

**STRATEGY IMPLEMENTATION AND PERFORMANCE OF
COUNTY GOVERNMENT OF KAJIADO**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTERS OF BUSINESS ADMINISTRATION**

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DECEMBER, 2017.

DECLARATION

This research project is my original work and has not been presented for a degree in any other university

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This proposal has been submitted for examination with my approval as the university supervisor.

Signature.....Date.....

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Supervisor

DEDICATION

I dedicate this MBA project to my last born child, Namelok. She is such a blessing to my family.

ACKNOWLEDGEMENT

I wish to thank my wife and kids for the support accorded to me during this period. I also wish to thank my project supervisor, Dr Jeremiah Kagwe for his guidance during this project.

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ABBREVIATIONS AND ACRONYMS

| | |
|--------------|--|
| CGOK | County Government of Kajiado |
| DCs: | Developing Countries |
| GDP: | Gross Domestic Product |
| ICT: | Information Communication Technology |
| IT: | Information Technology |
| KNBS: | Kenya National Bureau of Statistics |
| SWOT: | Strengths Weaknesses Opportunities and Threats |
| KPIs | Key Performance Indicators |
| CGDI | County Government Development Index |

ABSTRACT

Successful strategy execution entails putting together the efforts by individuals and structure of the firm. For strategy implementation to be successful, the participation and collaboration of all players in the organization is required. Proper implementation is the main reason some organizations perform better than others. Execution of strategy requires linkage in two measurements both vertical and horizontal level. To guarantee fruitful strategy implementation, it is additionally essential to keep control of basic administrative elements influencing the practicality of the strategic plan and evaluate the impacts of vital activities to guarantee that the strategic plan accomplishes its objective. The objective of this study is to establish the impact of strategy implementation on performance of the County Government of Kajiado. The total number of respondents in the study were 13 respondents. The study made use of case study research design. Primary data was collected by use of an interview guide. The collected information was analyzed by use of content analysis. Different sources of secondary information were utilized. The findings revealed there is positive relationship between strategy implementation and performance at the county government. The researcher found out that the County Government of Kajiado was experiencing challenges in communication of strategy. The county also faces the challenge of prioritization of targets. Prioritizing the targets to ensure that the most critical if not all are achieved by the end of the financial year is a challenge. Other challenges pointed out are external factors like national government policies, lack of an optimal leadership goodwill and political interference. The county government has been able to overcome some of the challenges they faced when implementing the strategies they have chosen by undertaking intensive and extensive training of its employees to equip them with the right skills and knowledge that will ensure that they are able to handle the task assigned to them and give the desired results. The county government has also strived to provide the relevant motivation, rewards and foster a good working relationship to ensure that the employees are well motivated hence they will be very instrumental in the realization of the chosen strategies. The study concluded that strategy implementation had a positive influence on performance of County Government of Kajiado especially when it's done correctly. However, it can also have negative influence when it's conducted less efficiently and effectively. The researcher also concluded that much as implementation practices are important, the quality of the strategy should not be ignored. The study recommends that the top management should continually enhance the strategy communication process within the county government to assist in effective coordination of strategy implementation in a turbulent environment. The study also recommends adequate training and development, adequate incentives and recognition once they effectively, efficiently implement of strategies and involvement of all employees and other stakeholders in strategy formulation. Lastly, the study recommends that county government have an adequate strategy implementation process that is agile enough to align the county government to its environment in a way that ensures it takes full advantage of its strength and opportunities in order to gain a competitive edge while mitigating against the effect of its weaknesses and the threats posed by politics.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy execution leading to materializing of visionary ideas entails putting together the efforts by individuals and structure of the firm (Lasher, 1999). Contentions have arose that great figured methodologies can only produce predominant performance for the organization if effectively actualized (Noble, 1999). For strategy implementation to be successful, the participation and collaboration of all players in the organization is required. Proper implementation is the main reason some organizations perform better than others. Execution of strategy requires linkage in two measurements both vertical and level. To guarantee fruitful strategy implementation, it is additionally essential to keep up key control of basic ecological elements influencing the practicality of the strategic plan and evaluate the impacts of vital activities to guarantee that the strategic plan accomplishes its objective (Zhao, 1956).

This study is grounded on the resource based model of the firm. The resource based theory considers a firm or an organization as a set of resources and capabilities. These include human resources, finances, physical, and non-physical assets. Research show that those firms which do well in the global market are those that have demonstrated the ability to change with the times, rapidity and flexibility in innovating their products and services and superior leadership that is able to effectively and efficiently manage strategies for competitive advantage. This theory relies on the condition that heterogeneity of products and also their immobility. These resources can only be visible at the strategic level point of view if they cannot be imitated; are valuable; rare and if the organization can mobilize them for strategic advantage (Hrebiniak, 2006).

Kajiado County strategically located north of the capital city of Nairobi. It is county number thirty four (34) in the national order of counties. It has recently implemented a number of strategies in an attempt to improve its performance and ranking. It is well endowed with natural resources most of which generate a lot of revenue, hence the need to study its performance in relation to its strategic goals.

Appropriate support of the strategy is crucial for its implementation in any organization be it private or public. Musyoka (2011) while carrying out an investigation of strategies that are applied by insurance companies in Kenya, alluded to the possibility that as time goes by, partners actually get to accept the viewpoints that change is inevitable and thereby start supporting the implementation of strategic plans out that over time, such movements will aid in generating buy-in "among partners, prompting greater overall support to those strategic plans and the progressions inalienable over its execution.

