the statistical effect of each variable on the dependent variables as compared to multiple regression that sought to establish the statistical effect of each variable on the dependent variables which is performance of Embu County. Based on the

research gaps, it was on this premise the current study sought to establish the influence of employee training, organization structure, organization culture on performance of Embu County.

**Table 2.1 Summary of Literature and Knowledge Gaps**

<b>Author</b>	<b>Focus of the Study</b>	<b>Methodology and Findings</b>	<b>Knowledge Gaps</b>	<b>Focus on the Current Study</b>
Mbaka and Mugambi (2014)	The factors that influence strategy implementation in the Kenyan water sector.	Aligning of organization structure with the new strategy led to successful implementation of strategies.  The study adopted descriptive research design. Data was collected using questionnaires and interview guides.  Quota sampling was used.	The study was limited to reviewing only the constructs of organizational structure on strategy implementation in the Kenyan Water Sector.	The study sought to establish the effect of organizational structure on performance of Embu County Government.  The study adopted a census sampling technique.
Odongo and Owuor (2015)	The effects of strategic planning on organizational growth in Kenya Medical Research Institute.	Adopted exploratory research design and convenient sampling technique. Data was analyzed using linear regression and The study noted that strategy evaluation was one of the practices of strategic planning that enhanced	The study sought to determine the effect of organization structure on organization growth.	The study however sought to establish the effect of structure and performance of Embu County  The study focused on Embu County Government.

		performance of organizations in changing business environment.	The study sought to analyzed the effect of strategic planning on organization growth.	
Kinyanjui and Juma (2014)	Investigate the effect of strategic plans implementation on performance in Kenya's public universities. A case study of the University of Nairobi	<p>A case study research design was adopted.</p> <p>Data was analyzed using linear regression. the results</p> <p>The study established that strategic planning practices enhance employee performance and the ability of agencies to achieve their mission.</p>	<p>The study focused on strategic plans implementation and performance.</p> <p>The study was limited to a public university.</p>	The study focused on the determinants of strategy implementation such as training, structure and culture and performance of Embu County Government.
KIPPRA (2013)	Factors Influencing Organizational Strategy Implementation and the performance of Public Transport in Kenya.	<p>Descriptive research design was used.</p> <p>Simple random sampling technique was adopted to select the respondents.</p> <p>Established that culture was a key determinant of strategy implementation</p>	The study focused on the effect of financial capacity, information communication technology, and management support as the determinants performance of public transport in Kenya.	<p>The established that there exists a positive relationship between organizational training, structure culture and the performance of Embu County Government.</p> <p>The study adopted a census sampling technique.</p>
Abok (2013)	To examine factors that influence effective implementation of strategic plans in NGO, s in Kenya.	<p>Statistical test showed culture had a great significance on strategic plan implementation.</p> <p>Cross- sectional research design was adopted.</p> <p>Systematic sampling was used to select 113 respondents. Data was analyzed using regression</p>	<p>The study found out those NGOs with successful strategy implementation plans treated culture issues seriously.</p> <p>The study was confined to NGO's.</p>	<p>The study established that organizational culture ought to be strongly reinforced as a practice that influences employee performance.</p> <p>The study focused on Embu County Government</p>

		method.		
Konzi (2012)	The Relationship between Strategic Plan Implementation and Performance of Manufacturing firms in Tanzania.	The study adopted exploratory and descriptive research design. Stratified sampling technique was used. Multiple regression was used to analyzed data and the findings indicated that employee skills and financial support enhanced strategy implementation	The study examined the variables of the study in isolation.  Focused on manufacturing firms in Tanzania which was considered to be a different geographical environment.	The study sought to establish the effect of strategy implementation and performance of Embu County Government.
Musyoka (2011)	Challenges of strategy implementation in Jomo Kenyatta foundation	A case study research design was used. Purposive sampling technique was used to select respondents. Data was analyzed using descriptive statistics. For successful strategy implementation there should be culture strategy compatibility which encourage top- down –communication	The study focused on culture and structure as aspects that hinder strategy implementation.  Established that resistance to change was a key challenge to strategy implementation	The studies identified indicators of culture and structure that effect employee performance in Embu County Government.  The study sought to establish the effect of strategy implementation and performance of Embu County Government.

**Source: Author, (2018)**

## 2.5 Conceptual Framework

Figure 1 depicts a conceptual framework that describes the interrelationship between the independent variables and dependent. The study conceptualized that employee training indicators such as employee awareness on the vision, knowledge and ability to understandability policies influences performance of Embu County. Organizational structure antecedents such as interpersonal communication, decision making process and coordination of activities can also influence performance.

Further, organizational culture antecedents that influences performance includes employee personality, attitude and perceptions.

