

**INFLUENCE OF INTERNAL FACTORS ON STRATEGY
IMPLEMENTATION IN MACHAKOS COUNTY GOVERNMENT, KENYA**

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Award of Degree of Master of Business Administration in Strategic
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DECLARATION AND APPROVAL

Student Declaration

I understand that plagiarism is an offence and I therefore declare that this research project is my original work and has not been presented to any other institution for any award.

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This research project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This work is dedicated to my two sons, Lawrence and Levi, who have been impacted in every way by this journey. Thank you very much. My love for you is indescribable.

ACKNOWLEDGEMENT

I praise God for guiding me through this project. Dr. Sedina Misango, my supervisor, deserves credit for her constructive criticism, support, and patience in reading, revising, rereading, and polishing this work.

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ABBREVIATIONS AND ACRONYMS

CEO	:	Chief Executive Officer
CIDP	:	County Integrated Development Plan
KIPPRA	:	Kenya Institute for Public Policy Research and analysis
LPC	:	Least Preferred Coworker
RBV	:	Resource based view theory
SPSS	:	Statistical package for social sciences
TI	:	Transparency International
VRIN	:	Valuable,Rare, Imitable,Non-Substitutable

DEFINITION OF TERMS

Internal factors:	anything under the control of the company whether tangible or intangible.
Strategy:	direction of organization over the long term which matches its resources to its changing environment.
Strategy Implementation:	process of putting the chosen strategy into action, putting strategic controls and monitoring the progress so as to achieve organizational goals
Leadership Skills:	method of persuading others to accomplish a goal and leading an organization in a way that makes it cohesive and coherent (Northouse, 2007)
Employee Involvement:	indicates that employees are involved in decision-making and problem-solving in the workplace.
Employee training:	a program that provides employees with specific knowledge and skills to improve performance in current job roles
Resource allocation:	The practice of allocating and managing assets in a way that helps an organization achieve its strategic objectives.

ABSTRACT

The study's goal was to determine the influence of internal factors on strategy implementation in Machakos County Government. The following four objectives guided the research: to determine the impact of leadership skills on strategy implementation, to determine the impact of employee training on strategy implementation, to determine the impact of resource allocation on strategy implementation, and to investigate the impact of employee involvement on strategy implementation. The literature review was divided into theoretical framework and empirical framework. The contingency theory of leadership and resource-based view theory influenced the theoretical framework. Empirical literature was reviewed on leadership skills, resource allocation, employee training and employee involvement all against strategy implementation. The research project used a descriptive approach, allowing the researcher to conduct an in-depth investigation into the methods that influence ethical behavior. The study was done at Machakos County with the target population being employees of Machakos County government and a sample size of 196 employees. SPSS was used to analyze the data received from the respondents, and the results were presented in the form of tables and figures in percentages for easy interpretation and observation. The findings on the impact of leadership abilities on strategy implementation revealed that there was a strong association between in-place leadership and subordinates, with a p-value of 0.000. The study also discovered that: Employee training is critical to strategy implementation (p-0.025); Resource allocation is critical to strategy execution (p-0.031). The majority of those polled agreed that management should always include them in strategy execution (p-0.00). Management played a crucial role in strategy execution, according to the findings on the impact of leadership abilities on strategy implementation. The study discovered that county governments are not guided by any explicit federal policy requirements when it comes to strategic implementation, and that most individuals in charge of strategy implementation lack strategic formulation skills and knowledge making them unable to provide effective leadership to the process. As a result, the study suggests the following: county governments should ensure that the human resources aspects of selection, training, performance appraisal and compensation by the county government are done well. County governments should look for ways of getting finances and not just relying on the allocation from the national government. Instead of having a top- bottom decision making as indicated by most respondents the county governments should adopt a multi-dimensional way of communicating strategy. A similar analysis in Kenya's devolved governments should be conducted using other parameters not included in this study.

CHAPTER ONE

1.0 INTRODUCTION

The backdrop of the study, the statement of the problem, the study's objectives, the research questions, the study's importance, the study's constraints, the study's scope, and the study's assumptions are all covered in this chapter.