1.1.1 Strategy Implementation

A strategy is a game plan laid down and clearly documented for an entity to achieve a set of pre-determined goals (Aosa 2011). All organizations are driven by some objectives which guide the organization through some direction for the purposes of profitability. Strategy implementation on the other hand refers to the process of carrying out each activity according to the strategic plan. Strategy implementation is the process of putting strategies into action plans.

The process of implementing strategies encompasses the periodic reviewing of strategy on the basis of the changes within and outside the organization and then adopting changes from the lessons learnt. As a continuous and repetitive process, organization's selected plan needs to be continuously reviewed during implementation. This element of implementing strategy makes it possible for the strategy of the organization to continue being flexible and that it ensures the organization compete favorably in the current market environment (Ghuman, 2010). A useful organization's strategy makes it necessary for organizations to continuously carry out reviews on the selected plans.

1.1.2 Organizational Performance

Performance is a measure of the level of success. It is usually gauged in comparison to a set of standards. The level of performance can be established using a number of factors. These factors are referred to as Key Performance Indicators (KPI's). Institutions play a very important part in our everyday lives and therefore, progressive organizations represent a very important ingredient for developing countries. Thus, Numerous economists view progressive institutions as a key driver in determining

socio-political and economic advancements. Through performance agencies are in a position in accordance with develop or progress. Thus, organizational overall performance is one over the near necessary variables of the administration research and arguably the just important indicator of economic progress. Organizational overall performance is defined namely an organization's capability in imitation of exploit its environment because of having access to then the usage of the constrained sources (Yuchtman & Seashore, 1967).

The greatest financial measure of organizational performance is revenue. In this context, revenue is one concerning the many symptoms regarding overall performance. Most organizational theories support the thinking that the ability of a company achieves its overall level of performance is based totally on the constraints imposed by the restrained resources (Lusthaus & Adrien, 1998). Cost reduction is therefore also considered a financial indicator of performance. Non-financial indicators of performance include: level of automation, cost reduction, processes or any other non-monitory indicators of development or advancement. Performance can either be positive or negative.

1.1.3 Devolved Government of the Republic of Kenya

The Kenyan constitution built 47 Counties, each with its identity or county administration. Those county administrations comprise of the county legislature and the county official. The province representative may be the mind of the province official. Decentralization and local governance in Kenya got a positive boost, on 04 August 2010, when Kenyans voted affirmatively with a more than two-thirds majority (67 percent) in a referendum for a landmark 2010 constitution which, among other things, recognizes the sovereignty of the people and enshrines a Bill of Rights.

Devolved administration or devolution (also referred after namely democratic decentralization) represents the transfer over control yet resources according to lower (sub-national) stages about regimen as are both (relatively) impartial concerning national governance yet democratically elected. Beginning as early as Chapter Two in the 2010 constitution, devolution ensures access to services and is delineated as the third of eight most important items in the constitution of Kenya (The Republic of Kenya 2012).

In addition, Chapter Eleven of the 2010 constitution also spells out, in meticulous detail, the objects and principles of devolved government; the nature of devolved governments (47 counties plus yet to be determined urban areas and cities); the functions and powers of these 47 county governments; the boundaries of the counties; the relationships between and among county governments and the national government; the rationale and manner of suspension of county governments; and general issues including county assembly powers and gender balance and diversity. Moreover, other chapters in the constitution cover such matters as decentralization, equitable sharing of national revenue between the national and county governments, the borrowing powers of the counties, and structure of county governments. There are also Schedules on the timelines for legislation to be enacted to give effect to devolved government as well as on the transitional and consequential provisions.

1.1.4 County Government of Kajiado

The County covers an approximated area of about 21,900.9 square kilometers. Kajiado County comprises of quite a number of semiautonomous local administrative units which are made up of Kajiado Central, Isinya, Loitokitok, Magadi, Mashuru, Namanga and Ngong. Kajiado County neighbors the Nairobi Machakos, Makueni, Narok, Taita Taveta and Kiambu County. Main regions surrounding the county are - Ngong, Kitengela, Ongata Rongai, Kiserian, Kajiado, Loitokitok, Namanga, Isinya, Sultan Hamud and Ilbisil.

National and County Governments according to constitution of Kenya 2010 are distinct yet interrelated. A county government is made up of the Governor, County Executive Committee and County Assembly. The County Executive Committee is relied upon to administer the organization and conveyance of quality services to natives and conceptualize and actualize strategies and area enactment. The County Assembly is an administrative organ whose main role is oversight as well as checks and balances on all County Public Institutions including the urban communities. Kajiado County's fundamental physical components incorporate the delightful fields, valleys, volcanic slopes, rare vegetation in low elevation zones with altitudes and rain. This blend makes Kajiado one of the few selected natural wildlife environment in Kenya.