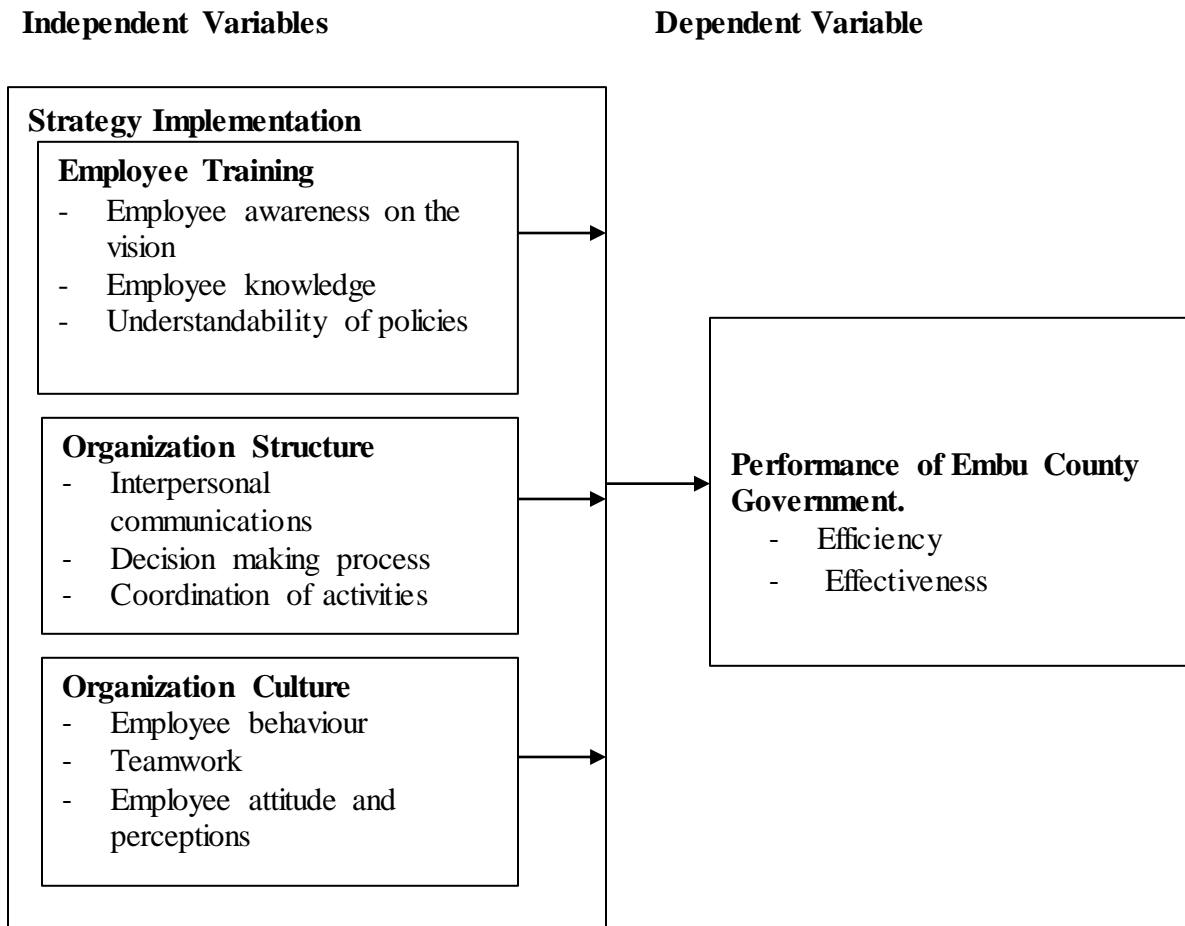


Figure 2. 1: Conceptual Framework

**Source: Author (2018)**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the research design, target population, data collection instruments, validity and reliability of the instrument, data analysis techniques and ethical considerations.

#### **3.2 Research Design**

The study adopted a descriptive research design to establish the effect of strategy implementation on performance of County Governments in Kenya focusing on Embu County Government. Fisher (2010), defined the research design as an arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedures. The descriptive study method was appropriate because it helped to explore and describe the relationship between variables in their natural setting without manipulating them.

The descriptive study aimed at obtaining information that can be analyzed, patterns extracted and comparison made for the purpose of clarification and provision of basis for making decisions. Both qualitative and quantitative data are obtained for comparison purposes. Guest (2012) acknowledged that descriptive research design is crucial when the intent is gaining broader understanding of the context of the research and processes being enacted. Moreover, it facilitates the ability to generate answers to the questions of why, where, what and how.

### **3.3 Target Population**

The study adopted a census approach where information was collected from the top level management of Embu County Government.

The respondents of the study comprised of cabinet secretaries, deputy cabinet secretaries and administrators. According to Collis and Hussey (2014), regard a census as a systematic process of obtaining information from every member of the population to establish the problem under investigation. A census was preferred because due to the limited number of cabinet secretaries, deputy cabinet secretaries and administrators in Embu County. Therefore, the population of the study comprised of 53 participants who were drawn from cabinet secretaries, deputy cabinet secretaries and administrators.

### **3.4 Data Collection Procedures**

The researcher sought permission from relevant authorizes before questionnaire administration. Permission to collect data was sought from the County Government and Kenyatta University. Questionnaires were administered to respondents by the researcher during working hours using drop and pick later method to enhance response rates. After administration, follow-ups were made using phone calls in order to ensure data was collected and analyzed within the stipulated time frame.

### **3.5 Data Collection**

Primary data was collected from respondents by the use of questionnaires as the main instrument of data collection. The questionnaires were considered appropriate because they provided the opportunity to capture respondent opinions in a structured manner and in written form for future reference.



Further, they offered uniformity in answering questions allowing a great degree of comparison because the items were framed in the same format.

Respondents of the study were required to answer questions using Likert scale type of measurement with five factors where 5 represents Strongly Agree (SA), 4 represents Agree (A), 3 represents Moderately Agree (MA), 2 represents Disagree (D) and 1 represents Strongly Disagree (SD). The questionnaire was divided into five sections which includes population demographics, employee training, organization structure, and organization culture and organization performance.

### **3.6 Validity and Reliability of the Research Instrument**

#### **3.6.1 Validity of the Research Instrument**

The validity of the instrument was determined by the researcher through seeking opinions of industry experts in strategic management and the researcher's supervisor. Validity entails the appropriateness, meaningfulness and usefulness of inferences a researcher makes based on the data collected Black, (2010). An appropriate inference was one that was relevant to the purpose of the study while a meaningful inference was one which said something about the meaning of the information obtained through the use of the instruments. Content validity was measured using constructs from the theories while face validity was measured using the researchers' supervisor and modifications were made to eliminate vague questions from the instrument before large scale administration.

### 3.6.2 Reliability of the Research Instrument

Reliability involves the extent to which a measuring device is consistent in measuring whatever it measures Novikov and Novikov, (2013). It involves a measure of the degree to which a research instrument yields consistent research or data after repeated trials. The reliability of each construct was examined to ensure the items correctively measured their intended constructs consistently as recommended. Internal consistency reliability was examined by use of Cronbach's Alpha coefficient of 0.7 as recommended by

**Table 3.1: Reliability Results**

<b>Variables</b>	<b>No. of Items</b>	<b>Cronbach Alpha</b>	<b>Comments</b>
Employee Training	1	0.898	Reliable
Organizational Structure	1	0.834	Reliable
Organizational Culture	1	0.791	Reliable
Performance	1	0.711	Reliable

Source: Research Data (2018)

As shown in Table 3.1, the results indicates that reliability coefficients of the three variables are above 0.7 thus revealing a reliability of the variables in the study as recommended by Black, (2010).