1.1 Background of the Study

According to Thompson and Strickland (2008) a Strategy is the long-term course that an organization takes to align its resources with its changing environment. In his study on obstacles to effective strategy implementation Hrebiniak (2008) defines The process of putting a chosen strategy into action, putting strategic controls in place, and evaluating progress in order to achieve corporate goals is referred to as strategy implementation. Unlike strategy creation, strategy execution is regarded as an art rather than a science. (Noble, 2009). The way strategies are crafted and implemented determines whether an organization may succeed, survive or die (Kihara, 2016). Implementing an effective strategy throughout the organization is more difficult than Formulating it (Hrebiniak, 2008). Mailu (2018) suggests reasons why Strategy implementation is considered as less glamorous than strategy formulation; leadership disregard plan of action implementation because they expect that anyone will execute it; people frequently mix it up because they do not know what it entails. There are just a few conceptual models of plan of action exercise, which makes it difficult for corporations to implement their strategies.

According to a survey by Allio (2005), 57 percent of organizations are not able to implement strategies effectively. Strategy implementation is one of the biggest management challenges facing many forms of organizations (Chinese white paper on strategy implementation, 2006). The white paper survey further indicated that 83 percent of surveyed organizations did not put into action their strategies effectively. Of all the stages of strategic planning process, strategy implementation is the most demanding and time consuming since it involves collecting resources, motivating employees, establishing supportive culture and creating a supportive compensation scheme (Thompson & Strickland, 2008). Researchers have discovered several issues with strategy implementation, including weak administration roles in implementation, a lack of proper dissemination on the strategies to be implemented, a lack of commitment to the strategy by both management and employees, ignorance or

misunderstanding of the plan of action, unaligned organizational systems and resources, weak arrangement and share ability, and a lack of commitment to the strategy by both management and employees. (Beer and Eisenstat, 2010). Globally, organizations are experiencing environmental dynamics such as development of new products, development of new technology, increasing competition, changing customer needs, economic fluctuations, social changes and globalization (Kivuva, 2015). This way then, organizations must formulate and implement effective strategies to counter these dynamics

Kenyan Constitution (2010) led to formation of national Government and County Governments hence some of the functions which were previously done by the central Government were devolved to the County Governments. This constitutional change called for appropriate strategic interventions by County Governments so as to align themselves with the environment in which they operate (Kilonzi, 2014). County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans are among the essential plans that the County Government Act of 2012 specifies as necessary and that each County is expected to create. These plans are linked since they deal with various aspects of growth, which is what the annual budgets look for to be dependent on. In their planning, county governments combine economic, physical, social, environmental, and spatial planning. To comply with the statute of public participation, the devolved government is required to involve non-state players in its planning procedures. While there are numerous advantages to a favorable conclusion of devolution, there is also a significant risk associated with this favorable outcome. The purpose of this study is to determine the impact of internal factors on strategy implementation in Kenya's Machakos County Government.

1.1.1 Internal Factors Affecting Strategy Implementation

Outside of simply scanning and assessing the external environment for possibilities and risks, strategic managers must look within the organization to identify internal essential variables that improve their back-and-forth rivalry (Tolbert & Hall, 2009). The internal atmosphere can be controlled and managed through planning (and includes factors such as current workers, operating arrangements, and organizational culture) (Kibera, Munyoki & Njuguna, 2014).

According to Wheelen and Hunger (2012), an institution's internal environment consists of variables that exist within the organization itself and are not within the immediate control of

senior management for the most part: Structure of the administration, organizational culture, financial, physical, and human resources, Leadership Skills, Employee Involvement, and Employee Training are just a few examples.

The act of guiding a group of people or an organization is known as leadership. Leaders in organization are responsible in ensuring strategies are effectively communicated in the organization (Abass ,2017). Lack of assurance from top leadership affects plan of action exercise in an organization because it draws in the management of an organization supply mental preparedness and union to a group accompanying a prevalent mission. This suggests that the key to effective leadership is influencing a reciprocal relationship between the leader and the follower while attempting to fulfill one's responsibilities (Sababu, 2007). Lack of commitment by organizational leaders impacts strategy implementation because it entails managing the organization so as to provide the employees with a common purpose. The success or failure of strategy execution is determined by the sort of leadership in an organization. The leadership style can either be democratic or laissez-faire or autocratic style. For successful strategy implementation, leaders should motivate employees during strategy execution (Wheelen & Hunger 2012).