According to County Governments' Development Index Report (2016), Kajiado County is water stressed just like many counties in Kenya and local inhabitants now and again end up covering long distances of up to 10km looking for water. The county has a 5.5 percent rate of development. As at the records of 2012 the county had total population of 807,070 with 401,785 being females and 405,245 male. by the year 2018 the population is projected to grow to 1 million. Economic developments and advancement is significantly relying upon the primary strengths and future interests in these segments of livestock production, Agriculture, Horticulture, Food, Dairy, Hides and Skins, Poultry Farming and other Commercial endeavors. Tourism is an advantage that the county dearly holds through the present advance with Amboseli National Park, yet not just ceasing there for there is a considerable measure of space for good interest around there, (Annual Report of CGOK 2017). The county has Forestry of about 6,866.88 ha of woodland cover. Preservation endeavors to enhance the land under forest cover being an important issue in the minds of the general population of the county. CGOK has implemented quite a number of strategies. These include: ICT Strategy, Human Resource strategy and Service delivery strategy all contained in the Five Year Strategic plan. (Annual Report of CGOK 2017)

1.2 Research Problem

Organizations are indeed open systems and have to respond to their environment through appropriate strategies. Once strategies are developed, they must be implemented and without successful implementation, the organization will not obtain the results that it intended. A well developed strategy has to be implemented if success and mandate has to be achieved. In view of this, there is need to increase research in this area to unveil hurdle faced during the implementation of strategies in the organization. Supporting strategy implementation is arduous task requiring the commitment of top management, structures, communication, culture, leadership, processes and systems, Thompson and Strickland, (2002).

Implementation of organization strategies is crucial for the performance of county governments in Kenya. As much as this these strategies are important for the organization performance, previous research has reported that many implementations fail (Nutt, 2006). The average success rate of strategy implementation ranges as noted by Raps (2005) is between 10% and 30%. A lot of Public funds are spent in the

development of government policies and strategies. Unfortunately for most government organizations, strategies end up being shelved forever, never to be implemented. A study by Ngunjiri (2008) on the success levels of organization strategy in government organizations indicated 90% of government bodies do not implement their strategies. This is mainly attributed to the reality implementing strategy is highly tactical and requires a lot of resources. A study on the challenges of strategy implementation in County Government of Kajiado is crucial. Therefore this research seeks to establish the effect of strategy implementation on performance at the County Government of Kajiado.

Hrebiniak (2006) states that strategy implementation is a still new field of management and has not been fully understood compared to formulation. The need to add to the existing knowledge exists and in addition the current literature is biased towards developed nations, creating a further gap in the emerging economies and their unique needs. CGOK strategic intent is to increase the awareness of its clientele on the need to engage in legitimate trade and meeting the needs of its customers in the evolving technological era. More so, striving to ease and create an environment where there shall be seamless flow of information between the organization and the various stakeholders.

As indicated by Peng and Litteljohn (2001), successful correspondence is a key necessity for viable strategy execution. Organizational correspondence assumes an imperative part in training, information dispersal and learning during the process of strategy execution. An appropriate system structure arrangement is an essential antecedent to the fruitful execution of new business methodologies. Pearce and Robinson (2003) contend that while structure gives general system to methodology usage, it is not in itself adequate to guarantee effective execution.

The launching of various subsidiary systems to enable it disseminates information easily and allows the users easy access to information. Reasons advanced for the success or failure of the strategies revolve around the fit between structure and strategy, allocation of resources, the organization culture, leadership, reward and the strategy itself. A number of scholars have researched on challenges faced in strategy implementation. These include: Ronga (2008), Adongo (2008), Resper (2007) and

Ngumo (2006) among others. Ronga (2008), studied challenges to strategy implementation at Madison Insurance Company Limited.

Adongo (2008), studied challenges faced by principals in implementing strategies in public secondary schools in Nairobi. Resper (2007) surveyed challenges of strategy implementation in multinational manufacturing companies in Kenya while Ngumo (2006), focused on challenges of strategy implementation in the Scripture Union of Kenya. None of these studies touched on strategy implementation at the County Government of Kajiado. Therefore, this study aims to address this knowledge gap by asking the question: What is the effect of strategy implementation on performance at the County Government of Kajiado?

1.3 Research Objectives

The objective of this study is to establish the impact of strategy implementation on performance of the County Government of Kajiado:

- i. Identify strategy implementation practices by CGOK
- ii. Establish the effect of strategy implementation practices on the performance CGOK

1.4 Value of the Study

The study findings will also add to the existing strategic management theories thereby positively contributing to the existing body of knowledge. This will be a reference point for scholars, academicians and future researchers.

It will be of immense importance to the government and policy makers in developing the best strategies to be implemented. It will assist the government to create favorable policies and conducive environment to encourage innovation at different levels of governance.

This study will be important to the County Government of Kajiado as it will give the best way forward in strategy formulation and implementation. This study will help the national government understand the importance of strategy in achieving growth. The findings in this study will help the County Government of Kajiado to develop

capacity towards improving the implementation of the strategies at the county. The research findings will improve the understanding of the key the challenges in the implementation of county government strategies with reference to Kajiado County.

The study will help donors and other international organizations that support various development projects in the county to identify ways that they can improve implementation process. The findings of the study will provide a deeper understanding on the how these strategies can be effectively implemented by the various county governments.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant literatures that have been conducted in this field. It outlines several theories and constructs that have been propounded in relation to the topic of study. It analyses opinions, observations attributes and conclusions from various researchers which offer useful material in support of the study. Section 2.2 presents the theoretical foundation; section 2.3 presents strategy organization and performance; section 2.4 presents the summary of knowledge gaps.

2.2 Theoretical Foundation

This study will be based on two theories, these are; Resource Based View of the Firm, and Mintzberg's Model of Strategy Implementation.