### 3.7 Data Analysis and Presentation

To analyze the data, the Statistical Package for Social Sciences, (SPSS version 21) software was used. The data collected was edited, coded and classified on the basis of similarity and then tabulated. Collis and Hussey (2014) assert that the core function of the coding process is to create codes and scales from the responses, which can then be summarized and analyzed in various ways.

Qualitative data obtained from secondary sources was analyzed using content analysis method. Key themes from public content and verbatim statements were reviewed and conclusions and recommendations were made. To permit quantitative analysis, data was converted into numerical codes representing attributes or measurement of variables. Regression data analysis method was conducted at 95% confidence level ( $\alpha = 0.05$ ). Multiple regression method was adopted to determine the statistical relationship between variables.

The analyzed data was presented in form of tables. Regression data analysis method was conducted at 95% confidence level with as per value of 0.05 which indicated the level of significance.  $R^2$  indicated the amount of variation between the performance of Embu County and the independent variables where  $r$  indicated the strength of the relationship between the performance of Embu county Government and independent variables. The general model used to predict the relationship between strategy implementation on performance of Embu County Government was of the form:

$$P = \beta_0 + \beta_1 ET + \beta_2 OS + \beta_3 OC + \varepsilon$$

Where;

P represented performance of Embu County government,

$\beta_1$  to  $\beta_3$  represented regression coefficients,

ET represented Employee Training

OS represented Organization Structure

OC represented Organization of Culture

$\varepsilon$  is the error term that accounts for the variability in performance of Embu County Government that cannot be explained by the linear effect of the predictor variables.

### 3.8 Operationalization and Measurements of Variables

To achieve the study objectives as guided by literature review, the following definition and measurement of dependent and independent variables was adopted.

**Table 3.2 Operationalization and Measurement of Variables**

<b>Nature of Variable</b>	<b>Variable</b>	<b>Indicators of Measurement</b>	<b>Type of Measurement Scale</b>
<b>Independent Variables</b>	Employee Training	<ul style="list-style-type: none"> <li>- Employee awareness on the vision</li> <li>- Employee knowledge</li> <li>- Understandability of policies</li> </ul>	Likert Scale 5 = Strongly Agree (SA) 4 = Agree (A) 3 = Moderately Agree (MA) 2 = Disagree (D) 1 = Strongly Disagree (SD).
	Organizational Structure	<ul style="list-style-type: none"> <li>- Interpersonal communications</li> <li>- Decision making process</li> <li>- Coordination of activities</li> </ul>	Likert Scale 5 = Strongly Agree (SA) 4 = Agree (A) 3 = Moderately Agree (MA) 2 = Disagree (D) 1 = Strongly Disagree (SD).
	Organizational Culture	<ul style="list-style-type: none"> <li>- Employee behaviour</li> <li>- Teamwork</li> <li>- Employee attitude and perceptions</li> </ul>	Likert Scale 5 = Strongly Agree (SA) 4 = Agree (A) 3 = Moderately Agree (MA) 2 = Disagree (D) 1 = Strongly Disagree (SD).
<b>Dependent Variable</b>	County Performance	<ul style="list-style-type: none"> <li>- Efficiency and effectiveness</li> <li>- Adoptability to change</li> <li>- Stakeholder satisfaction</li> <li>- Corporate image</li> <li>- Employee motivation</li> </ul>	Likert Scale  5 = Strongly Agree (SA) 4 = Agree (A) 3 = Moderately Agree (MA) 2 = Disagree (D) 1 = Strongly Disagree (SD).

Source: Research Data, (2018)

### 3.8 Ethical Consideration

Before data analysis, the researcher sought permission from the management of Embu County, Kenyatta University and National Commission for Science, Technology and Innovation to collect data. Responsibility to the respondents included voluntary participation and informed consent prior to participation.

To ensure the participants were not prejudiced, simple language and statements was used to describe the aim of the research and its procedures. Responsibility to the profession included accuracy in analysis, presentation and reporting of the study findings. Confidentiality and anonymity of the respondents was guaranteed.

## CHAPTER FOUR:

### RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

#### 4.1 Introduction

This chapter presents the research findings of the study carried out to determine the effect of strategy implementation on performance of Embu County. The study objectives that the study sought to address were to determine the influence of employee training, organizational structure and organizational culture on performance of Embu County Government. Further, research findings are discussed in relation to findings of literature and empirical studies.

#### 4.2 Response Rate

**Table 4.1 Response rate**

<b>Category (Key Informants)</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Cabinet Secretaries	Male	09	82%
	Female	02	18%
	<b>Sub Total</b>	<b>11</b>	<b>100</b>
Deputy Cabinet Secretaries	Male	09	56%
	Female	07	44%
	<b>Sub Total</b>	<b>16</b>	<b>100</b>
Administrators	Male	10	63%
	Female	06	38%
	<b>Sub Total</b>	<b>16</b>	<b>100</b>
<b>Total</b>		<b>43</b>	

Source: Research data (2018)

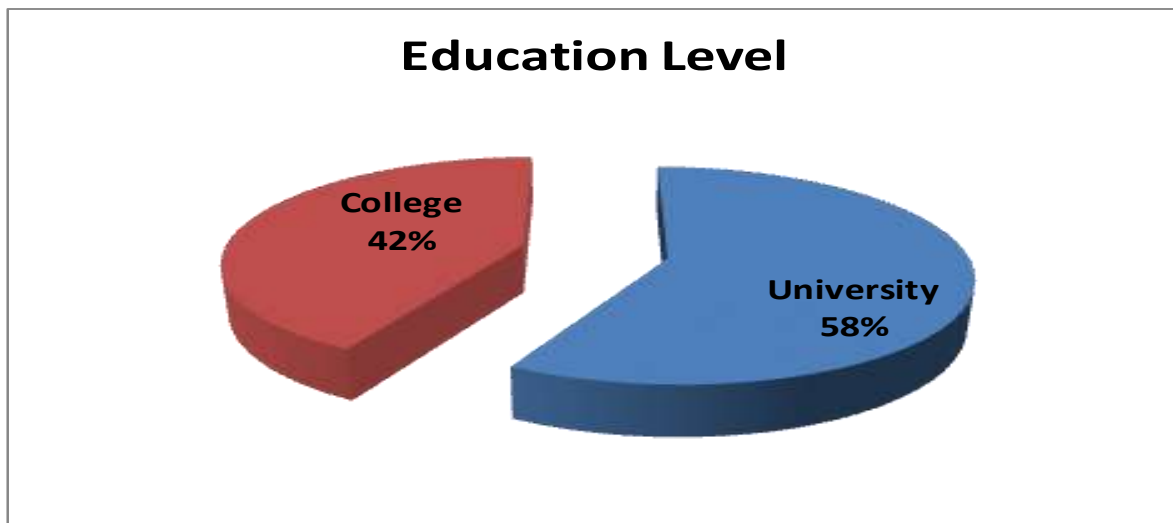
As shown in Table 4.1, 82% of the respondents of the study were male cabinet secretaries, 18% of them were female cabinet secretaries, 56% of them were male deputy cabinet secretaries, 44% of them were female deputy cabinet secretaries, 63% of them were male administrators and 38% of them were female administrators. This findings implies that, out of the 53 questionnaires administered to respondents, only 47 questionnaires were received from the field, 6 of them were not collected due to challenges of accessing the respondents and 4 of them were inappropriately