An organizational resource can be defined as a capacity, an asset, a process, a skill, or a person's understanding that occurs within the institution's control. If it gives the company a competitive edge, it is considered an administrative strength. They include human resources, as well as financial, physical, and technological resources. Because most institutions fail to implement plans of action due to a lack of resources, successful strategy implementation necessitates sufficient resources (Abass, 2017). Resource distribution is a crucial management action that allows policies to be carried out. The financial, human, and technological resources of most institutions are all limited. Favoritism, tribalism, administrative politics, and a lack of preparedness and administrative skills among managers are all factors that obstruct realistic resource distribution (Pearce ,2011).

Employee involvement, according to Sofijanova and Chatleska (2013), comprises a process of engrossing and enabling people to provide their feedback for the greatest individual and organizational performance. It refers to the activities and procedures made to entice personnel

to join a project with a shared purpose. Employees are more motivated, devoted, productive, and satisfied with their work as a result of this. Employee engagement (individually or in teams), empowerment, and self-governed teams are the three basic types of involvement. Rotich and Odero, (2016) define employee training as the process of identifying, relieving doubt, and developing, through planned special interests, the person's understanding, and abilities that employees need to help them perform their current and future tasks in state agencies for the most part attainable.

1.1.2 Strategy Implementation

Hrebiniak (2008) defines strategy implementation as the process of setting the chosen strategy into action, putting strategic controls and monitoring the progress so as to achieve organizational goals. Strategy implementation involves converting a strategy into action and it is said to be triumphant if the organization achieves its goals and expected monetary and non-monetary performance. Strategy implementation entails managing activities such as motivation, compensation, management appraisal and control activities. Implementing an effective strategy the whole of the organization is more difficult than formulating it (Hrebiniak, 2008). Strategy implementation is seen as an art rather than a science (Noble, 2009). Until it's implemented, a strategy has no effect on an organization. Strategy implementation is interested with translating a plan into an action throughout an organization.

Strategy implementation entails two main phases that is operationalization and institutionalization of strategy. Operationalization of a strategy has to do with making a strategy ready for action or operational hence making it ready for execution. Breaking down long-term corporate goals into functional short-term goals, developing an administrative plan of action, and creating individual deed plans to achieve the objectives are all part of strategy operationalization. When operationalizing a strategy, responsibilities are assigned to specific people, strategy supportive budgets put in place and employees aligned to strategy. Strategy institutionalization involves developing organizational capability that will support the new strategy (Arshad, 2012).

1.2 Statement of the Problem

Devolved government was introduced in Kenya in 2013 with the goal of bringing service delivery closer to people in the most effective and efficient way possible. Despite the crucial

role that county governments play in strategic planning, they are unable to effectively implement the plan of action (Abass ,2017). Although county governments generate innovative strategic plans, few are able to successfully implement them. According to some studies, firms fail to implement up to 70% of their strategic plans (Obiga, 2014). The shift from plans to reality, or, to put it another way, the relationship between strategy and execution, is complicated. According to the literature, good strategy implementation is difficult to achieve for six main reasons. (Pearce, 2011). These include persistent pressure from people with vested interests for better appropriateness, increased complexity of organizations, difficult challenge faced by executives, low levels of participation of many managers across all functions at an early stage of executing strategy, difficulty securing the necessary possessions to execute strategy, and executives knowing more about strategizing. (Hrebiniak, 2008). The county Government of Machakos is one example of a devolved government system with a strategic plan in place but has not fully implemented the plans that are well laid down in paper. As a result, functions that are well drawn out in the county integrated development plan continue to suffer and service delivery has remained inadequately attended to.

A number of studies on strategy implementation have been conducted in Kenya, including Arumonyang (2009)'s survey of strategy implementation challenges facing regional development authorities in Kenya, Patrick (2009)'s study of challenges of strategy implementation at Kenya Wildlife Service, and Martha (2010)'s study of challenges of strategy implementation at Kenya's Ministry of Road and Public Works. Awino (2012) also conducted a survey of the problems faced by Mumias Sugar Company in implementing the Differentiation strategy. None of the research on strategy implementation appear to have looked into the impact of internal factors on strategy implementation in the new devolved structure. These research, for the most part, focused on a different framework and concept than the current study. Given the importance of strategy implementation, this study intended to fill the vacuum by investigating the impact of internal factors on strategy implementation in the Machakos County Government in Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The study's overall goal was to investigate the impact of internal factors on strategy execution in Kenya's Machakos County Government.