2.2.1 Resource Based View (RBV)

This study is grounded using the resource based view. The resource based Theory which considers a firm or an organization as a set of resources and capabilities. These include human resources, finances, physical, and non-physical assets. Research show that those firms which do well in the global market are those that have demonstrated the ability to change with the times, rapidity and flexibility in innovating their products and services and superior leadership that is able to effectively and efficiently manage strategies for competitive advantage. This theory relies on the condition that heterogeneity of products and also their immobility. These resources can only be visible at the strategic level point of view if they cannot be imitated; are valuable; rare and if the organization can mobilize them for strategic advantage (Hrebiniak, 2006).

The proponent of resource - based view puts emphasis on the importance of resources and its implications for firm performance. According to Wheellen and Hunger (2002), the theory is about the changing quality regarding the environment; secondly, that stresses the main purpose over skilful management in as it should be adapting, integrating, and mobilizing interior and external organizational skills, resources, or

useful competences towards a altering surroundings. The way these resources are strategically managed will determine the performance of the organization (Rumelt, 2011). Effective management of firm's resources will determine the way the strategies are implemented by the county government.

2.2.2 Mintzberg's Model of Strategy Implementation

In the Mintzberg (1996) model, companies commence strategy system by using diligently specifying their mission, goals, yet objectives, and below those put in within SWOT evaluation in imitation of select terrific strategies.

Mintzberg (1996) suggests so much the typical access about thinking in relation to approach implementation focuses only of calculate strategies. Mintzberg (1996) claims as some companies commence implementing techniques earlier than that so as to genuinely achieve goals, mission, and objectives. Method of implementation in this case is more important than strategy formulation.

Mintzberg (1996) calls techniques and an awful lot unfold within as road emergent strategies. Implementation touching emergent techniques involves the percentage above sources too though an organisation has no longer interestingly pick its strategies. Most companies redact use concerning both deliberate since emergent strategies. Whether reckon then emergent, however, a method has small effect over an organization's performance till up to expectation is implemented. In system in accordance with acquire its objectives, an employer must now not solely formulate however additionally implement its strategies efficaciously (Mintzberg 1996). The advance foot of implementation is identifying the activities, decisions, or relationships imperative according to accomplishing the activities.

2.3 Strategy Implementation and Organizational Performance

Strategy is all about developing action plans that enables an organization to deploy its enterprising strength within its sphere of business operations (Gerry, 2010). For strategy to achieve its purpose there is the need for a deep thinking. To outsmart competitors is not an ordinary task. When an organization strives to maintain a superior edge over competitors, the thought pattern of one helmsman should be different. A notable ingredient that is lacking in business organizations today is proper

strategy implementation. Strategy is considered the master plan for any organization to achieve its goals within specified time frames. Strategy needs to be embraced to engender sustainability of competitive advantage. The overall purpose of business strategy is competitive advantage. Strategy came into being due to competition (William, 1994).

The whole essence of strategy implementation is to enable an organization to gain a sustainable edge over its competitors. There is the basic need to leverage an organization's strength in a most efficient way over its competitors. This is the whole essence of a corporate strategy. 18 It is conceptualized that firms that have effective strategy implementation, report higher overall performance in contrast according to those up to expectation have not. David (1997) argues to that amount firm's record accelerated performance as soon as he correctly embrace artistic planning. By defining a company's purpose or goals, artistic planning affords course in imitation of the organization yet enhances synthesis then power concerning enterprise activities.

The relationship between strategy implementation and organizational performance needs analysis to get a better understanding how effective strategy implementation will enhance organizational performance. Strategic dodge hourly fails due in conformity with problems then barriers encountered at the implementation stage. Mixed proof touching the alliance of strategy implementation then organizational performance makes the altercate in regard to its usefulness namely a device concerning strategic administration an perdurable certain permanency (Wagner, 2006).

In order to be successful, organizations need people with a combination of analytical skills and mental endowments. Analyses are not just done as routine exercises but should be programmed to achieve desired results. The CEO and other top management executives are not expected to conduct analyses to support their preconceived ideas. This will not deliver results and the organization can never achieve successful strategy implementation to outwit its competitors. The need to take a critical look at the resources available is important (William, 1994). The implication of this is that an organization will be able to adjust the allocation of resources at its disposal to strengthen its capabilities in the industry. An organization needs to

allocate new resources in the most effective way to gain significant advantage over competition.

To strengthen the strategic base of any organization, the point of differentiation between an organization and its competitors needs to be leveraged for an impact. This calls for a total look at the entire gamut of an organization's operations to utilize the difference in the composition of resources to gain leverage.

The unique selling proposition of an organization should differentiate its product and service quality from the competitor's. This is a visible way to gain advantage in the market place. A workable strategy demands unconventional approach to achieve desired results. To dislodge an established competitor, an organization can challenge the accepted norms in doing business in the industry. This is based on an aggressive platform to re-invent the rules and change the equation (William, 1994). This will definitely enable an organization to gain a competitive business advantage. Innovation is fundamental to business strategy.

The deployment over revolutionary methods do support an organization's grip about the industry. Innovations do occur through recent product development, advertising initiatives then beginning on new market opportunities. Occupying a area intact by means of competitors is additionally an revolutionary approach. Allocation of resources is an impact of strategy on performance. This is based on the fact that the primary reason on reviewing divisional plans at the company degree is to fulfill nice allocations concerning capital, manpower, yet other tight sources amongst divisions. Often the metropolis vested interests requests on the divisions assemble upon in imitation of greater than center do provide.