filled and therefore they were not used in the analysis. A total of 43 questionnaires were used in the analysis, this represented 81% response rate which was above the adequate 50%.As recommended by Mugenda and Mugenda (2012),that a response rate of 50% was adequate for analysis and reporting while a rate of 60% was good and above 70% was excellent.

### 4.3 Respondents Demographics

#### 4.3.1 Respondents Level of Education

The respondents of the study were asked to indicate the level of education and findings were summarized as shown in Figure 4.1:



**Figure 4.1: Respondents Level of Education**

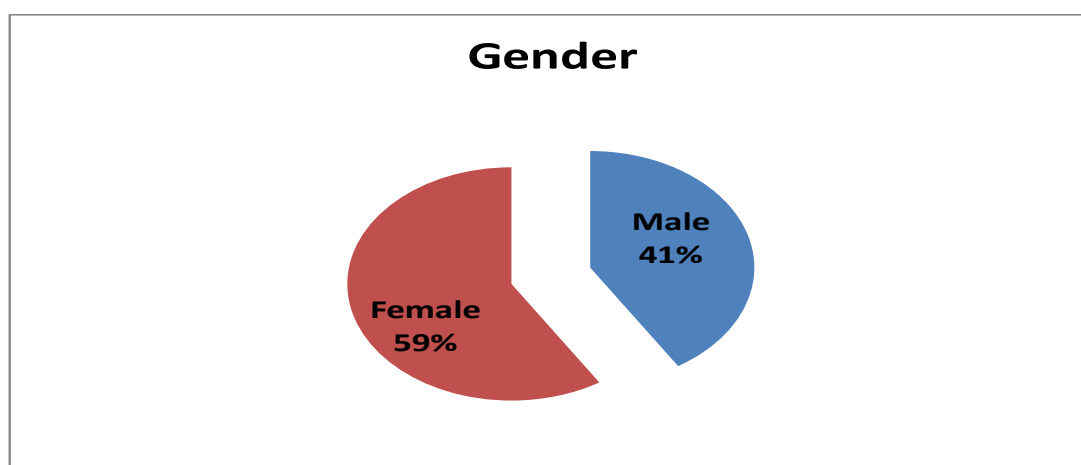
**Source: Research Data, (2018)**

As shown in Figure 4.1, majority (58%) of the respondents of the study were holders of bachelor's and postgraduate degrees in various areas of specialization while 42% of them were diploma holders. These findings imply that majority of the County workers were degree holders as it was the minimum entry requirement in terms of qualifications.

This implied that most of the employees had an understanding of their duties and responsibilities hence provided with a working environment that encouraged open door culture, team work and an organizational structure that promoted delegation, bottom up approach and independence in decision making would lead to improved performance of Embu County Government.

#### **4.3.2: Gender of Respondents**

The study sought to establish the gender of respondents and the following findings were summarized as shown in Figure 4.2.



**Figure 4.2: Gender of Respondent**

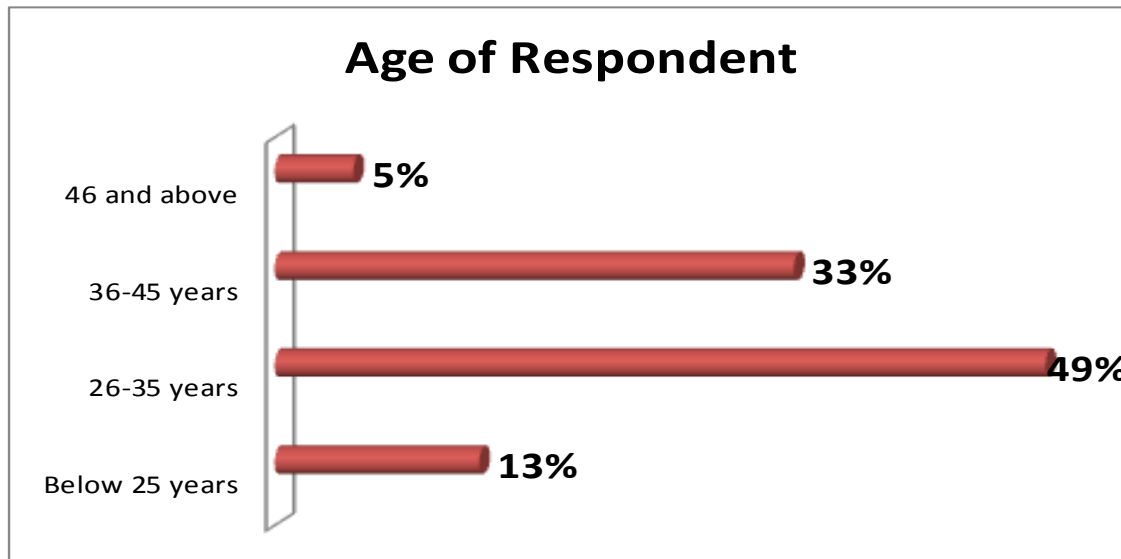
**Source: Research Data, (2018)**

As illustrated in Figure 4.2, majority (59%) of the respondents of the study were female while 41% of them were male. The findings implies that majority of the County employees were female compared to their male counterparts. The gender imbalance was due to deployment of workers from the National government and inability of the County to embrace gender balance rule during recruitment.