1.3.2 Specific Objectives

The study was guided by the following specific objectives: -

- i. To find out the role of leadership skills on strategy implementation in Machakos County Government.
- ii. To establish the influence of employee training on strategy implementation at Machakos County Government.
- iii. To determine the influence of resource allocation on strategy implementation Machakos County Government.
- iv. To examine the influence of employee involvement on strategy implementation Machakos County Government.

1.4 Research Questions

The goal of the study was to find answers to the following research questions: : -.

- i. What is the role of leadership skills on strategy implementation in Machakos County Government?
- ii. Does employee training influence strategy implementation at Machakos County Government?
- iii. What is the influence of resource allocation on strategy implementation in Machakos County Government?
- iv. Does employee involvement influence strategy implementation in Machakos County Government?

1.5 Significance of the study

The study's findings educated the national government, county governments, and the general public about the importance of strategic implementation. The study findings served as a valuable point of reference for policymakers at both the national and county levels. The study also gave them insight into the obstacles that are preventing county governments from implementing strategic plans. The findings of this study can be used by policymakers to provide solutions to the issues that county governments have in implementing strategic plans.

Future research on internal determinants and the implementation of strategic plans by county governments will use the findings as a point of reference. The literature will be useful for academic research because it will be used as a point of reference and empirical reference by diverse researchers. Furthermore, the research will add to the corpus of information about county government administration in Kenya, Africa, and around the world.

1.6 Limitations of the study

The scope of this investigation was limited, to the Machakos County Government and the researcher studied a limited number of variables (four variables). The researcher faced a variety of challenges including factors to do with confidentiality and reluctance of respondents to participate in the study.

The researcher nevertheless noted that counties being similar devolved units depict similar strategies and implement strategy the same irrespective of their location. The researcher ensured that the information provided by the respondents was kept private and confidential for the sake of secrecy. Due to the respondents' hesitation to engage in the study, the researcher utilized an introductory letter from the university to reassure them that the study was exclusively for educational purposes.

1.7 Scope of the study

The location of the study was Machakos County Government which is about 56km west of Kenya's capital city, Nairobi. Machakos County Government is headquartered at Machakos Town. The study investigated the influence of internal factors on strategic implementation in Machakos County Government, Kenya and specifically focusing on influence of leadership skills, employee training, resource allocation, employee involvement on strategy implementation in Machakos County Government.

1.8 Assumptions of the study

The study was conducted with the following assumptions: -

Respondents gave factual information when filling out the questionnaire as they were expected to be honest when answering questions. All respondents given the questionnaire were literate and able to read, understand, and answer the questions on the questionnaire.

Respondents were willing to take part in the study by filling out questionnaires and providing the information needed.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter addresses the theoretical framework and reviews literature on concept of internal factors and strategy implementation. It also reviews literature on leadership skills and strategy implementation, resource allocation and strategy implementation, employee training and strategy implementation, employee involvement and strategy implementation and finally looks at conceptual frame work.

2.1 Theoretical Framework

The following theories guided the research:

2.1.1 Contingency Theory of Leadership

Fred Fiedler established the Contingency Theory of Leadership in 1958 while researching the effectiveness of leaders in group contexts (Fiedler, n.d). Fiedler believed that one's ability to lead was determined by their command of the circumstances and the manner in which they were guided. Unlike the Situational Theory of Leadership, a person who guides effectiveness is bound by the leader's style, which must match the position rather than adapt to it (Fiedler, n.d). This viewpoint holds that styles are set in stone and cannot be altered (Gupta, 2009). A leader's attributes and leadership style are most effective when they are matched to the situation and environment (Gupta, 2009).