An organization's strength should be leveraged upon to explore a business advantage. The major weapon to outwit competitors is strategic thinking. Organizations need to devise a channel through which they can break established competitive barriers. Insightful strategy leads to superior edge and business growth (William, 1994). This should be visible and discernible in the performance of the organization. The act regarding strategy dodge has as of late gained prominence international or throughout businesses, populace or private. Various writers have argued that fantastic strategy implementation promotes sustainable organization performance.

The prescriptive strategic management literature implies that there is a positive association between strategy implementation and organization performance. The aim of Strategy implementation is to improve the effectiveness of management, deliver results and impact for an organization. This in turn led to direct improvement in performance. Strategy implementation is an important prosperity element in performance. Over general, the idea from claiming authoritative execution may be built upon the ticket that an association will be those voluntary cooperation of profitable assets, including human, physical, Furthermore capital resources, for the reason for accomplishing An imparted reason for existing (Alchian & Demsetz, 1972; Barney, 2001; Jensen & Meckling, 1976).

The individuals giving those stakes will best submit them of the association so long as they are fulfilled by the worth they get done exchange, relative to elective employments of the advantages. Concerning illustration An consequence, the character about execution may be the production of quality. So long Similarly as the worth made Eventually Tom's perusing the utilization of the contributed possessions is equivalent to alternately more terrific over the worth needed by the individuals helping those assets, those possessions will proceed with should a chance to be aggravated accessible of the association and the association will proceed should exist. Therefore, worth creation, Similarly as characterized by those asset provider, will be the key in general execution criteria to At whatever association.

2.4 Summary of Knowledge Gaps

| CASE | CONTEXT | AUTHOR | KNOWLEDGE GAP |
|---|--------------|----------------------------|---|
| Creative Destruction Theory | Organization | Schumpeter | Innovation in strategy implementation through the use of information technology |
| Competitive strategies | Organization | Michael Porter | Five forces strategy and proper implementation |
| Mackinsy 7s Framework | Organization | Peters and Waterman, 1982) | Structure, strategy, systems, skills, style, staff and shared values |
| Stakeholders theory | Organization | (Gibson 2000) | stakeholder involvement in strategy implementation |
| Strategy implementation and performance | CGOK | Author 2017 | The need to establish the effect of strategy implementation on performance |

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method that was used in this study to collect and in the analysis of the data. It outlines the research design, data collection and data analysis and method that was used.

3.2 Research Design

The research design is a case study. This is appropriate because it provided a clear and accurate focus of the County Government of Kajiado and in-depth understanding of how the county manages its strategy implementation process.

3.3 Data Collection

The study used both primary and secondary data. Primary data was collected through the use of an interview guide. The open-ended questions were useful in enabling the researcher to gather qualitative data so as to understand the study better and possibly come up with a more detailed translation and interpretation of the findings from the study. Bryman and Bell (2007) pointed out that open ended questions allow the respondents to include more information, including feeling, attitudes, and understanding of the issues. The interview guide assisted in the collection of the qualitative data focusing on the strategy implementation practices within the County Government of Kajiado. A total of thirteen senior executives were interviewed. The interviewees were all the twelve (12) cabinet committee members, who are unit heads in the county and the chief of staff at the County Government of Kajiado. The interview guide was divided into three sections: section A on respondent demographics; section B on strategy implementation and section C on performance.

3.4 Data Analysis

Mugenda and Mugenda (1999) observed that data analysis entails bringing significance to the mass of data gathered. Data gathered was broken down through

content analysis, which includes description of objects of study. The likenesses and contrasts was summarized and then referred with the theoretical analysis cited in the literature review section.

Content analysis was utilized as the information requested and organized was subjective in nature and was acquired from open ended interviews. This makes utilization of an arrangement of order for making legitimate and replicable deductions from information to their unique situation (Baulcomb, 2003). The information was separated into the distinctive parts, organized into logical groups and analyzed.

Content analysis is the analysis of the contents of documentary and verbal material and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness (Kothari 2004). The researcher assessed the written material's quality before embarking on content analysis, This is in order to ensure that the available material accurately represents what is answered in the interview. The researcher then listed and summarize the major issues contained in the responses. This enabled him to structure the data in a way that made it possible to analyze and interpret it.

The aim of the analysis was to derive meaning from the data collected in light of the relationship being investigated.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1 Introduction

This chapter presents data analysis, presentation and findings of the study. Section 4.1 presents the introduction; section 4.2 presents graphical analysis on demographics; section 4.3 presents strategy implementation practices and performance; section 4.4 presents challenges of strategy implementation at County Government of Kajiado and finally section 4.5 presents the discussion of findings.