### 4.3.2 Age of Respondents

The study sought to establish the age of respondents and the following findings were summarized as shown in Figure 4.3



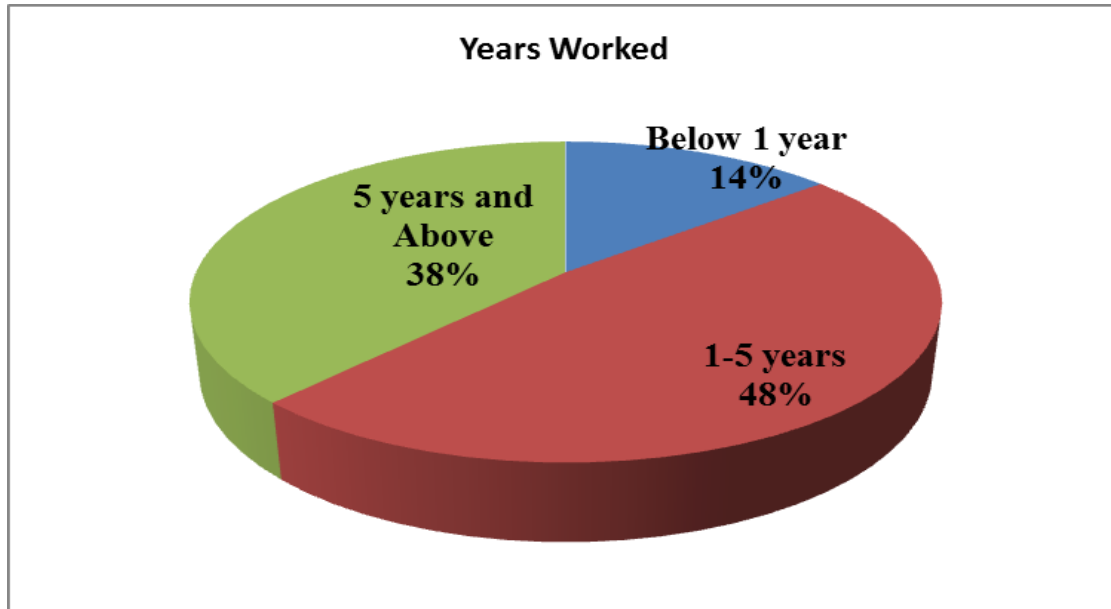
**Figure 4.3: Age of Respondent**

**Source: Research Data, (2018)**

As shown in Figure 4.3, it was established that majority (49%) of the respondents were employees who worked at Embu County Government aged between 26-35 years, some (33%) were aged between 36-45 years and comprised of deputy secretaries, 13% of them were aged below 25 years and 5% aged above 46 years and constituted of cabinet secretaries. The findings implied that majority of the administrators were young and energetic to work in turbulent working environment therefore the Embu County Government should allocate more funds for training to impact knowledge and skills to its employees to enhance performance.

### 4.3.3: Duration of Service

The study sought to establish the period respondents had worked for the County and the following findings were summarized as shown in Figure 4.4.



**Figure 4.4: Duration of Service**

**Source: Research Data, (2018)**

As shown in Figure 4.4, it was revealed that majority of the respondents 48% had worked for a period between 1-5 years, some 38% had worked for a period more than 5 years and 14% of them had worked for a period less than 1 year. These results imply that majority of the employees had worked for a period less than 5 years indicating that most employees were engaged on contractual basis. This implied that by adopting a working environment which promotes employee involvement in decision making, commonality of ideas and well defined communication channels would cultivate a culture where employees feel that they belong and are an asset.

#### 4.4 Strategy Implementation

**Table 4.2: Strategy Implementation**

Status	Frequency	Percentage
Yes	38	88
No	05	12
<b>Total</b>	<b>43</b>	<b>100</b>

**Source: Research Data, (2018)**

As depicted in Table 4.2, majority (88%) of the respondents indicated that their respective ministries implemented strategies formulated while 12% were neutral or not sure.

#### 4.5 Employee Training

The respondents of the study were asked to indicate the effect of employee training on performance of the Embu County Government and the following were the findings as shown in

Table 4.3:

**Table 4.3: Employee Training**

Statements	N	Mean	S.D
Employees have team spirit during strategy implementation	43	4.36	.884
Employees have the ability to plan on how to implement strategic initiatives	43	4.33	.664
Employees have good communication during strategy implementation	43	4.26	.587
Employees are creative and innovative when implementing strategies	43	4.16	.673
Employees are provided with relevant skills during strategy implementation	43	4.11	.596
Employees share information during strategy implementation	43	4.09	.498

**Overall Aggregate Mean****43****4.22****.413**

---

Source: Research Data, (2018)

As shown in Table 4.2, the study revealed that employee training did affect performance of Embu County Government with an aggregate mean of 4.22. Team spirit contributed to performance with a mean of 4.36, ability of employee planning with a mean of with a mean of 4.33, employee communication with a mean of 4.26, employee creativity with a mean of 4.16, employee skills with a mean of 4.11 and employee sharing information with a mean of 4.09. The high aggregate mean indicated an agreement between the respondents and a low standard is an indicated of a small divergent in their views.

The finding implies that employee training affects performance of Embu County Government. However, it was observed that despite the fact that employee training influenced performance; some ministries the County were not embracing the practice. Delegating responsibilities was not a culture of senior managers. Further, the study revealed that some employees were not conversant with the vision and mission and did not understand policies of the County. The findings are consistent with that of Musyoka (2011); Efendioglu and Karabulut (2010) and Mwetii (2009) who established that to a larger extent employee training was one of the practices that contributed to performance of organizations. Similarly, Rajasekar (2014), acknowledge that training effectiveness can vary from one organization to another based on individual intellectual capacity.

Further, after analyzing qualitative data, it was found out that the County was not fully dedicated in equipping employees with necessary skills and knowledge due to financial constraints. It emerged that sponsorship of workers to further their studies was a rare practice.

Further, some employees did not have the required skills and knowledge to work in their respective ministries.

The findings are supported by Nandra and Ghandhi (2017), who established that employee competencies directly influences organizational performance in terms of quality decisions and reduced operational costs.