The purpose of the Contingency Theory is to match the leader's style with a compatible circumstance, rather than having the leader adapt to the situation (Gupta, 2009). To get the most of this notion, it's crucial to figure out what kind of leadership style a person has (Gupta, 2009). The Least Preferred Coworker Scale (LPC) is used to accomplish this (Gupta, 2009). The LPC is a set of questions aimed to determine what type of employee a leader would prefer to work with, and so reveals the leader's personality (Gupta, 2009). Using LPC, Fiedler's Contingency Model tries to match the leader's style to the scenario where they would thrive (Gupta, 2009). High LPC Score– people-oriented leader with high personal skills who focuses on relationships with others to complete tasks (Fiedler's, n.d.). Low LPC Score– task-oriented leader who achieves goals by task attention and positional power (Fiedler's, n.d.).

When task-oriented leaders have a lot of power and the task structure is well-defined, they are most effective (Gupta, 2009). When the degrees of relationship between themselves and

followers are at their highest, people or relation-oriented leaders perform at their best (Gupta, 2009). After determining the leader's style, Fiedler's Model recommends determining the best situation for the leader, also known as "situational favorableness" (Fiedler's Contingency Model, n.d.). In the contingency theory, a situation is defined by three factors: Leader-Member Relationship- how the leader interacts with employees (Gupta, 2009), Task Structure- how the leader sets up tasks (Fiedler's Contingency Model, n. (Gupta, 2009), Positional Power- the amount of power a leader has over followers (Gupta, 2009).

These three variables come together to determine whether a leader's style is effective or ineffective. Success is predicted if the three factors fit the leader's style (Gupta, 2009). It's crucial to keep in mind that the contrary can also occur. When a leader is placed in a scenario that is diametrically opposed to his or her preferred work structure, member relationship, or amount of power, failure is inevitable (Gupta, 2009). The three contingency circumstance elements have less of an impact on task-oriented leaders with low LPCs than on people-oriented leaders with high LPCs (Fiedler's, n.d.). Finding the proper job or position for someone can be more precisely performed by using the LPC results to determine their leadership style and assessing their desired leader-member relation, task structure, and positional authority (Fiedler's Contingency Model, n.d.).

The Contingency theory can be used to construct organizational leadership profiles in which specific leadership types can be matched to scenarios that have proved to be successful (Gupta, 2009). Companies can determine what type of individual would be a good fit for each position in the firm whenever one becomes available. This idea also helps to lower the expectations of leaders by focusing on finding a match for the situation (Gupta, 2009). Despite its complexity, this theory is quite beneficial in matching professionals to the correct settings and choosing the best candidate for a position (Gupta, 2009). Machakos County will benefit from the contingency theory in connecting professionals to the correct conditions and choosing the best individual for the job.

2.1.2 Resource Based View Theory

Barney came up with the RBV theory (1991). According to Pfeffer, the RBV vision of the firm is intended to offer a firm a competitive advantage over its competitors (2003). Resources, according to Pfeffer (2003), are tangible or intangible inputs into the production

process. Tangible resources are manageable and straightforward to locate and assess. Capital, factories, machines, raw materials, and land are examples of financial and physical assets that are defined and valued in a company's financial statement. Intangible resources are more difficult to quantify, analyze, and transfer than tangible resources. Skills, knowledge, relationships, motivation, culture, technology, and competencies are just a few of them. Daft (2010) stated that “intangibles are imbedded in physical assets (e.g. knowledge in physical assets) and in labour (e.g. tacit knowledge) leading to considerable interaction between tangible and intangible assets in the creation of value.” Daft (2010) emphasizes that not all are equally important or have the ability to provide a source of long-term competitive advantage. Ownership of a company's specific resources provides a long-term competitive advantage.

Resources has four characteristics, each of which is symbolized by the abbreviation VRIN, according to Barney (2001). The resources must be valued (V), rare (R), one-of-a-kind (I), and non-substitutable (N) (N). In a firm's environment, valuable resources can be employed to exploit opportunities and/or eliminate dangers. Rare resources are restricted in supply and are not evenly distributed across the firm's current potential competitors. Inimitability relates to how difficult it is for other firms to duplicate a resource, which can be attributable to a variety of causes including social complexity. The term "non-substitutability" refers to the fact that one resource cannot simply be replaced with another (or substituted) by another one, Peteraf and Bergen (2003). It's not the resource type that matters, but how it's used, according to Peteraf and Bergen (2003). Resources can have a variety of roles, allowing them to be used in a variety of situations. It is up to the management to figure out how to make the most money with the resources they have.