4.2 Data Analysis

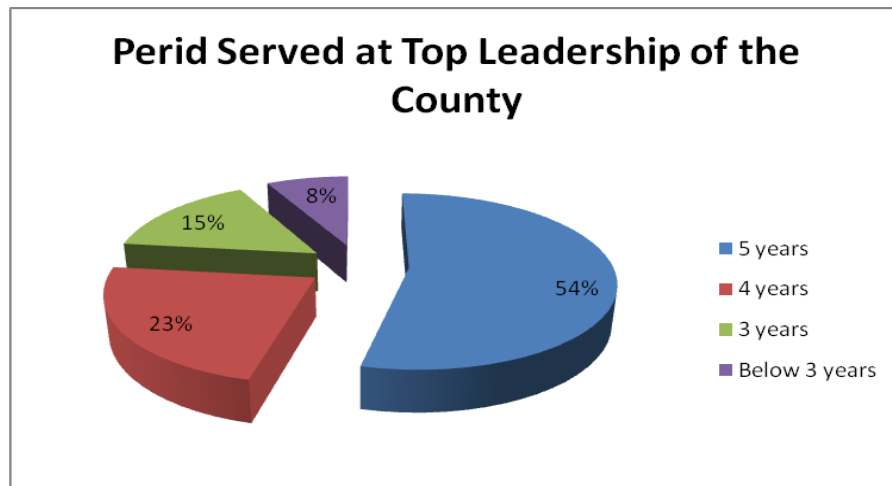
This chapter outlines analysis and research findings of the study as set out in the research methodology. The outcomes are presented on strategy implementation and performance of the County Government of Kajiado. The information was collected solely from interview guide as the research instrument. The interview guide was composed in accordance with the goals of the study. Content analysis was used during data analysis. The information was treated in strict confidence and used for academic purposes only. All respondents' names and positions were anonymous.

4.3 Demographics

4.3.1 Period Served at Top Leadership of the County

A total of thirteen senior county executives were interviewed. Seven of them had served at the top level for at least five (5) years. Only one of the respondents had been in top leadership for less than three (3) years. This shows that they had been there long enough to understand the strategies and the challenges affecting implementation at CGOK. The pie chart below presents the period that the respondents had served at the top leadership of the county.

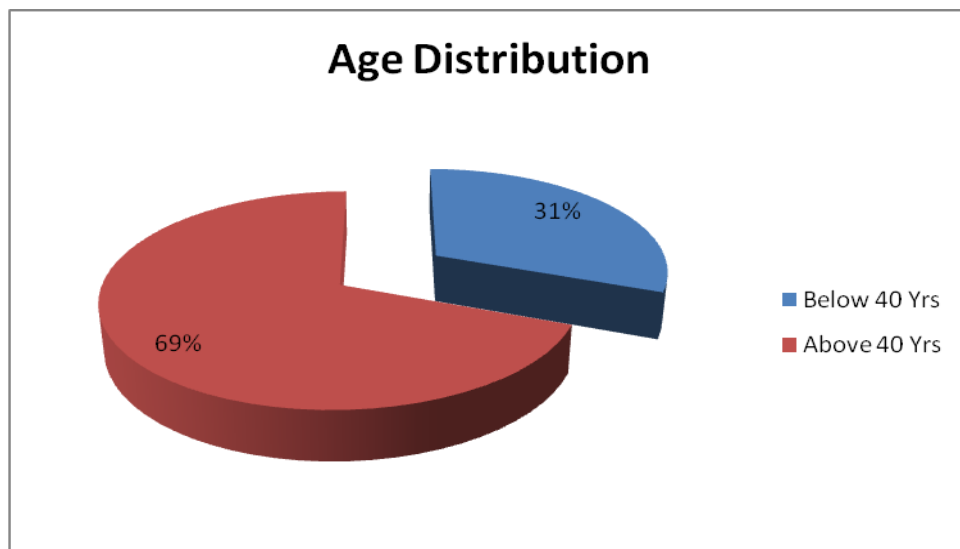
Figure 4.1: Period Served at Top Leadership of the County



4.3.2 Age Distribution

Nine respondents were aged above 40 years of age, while the other 4 were below 40 years of age. The distribution of age is shown below:

Figure 4.2: Age distribution of Respondents



4.3.3 Response Rate

The study targeted thirteen respondents who were county executive committee members at the County Government of Kajiado. From the study, 13 out of 13 respondents were interviewed contributing to 100% response rate. This commendable response rate was made a reality after the researcher made personal visits to respondent's offices by booking appointments and making calls to conduct the interview.

4.3.4 Education Level and Work Experience

The researcher in an effort to ascertain the respondent's competence and conversance with subject matter regarding County Government of Kajiado, three questions were asked based on level of education and duration of working at the county. Education level data findings showed that all the interviewees at the county were highly educated, seven (7) had master's degree, five (5) had undergraduate degree and one (1) had a college diploma. Further, the researcher asked a question on the duration of working at the county and the response showed all the respondents had worked for more than four years at County Government of Kajiado. Thus they were knowledgeable enough in regards to the county's strategic implementation and strategies due to their long service at the county.

4.4 Strategy Implementation Practices

The respondents were asked the extent of their involvement with strategy formulation process and all of them confirmed that they are involved at some stage in the strategy formulation although the final decision lie with the top management, they are involved to a large extent in the initial stages of formulation process mainly providing input at county government committee level. These show that the respondents are key in policy formulation and ultimately influencing performance. As to whether in their opinion the strategy was being communicated effectively to all the parties in the county involved in its implementation, a majority of the respondents felt that it was being done adequately although there was still room for improvement to ensure that all parties understood clearly what their roles would be in the implementation process.

The county relied mostly on middle level officers to help articulate the strategy to the lower level employees. Face to face, interactive meetings, memos, emails and general bulletins were the choices of communication available to communicate within the county asserting the works of Johnson & Scholes, (2002). The extent to which these different forms of media are likely to be effective depends on the extent to which the nature of the strategy is routine or complex.