#### 4.6 Organizational Structure

The respondents of the study were asked to indicate the effect of organizational structure on performance of the Embu County Government and the following were the findings as shown in Table 4.4:

**Table 4.4: Organizational Structure**

Statements	N	Mean	SD
My County gives employees an opportunity to make independent decisions during strategy implementation	43	2.78	.544
The structure of my County is flexible to changes during strategy implementation	43	2.61	.545
The structure of my County facilitates communication among workers during strategy implementation	43	2.58	.487
The structure of my County enhances coordination and team work during strategy implementation	43	2.47	.543
The structure advocates for top down and bottom up approach of communication	43	2.33	.396
<b>Overall Aggregate Mean</b>	<b>43</b>	<b>2.55</b>	<b>.436</b>

Source: Research Data, (2018)

As depicted in Table 4.4, the results indicate organizational structure affected performance of Embu County Government at a moderate extent with an aggregate mean of 2.55.

Employee independence in decision making contributed with a mean of 2.78, flexibility of the structure with a mean of 2.61, communication with a mean of 2.58, coordination of activities with a mean of 2.47 and two ways communication approach with a mean of 2.55. The low aggregate mean indicated a divergent between the respondents and a low standard is an indicated of a small divergent in their views. The findings imply that despite the fact that organizational structure affected performance, the County structures were rigid and centralized in decisions making. Employee independence decision making during strategy implementation was supported by top leadership. Communication was one way which contributed to failure of most of the strategies formulated. Despite interpersonal relations among workers, it emerged that decision making process was hindered by lack of creative ideas among workers. The knowledge of workers mandated to implement strategies was questionable. The findings correspondents with that of Mbaka and Mugambi (2014); Odongo and Owuor (2015); Kinyanjui and Juma (2014), who acknowledge that organizations with decentralized structures can implement strategies with minimal difficult compared to organizations with centralized structures. Further the studies revealed that organizational performance was associated with organization that embraced communication and teamwork among workers.

Further, after analyzing qualitative data, it was revealed that organizational structure aspects such as communication, leadership and delegation were attributed to performance of the County.

However, it was noted that some practices such as independence of decision making, delegation and bottom up approach were not embraced on a larger extent. The study found out that

centralization of the County structure was a major obstacle of implementing strategies formulated. The findings corresponds with that of Nduko (2008), who concluded that there a positive significant relationship between organic structures and organizational productivity.

#### 4.7 Organizational Culture

The respondents of the study were asked to indicate the effect of organizational culture on performance of Embu County Government and the following were the findings as shown in Table 4.5.

**Table 4.5: Organizational Culture**

Statements	N	Mean	SD
Managers create maximum awareness during strategy implementation to all workers	43	3.41	.781
Employees of the County have a positive attitude towards objectives formulated	43	3.33	.744
Employees have a common ideology on how to implement new policies	43	2.80	.687
Managers involve employees during strategy implementation	43	2.50	.621
Managers encourage open door culture of sharing information during strategy implementation	43	2.10	.574
There is interpersonal relations between top and lower level employees	43	2.85	.543
Managers ensure there is appropriate mechanisms of communication during change implementation to minimize change resistance	43	2.56	.498
<b>Overall Aggregate Mean</b>	<b>43</b>	<b>2.79</b>	<b>.367</b>

Source: Research Data, (2018)

As shown in Table 4.5, the study revealed that organizational culture contributed to County performance on a moderate extent with an aggregate mean of 2.79. Creation of maximum awareness contributed with a mean of 3.41, employee positive attitude with a mean of 3.33,

commonality of ideas with a mean of 2.80, employee involvement with a mean of 2.50, open door culture with a mean of 2.10, interpersonal relations between top leaders with a mean of 2.85 and lower level employees and communication mechanisms with a mean of 2.56.

The low aggregate mean indicated a divergent between the respondents and a low standard is an indicated divergent in the views of the respondents.

The findings implies that there organizational culture aspects such as positive attitudes, commonality of ideologies, communication mechanisms, employee involvement and creation of strategy awareness among workers contributes to County performance though little emphasize is put on embracing employee involvement in decisions and interpersonal relations between top and lower levels of management. The findings are in line with that of Nduko, (2008); Odhiambo, (2006) and Machuki, (2005); who acknowledge that organizational culture not only leads to sustainable organizational performance but also contributes to group cohesiveness and minimal resistance to change in the organization. The studies concluded that though culture of the organization can differ from one context to another, there exist a positive statistical relationship between mental models or workers and organization performance.

#### **4.8 Qualitative Analysis**

After analyzing qualitative data, it emerged that culture was attributed to County performance despite the fact that there is a difference in organizational culture from one context to another. Commonality of employee ideologies, team work, and employee involvement in decision making, communication and open door culture not only influence organization efficiency and effectiveness but also enhanced corporate image, stakeholder satisfaction and employee morale. The findings concur with that of Makori (2014); Mbaka and Mugambi (2014), who point out that



employee with common mental models, norms, customers and mind-set can lead to improved organizational performance and vice versa.

#### 4.8.4 Measurement of Performance

**Table 4.6: Measurement of Performance**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
Strategy implementation enhances efficiency and effectiveness of the County Departments	43	4.31	.465
Strategy implementation promotes employee teamwork in the County	43	4.21	.458
Strategy implementation enhances change implementation	43	4.40	.597
Strategy implementation enhances stakeholder satisfaction	43	4.07	.421
Strategy implementation promote creativity of employees working in the County	43	4.11	.384
Strategy implementation enhances employee motivation	43	4.10	.443
<b>Overall Aggregate Mean</b>	<b>43</b>	<b>4.02</b>	<b>.347</b>

Source: Research Data, (2018)

As shown in Table 4.6, the study reveals that to larger extent performance of the County was measured by levels of efficiency and effectiveness with a mean of 4.31, employee teamwork with a mean of 4.21, change implementation with a mean of 4.40, stakeholder satisfaction with a mean of 4.07, employee creativity with a mean of 4.11, and motivation with a mean of 4.10. An average standard deviation of less than one indicated a low variance. The results are consistent with that of Omboi and Mucai (2011), who contend that performance of organizations can vary from one organization to another but the most common metrics used to measure performance can

range from customer satisfaction, profits, market share, employee motivation, reduction of costs and corporate image

## 4.9 Inferential Analysis

### 4.9.1 Correlation Analysis

Pearson’s product moment correlation analysis was used to assess the strength of the relationship between the independent variable and dependent variable. The strength of the relationship was measured by Product moment correlation ranges between -1 and +1. Table 4.6 shows the strength of the relationship.