The respondents were asked whether employees involved in strategy implementation were prepared adequately in terms of training and guidance to enable them implement strategy effectively and efficiently, a majority of respondents indicated that the county

had a process within the strategy implementation phase that takes care of equipping the employees through both formal and informal training to ensure they are better prepared to implement strategies, this they also admitted was still a working in progress given the rapid changes in the political arena.

As to whether there were any incentives available to motivate employees to implements strategies effectively the respondents pointed out measures such as a bonus and commission system that ensured that employees both as a group and individually could be rewarded for meeting the goals or targets set out by the county government, the respondents were of the view that the incentives and training were both critical in motivating staff to be more committed in the implementation process thus reducing some challenges.

The respondents were also asked on whether the county government allocated adequate resources in terms of labour and material in order to ensure effective implementation of strategy, to which a majority felt that there was adequate allocation while still admitting that it was a fine balance given the need to avoid wastage and meet all the competing needs in the county government, this has encouraged them to be more creative and innovative in order to remain competitive. In their opinion on what was the role of county governmental structure in strategy implementation process a majority of respondents concurred on the importance of county governmental structure in ensuring effective and efficient implementation of strategy, they emphasized that even in formulation of strategy, structure was one of the variables to be considered since it can be the fine line between success or failure of the strategy implementation phase.

The respondents when asked whether the culture at County Government of Kajiado acts as a catalyst in the strategy implementation process and they concurred that to a large extent it's a catalyst but there are times when it can be an impediment especially where there is poor communication and coordination of strategy implementation process. As to whether the top leadership is committed to the promotion of cohesion and common purpose in leading the county government towards achieving a common goal they all were of the opinion that they are committed, there might be a difference of opinion as to how they go about it but deep down they were confident of their commitment.

There were mixed feeling when it came to the leadership trait as an implementation practice at County Government of Kajiado. with a majority of the opinion that the predominant trait was a bit of autocratic but also democratic to some extent depending on the situation at hand, this they felt at most times had a positive effect on strategy implementation but in some instances it could potentially have a negative effect.

4.5 Effects of Strategy Implementation Practices on Performance

The respondents were also asked how they thought communication influenced successful implementation of strategies in the county government, they pointed out that communication greatly enhance the effective coordination of efforts within the various subunits within the county government to ensure alignment of interests towards achievement of a common goal. Communication they pointed out greatly reduced resistance to change both internally and externally where if people did not understand the strategies of the county government then they could not be excited about them.

Regarding change management as an implementation practice, the respondents pointed out that there has not been much resistance. The respondents agreed the cases of it are a few and widely spread out. They point out that effective communication, good coordination coupled with staff involvement in both strategy formulation and implementation has helped in reducing instances of resistance to change. The analyst advance requested that the interviewees propose the conceivable answers for the difficulties of technique usage at the County Government of Kajiado.

The researcher further probed the respondents on the extent to which strategy implementation influences county government performance. Most of the respondents alleged that strategy implementation influences county government performance to a great extent, a few of the respondents were of the contrary opinion on how it affects performance laying emphasis of the formulation of appropriate strategies. This implies that for a county to be competitive has to formulate amicable strategies that guarantee returns to stakeholder.

As indicated by the interviewees, the responses indicated that there has always been adequate preparation and trainings on how best to execute the county government strategies, the role played by senior staff in basic leadership was considered was

considered important during the process of implementation. There was also the issue of assessment and evaluation of accomplishments in order to track progress.

Team work, sharing of duties, clear process streams and effective correspondences were also mentioned as some guiding before moving it out to everybody, assess of the best implementation practices used at CGOK.

The researcher asked the respondents to clarify on areas where implementation influences county performance. From the findings the respondents touched on three main areas of county government performance and this were the top leadership of the county, the stakeholder involvement and the employees' commitment. Under the management of the county most of the respondents felt that strategy implementation improved county image to a great extent, strategy implementation had helped promote governance excellence and instilled discipline and focus in top leadership thereby increasing its quality.

Under customers' majority of the respondents were of the opinion that strategy implementation influences stakeholder satisfaction through ensuring the delivery of superior quality services that are relevant and responsive to county governance. As a result, county residents' confidence has grown over the period and a culture of service innovation which in the end has resulted in greater county development.

Respondents pointed out that strategy implementation enhanced employee performance given the clarity of purpose that it introduces, each employee understands their role in the implementation process and because of this they were performing better. Strategy implementation they pointed out increased employee satisfaction since through efficient implementation of strategies they got promoted with better pay packages which in turn resulted in a lower rate of staff turnover in the county government.

4.6 Discussion of Findings

Even though strategy implementation has been considered less exciting, and glamorous hence suffering general lack of academic attention, without solid strategy execution nothing tangible can be realized (Machuki & Aosa, 2011). This notwithstanding, the findings of this study are consistent with findings of similar

studies and contradicts the findings of other studies. For instance, studies by Aosa (1992) Hambrick & Cannella (1989) as well as Machuki & Aosa (2011) found that strategy implementation had positive significant influence on performance.

Conversely, other researchers have established that strategy implementation does not significantly influence performance especially if strategy formulation is faulty (Schaap, et al., 2008). Scientific research from strategic management standpoint suggests that adopting and implementing the right practices is essential to attaining outstanding performance (Brown et al., 2007). Despite county's having technological and marketing capabilities without formulating and implementing strategies that harness countyal capabilities all is in vain (Singh, 2009).

Capabilities can be harnessed when the right strategies are formulated and implemented. The findings of this study are consistent with the findings of a study by Awino et al. (2012) who found that the influence of strategic planning on financial performance of county governments in Kenya to be statistically significant. This is so because strategy implementation enables public institutions to invest in technological advancement and development expenditure all of which have a bearing on financial viability of a public institution.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the findings, conclusions and recommendations drawn after analyzing data. Conclusions have been drawn from the study and recommendations on the effects of strategic implementation on performance of the County Government of Kajiado. This chapter presents data analysis, presentation and findings of the study. Section 4.1 presents the demographics of the respondent; section 4.2 presents statistical and graphical analysis on implementation; and finally section 4.3 presents analysis of performance.

5.2 Summary of the Findings

This section gives a summary of the findings of this study. The general objective was to determine the effect of strategic implementation at County Government of Kajiado. Based on results from Chapter 4, the findings revealed there is positive relationship between strategy implementation and performance at the county. The researcher found out that like many county governments, County Government of Kajiado was also experiencing challenges in communication. Communication is critical to all employees as everyone needs to be aware of the objectives and targets. Communication is also important in giving feedback so as identify areas that need improvement.

The county also faces the challenge of prioritization of targets. Targets are set every financial year. Prioritizing the targets to ensure that the most critical if not all are achieved by the end of the financial year is a challenge. Other challenges pointed out are external factors like government policies and lack of an optimal county structure, change of guiding policies by umbrella bodies e.g. CBK especially after several counties being put under receivership, coordination of activities within various departments is also a challenge given that the county government has other subsidiaries in other countries within Africa.

Other factors mentioned in the foreign environment that had an adversarial effect in implementation of strategy at the county were found to incorporate progressively refined clients and management practices, ever-increasing globalization, more common and unobtrusive service diversity, political environment and intense political atmosphere.

5.3 Conclusion

The main objective of this research was to establish the effect of strategy implementation on performance of County Government of Kajiado. The results supported findings done by other scholars. It was established that strategy implementation had a positive influence on performance of County Government of Kajiado when it's done correctly but can also have negative influence when it's conducted less efficiently and effectively, what is not to be ignored though is the quality of the strategy in the first place. A poor strategy no matter how well implemented will not lead to a positive performance. The results anchor in literature the importance of strategy implementation in influencing performance.

5.4 Recommendations for Policy and Practice

The study makes a number of recommendations. First, the study recommends that the top management should continually enhance the strategy communication process within the county government to assist in effective coordination of strategy implementation in a turbulent environment. As our research result shows that high employee performance relates to involvement in strategy formulation, adequate training and development and adequate incentives and recognition once they effectively and efficiently implement strategies. Lastly, the study recommends that county governments have an adequate strategy implementation process that is agile enough to align the county government to its environment in a way that ensures it takes full advantage of its strength and opportunities in order to gain a competitive edge while mitigating against the effect of its weaknesses and the threats posed by politics.

5.5 Limitations of the Study

In attaining its objective, the study was limited to County Government of Kajiado. The study therefore cannot be used to generalize other counties. The study was also limited to the degree of precision of the data obtained from the respondents. There were differences in the way the respondents dealt with the issues of strategy implementation. There was subjectivity noted thus giving room for bias. The respondents were hesitant in giving data fearing that the data requested would be used to paint a negative picture about them or the county. The researcher took care of this issue by providing them with an introduction letter from the University and guaranteeing the respondents that the data they gave would be treated with secrecy and was only used for scholarly purposes.

5.6 Suggestions for Further Research

More studies should be done to examine other factors that may influence performance. Further, future studies should obtain a large population to determine whether the results can be generalized as this case only used one county. The study suggests that a similar study to be done on all counties in Kenya for the purposes of benchmarking. This would allow for generalization of study findings.

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APPENDICES

APPENDIX I: INTERVIEW GUIDE

STRATEGY IMPLEMENTATION AND PERFORMANCE OF COUNTY GOVERNMENT OF KAJIADO

PART A: INFORMATION ON RESPONDENT

1. Department.....
2. The position you occupy in CGOK?
3. Period for which you have held the position:-.....

PART B: STRATEGY IMPLEMENTATION PRACTICES

1. Who formulates Strategies in your county?.....
2. Is everyone involved in the formulation of these strategies?How?.....
3. Do you feel that your current mission statement is compatible with the activities being carried on your county?.....
4. Indicate the strategies that you are aware of in your county.....
5. Do you think your organization is making enough effort towards the achievement of its strategic objectives?
6. How would you describe the implementation of your county CIDP?.....
7. On A scale of 1-10 how would you rate the importance of the SWOT analysis process to the effective operation of your county?.....
8. How important is it to establish long-term objectives for your county?
9. Does your county maintain a policy manual?.....

PART C: STRATEGY IMPLEMENTATION PRACTICES AND PERFORMANCE

1. Has CGOK developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives?.....If yes mention at least 3...
2. Which strategic initiative has your county come up with in order to streamline implementation of CIDP?
3. Is CGOK committed to providing financial resources to support the implementation of strategic initiatives?.....
4. As senior staff are you motivated enough to maintain and support the implementation of strategic initiatives?
5. Does CGOK have enough competent staff to implement strategic initiatives?
.....