**Table 4.7: Correlations Analysis**

	<b>Employee Training</b>	<b>Organizational Structure</b>	<b>Organizational Culture</b>	<b>Performance</b>
	1			
<b>Employee Training</b>	.710** .001			
<b>Organizational Structure</b>	.693** .001	1 .027** .799		
<b>Organizational Culture</b>	.434** .002	.539** .000	.356** .001	
<b>Performance</b>	.398** .001	.413** .000	.389** .001	.371** .002

**\*\*p < 0.05**

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

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

Source: Research Data, (2018)

As shown in Table 4.7, there is a significant positive effect between strategy implementation constructs and performance of Embu County ( $r = .398, p < 0.01$ ). Performance of Embu County had significant positive effect with constructs of strategy implementation; employee training ( $r = .710, p < 0.01$ ), organizational structure ( $r = .693, p < 0.01$ ) and organizational culture ( $r = .434, p < 0.01$ ). As shown in Table 4.6, the results implies that strategy implementation constructs; employee training, organizational structure and organizational culture influences performance of Embu County Government.

#### **4.9.2 Regression Analysis**

In addition, the researcher conducted a multiple regression analysis to test effect of strategy implementation constructs on performance of Embu County. The study applied the statistical package for social sciences (SPSS V 21) to code, enter and analyze the data using multiple liner model.

**Table 4.8: Model Summary, Anova and Regression Coefficients**

<b>Model Summary</b>					
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Standard Error of the Estimate</b>	
1	0.923	0.852	0.789	0.6273	
<b>Anova</b>					
<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
Regression	0.003	7	0.001	3.867	0.015
Residual	0.068	182	0.021		
Total	0.071	189			
<b>Regression Coefficients</b>					
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients B</b>	<b>T</b>	<b>Sig</b>
	Beta	Standard Error			
Constant	1.234	1.2235	-	1.515	0.000
Employee Training (ET)	0.687	0.1032	0.152	4.223	0.000
Organizational Structure (OS)	0.652	0.3425	0.154	3.424	0.000
Organizational Culture (OC)	0.639	0.1937	0.163	3.147	0.000

Source: Research Data, (2018).

As shown in Table 4.8, independent factors that were studied explained only 78.9% of strategy implementation on performance of Embu County. Performance of Embu County was represented by the adjusted  $R^2$ . This therefore meant that other factors not included in this study contributed to 21.1% performance of Embu County Government. From Table 4.8, the processed data, the F statistics was 3.867 with p-values = 0.015 less or equal to 0.05 indicating the model was significant for further statistical analysis.

As shown in Table 4.8, coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Performance of Embu County Government.) that is explained by all the four independent variables (employee training, organizational structure and organizational culture).

Multiple regression analysis was conducted to determine the effect of strategy implementation constructs on performance of Embu County Government with the three variables of the study.

Therefore, the final regression model was:

$$P= 1.234+ 0.687ET+ 0.652OS+ 0.639 OC.$$

According to the regression equation established, taking all factors into account (employee training, organizational structure and organizational culture) constant at zero, performance of Embu County will 1.234. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in employee training organizational structure and organizational culture will lead to performance of Embu County, Kenya with magnitudes of 0.687, 0.652 and 0.639 At 5% level of significance and 95% level of confidence, strategy implementation constructs (employee training, organizational structure and organizational culture) had a 0.000 level of significance and this indicates that there was a positive statistical significant effect between strategy implementation constructs selected in the study on performance of Embu County Government. The study established that employee training had a positive effect on performance of Embu County Government.

However, Embu county Government was not was not fully dedicated to encouraging team spirit, allowing employees to plan how to implement strategic initiatives, encouraging creativity and innovativeness during strategy implementation process are aspects that led to poor performance. Moreover, Embu county Government was not was not fully dedicated to equipping employees with skills and knowledge, and that some employees did not understand the policies of the Embu County Government. The findings were consistent with the study by Mbaka and Mugambi (2014), who established that lack of capabilities, skills and enthusiasm to drive strategy implementation led to poor strategy implementation in the Kenya water sector. A study by Konzi (2012), noted that lack of adequate funds for training led to poor performance in the manufacturing firms in Tanzania.

The study established that Embu county Government had rigid organizational structure which was not did not encourage employee involvement in decision making, bottom up approach of communication and flexibility during strategy implementation led to poor performance. Lack of an open door culture was an aspect that led tp poor performance of Embu County Government. The findings were consistent with study done by KIPPRA, (2013) which established that organizational culture was a key determinant of strategy implementation.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the study findings as per the study objectives, conclusions based on the study findings and recommendations which are based on both the study findings and other relevant literature considered necessary and vital to be used in future to improve the study situation.

#### **5.2 Summary of Findings**

The general objective of the study was to establish the effect of strategy implementation on performance of Embu County; Kenya. The second objective was to determine the effect of organization structure on performance of Embu County Government and the third objective was to establish the effect of organizational culture on performance of Embu County Government. Primary data was collected using semi-structured questionnaire with likert scale type of measurement. Pearson product moment was used to test the correlations effect between the variables. Multiple regression model was used to test the effect of each independent variable on the dependent variable.

### **5.2.1 Employee Training**

The study established that employee training had a positive effect on the performance of Embu County Government. Though the study revealed that employee training had a positive effect on the performance Embu County Government little emphasize was put by the County to develop employee competencies due to financial constraints. Sponsorships and training budgets were not prioritized in various ministries thus affecting overall performance of the County.

### **5.2.2 Organizational Structure**

The study found that organizational structure did moderately affect the performance of Embu County Government. However, the study pointed out that effective strategy implementation was hindered by rigidity of the County to give employees freedom to make independent decisions. Further the study found out that delegation and bottom up communication were rare practices in various ministries of the County and this contributed to underperformance of the County in general.

### **5.2.3 Organizational Culture**

The study established that organization culture did moderately affect performance of Embu County Government. The study identified that commonality of ideologies among workers, norms, team work and positive attitude contributed to performance of the County in terms of efficiency, effectiveness, employee motivation, stakeholder confidence and customer satisfaction. However, it was pointed out that there was a difference in culture from context to another based on the top leadership and organizational code of conduct.



### **5.3 Conclusion of the study**

The study concludes that even though employee training had a significant influence on performance of Embu County Government, inappropriate employee skills and inadequate employee support in terms of education sponsorships and customized training were are issues of concern to be addressed.

Despite the fact that organization organizational structure had an influence on performance of Embu County Government, the study concludes issues of employee performance was attributed to the inability of the top leadership to engage involve employees in decisions making process, provide timely feedback on the progress of projects implemented and emphasize on top down communication approach. Inability of the leaders to encourage teamwork through open door culture also was attributed to deteriorating performance of the Embu County Government.

Even though organizational culture was had a significant moderate effect on performance of the County, to some extent it was observed that non-performance of the County was attributed to lack of commonalities in ideologies among workers and inability of the top leadership to embrace accountability and transparency. Further, it emerged that employees were not committed to perform their duties effectively due to issues of inappropriate compensation and poor working conditions.

#### **5.4 Recommendations**

The following are some of the recommendations if implemented can lead to a successful strategy implementation in Embu County Government.

The management should train its employees to equip them with the right skills so that they are able to cope up with the new roles of strategy implementation and acquire capabilities and right attitude to drive through the strategy implementation process.

The management should develop a new organizational structure which is aligned to the organizational strategy. The management should align its own organizational structure to what the strategy is calling for in order to enhance effectiveness of communication and coordination during the implementation process. This can be done by adoption of decentralized organization structures which encourages employee participation with clear lines of communication to boost employee's performance and sustain organizational competitiveness. Moreover, since organization culture was found to affect performance, the study recommends organizational culture be strongly reinforced as a practice that influences employee behavior at work and improves the overall performance.

#### **5.5 Suggestion for further research**

Other studies should be extended to other sectors such as State owned corporations to examine whether findings are replicated. Comparative studies should be conducted to unfold emerging issues under-performance of County Governments in Kenya.

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## **APPENDICES**

### **Appendix 1: Introductory Letter**

**Christine Nkatha  
P.O. Box 43844 -00100  
Kenyatta University  
D53/EMB/PT/28733/14**

#### **TO WHOM IT MAY CONCERN**

**Dear Respondent,**

#### **REF: MASTER OF BUSINESS ADMINISTRATION PROJECT**

I am a student pursuing a postgraduate degree in Business Administration of Kenyatta University. As a requirement of the program, am required to carry out a research study on: *“Strategy Implementation on the Performance of Embu County Government in Kenya.*

I hope that the findings of this study would lead to beneficial recommendation on the competitiveness of County Governments in Kenya. Information given will be treated with utmost good faith and confidentiality.

The final Report will be submitted to your organization on request for policy making.

**Yours sincerely,  
Christine Nkatha  
Tel NO: 0721 803561**

## Appendix 2: Questionnaire for Employees of Embu County Government

### SECTION A: DEMOGRAPHIC CHARACTERISTICS

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Please supply the required data by filling in the blanks where space is provided or by ticking [] against the most appropriate answer.

1. Indicate your Position \_\_\_\_\_(Optional)

2. Indicate your academic level?

a) 0-Level

b) A-Level

c) Diploma

d) Degree

e) Postgraduate

3. Indicate your gender

a) Male

b) Female

4. Indicate Years of Service

a) 25 Years and Below

b) 26-35 Years

c) 36-45 Years

d) 46 Years and Above

5. Does your Department have implement strategies formulated?

Yes

No

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SECTION B: EMPLOYEE TRAINING AND ORGANIZATION PERFORMANCE

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PART A: EMPLOYEE TRAINING AND PERFORMANCE

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6. Indicate your level of agreement or disagreement with the following statements relating to the influence of employee training on performance of the County (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree).

Statements	1	2	3	4	5
a) Employees have team spirit during strategy implementation					
b) Employees have the ability to plan on how to implement strategic initiatives					
c) Employees have good communication during strategy implementation					
d) Employees are creative and innovative when implementing strategies					
e) Employees are provided with relevant training during strategy implementation					
f) Employees share information during strategy implementation					

7. How else does employee training influence performance of the County Government?

.....  
 .....

**PART B: ORGANIZATION STRUCTURE AND PERFORMANCE**

8. Indicate your level of agreement with the following statements relating to the influence of organization structure on performance of the County Government (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree).

Statements	1	2	3	4	5
a) My County gives employees an opportunity to make independent decisions during strategy implementation					
b) The structure of my County is flexible to changes during strategy implementation					
c) The structure of my County facilitates communication among workers during strategy implementation					
d) The structure of my County enhances coordination and team work during strategy implementation					
e) The structure advocates for top down and bottom up approach of communication					

9. How else does organization structure influence performance of the County Government?

.....

.....

**PART C: ORGANIZATION CULTURE AND PERFORMANCE**

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10. Indicate your level of agreement with the following statements relating to the influence of organization culture on performance of the County Government (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree).

Statements	1	2	3	4	5
a) Managers create maximum awareness during strategy implementation to all workers					
b) Employees of the County have a positive attitude towards objectives formulated					
c) Employees have a common ideology on how to implement new policies					
d) Managers involve employees during strategy implementation					
e) Managers encourage open door culture of sharing information during strategy implementation					
f) There is interpersonal relations between top and lower level employees					
g) Managers ensure there is appropriate mechanisms of communication during change implementation to minimize change resistance					

11. How else does organization culture influence performance of the County Government?

.....  
 .....

**SECTION D: ORGANIZATION PERFORMANCE INDICATORS**

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12. Indicate your level of agreement with the following statements relating to performance of the County Government (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

Performance Indicators	1	2	3	4	5
a) Strategy implementation enhances efficiency and effectiveness of the County Departments					
b) Strategy implementation promotes employee teamwork in the County					
c) Strategy implementation enhances change implementation					
d) Strategy implementation enhances stakeholder satisfaction					
e) Strategy implementation promote creativity of employees working in the County					
f) Strategy implementation enhances employee motivation					