The Resource Based View theory will be relevant to implementation of strategies. Any effort or attempt by any organization to implement its strategies will require resources which are both tangible resources like finances, human resources and even buildings and other forms of infrastructure. At the same time intangible resources like skills come handy in the implementation of strategies.

2.2 Empirical Review

2.2.1 influence of internal factors on strategy implementation

In his study on obstacles to effective strategy implementation Hrebiniak (2008) The process of putting a chosen strategy into action, putting strategic controls in place, and evaluating progress in order to achieve corporate goals is referred to as strategy implementation. Strategy implementation involves converting a strategy into action and it is said to be successful if the organization achieves its goals and expected financial and non-financial performance. Management of activities such as incentive, compensation, management appraisal, and control are all part of strategy implementation. It is tough to develop an effective plan, but it is even more challenging to apply it throughout the business (Hrebiniak, 2008). Unlike strategy creation, strategy execution is regarded as an art rather than a science (Noble, 2009). A strategy has no impact on an organization until it is implemented. The process of putting a strategy into action across an organization is known as strategy implementation.

According to a survey by Allio (2005), 57 percent of organizations are not able to implement strategies effectively. One of the most difficult management difficulties that all types of organizations face is strategy implementation. (Chinese white paper on strategy implementation, 2006). According to the white paper survey, 83 percent of surveyed firms failed to properly implement their strategy. The most challenging and time-consuming element of the strategic planning process is strategy implementation. Collecting resources, encouraging people, generating a supporting culture, and developing a supportive remuneration plan are all part of the strategy execution process (Thompson & Strickland, 2008).

The operationalization and institutionalization of strategy are the two key steps of strategy execution. The term "operationalization" refers to the process of getting a strategy ready for action, or "operational," and hence ready for implementation. Breaking down long-term corporate goals into practical short-term goals, developing departmental strategies, and creating action plans to attain the goals are all part of strategy operationalization. When operationalizing a strategy, responsibilities are assigned to specific people, strategy supportive budgets put in place and employees aligned to strategy. Strategy institutionalization involves developing organizational capability that will support the new

strategy (Arshad, 2012). This include communicating the plan throughout the organization, aligning the strategy with the firm's culture and structure, establishing effective leadership, and implementing suitable reward structures.

In the course of implementing strategies, many challenges come up and they should be identified and managed faster so as to successfully meet organizational objectives (Wheelen & Hunger, 2012). These problems relate to structure, culture, leadership commitment, communication, resistance to change, resource allocation and power politics. Structure determines how objectives and policies are formulated and resources allocated hence change in strategy should be matched with change in organizational structures (Sababu, 2007). Structure and strategy go hand in hand therefore an inflexible structure will not implement a strategy and that organizational structure flexibility determines whether strategy implementation will be successful or not. Optimal culture reinforces an organization's mission and strategy, but various values lead to strategy implementation failure. At any one time, an organization's culture reflects the leadership style of its strategic leaders (Wheelen & Hunger, 2012). Lack of commitment by organizational leaders impacts strategy implementation because it entails managing the organization so as to provide guidance and cohesion to group of employees with a similar purpose. The type of leadership in an organization determines success of strategy implementation. For successful strategy implementation, leaders should motivate employees during strategy execution (Wheelen & Hunger 2012).

A study by Daft (2010) on strategy implementation done in the United Kingdom revealed that there is a substantial correlation between top middle and operating-level managers' agreement and plan implementation success. Strategy implementation should be preceded by identification of critical activities, decisions and relationships necessary to do the task. Strategy implementation is guided by six key administrative tasks namely setting up an organizational structure that will enhance strategy implementation, ensuring availability of adequate resources to support implementation, establishing internal support mechanisms, establishing strategy-aligned rewards and incentives, reshaping the cooperative structure to meet the strategy, and providing strategic leadership (Kihara ,2016).

Pearce (2011) accentuates that scientific research on strategic management indicates that implementing effective strategies is crucial to achieving good organizational performance. Successful strategy implementation is measured by determining if real organizational performance meets or exceeds the strategic plan's goals. A lack of organizational performance indicates a lack of strategy, implementation, or both. The effectiveness of a strategy's implementation should have a significant impact on performance in the areas where the strategy is intended to have an impact. An organization that establishes a strong link between strategies, plans and performance will attain a culture of over performance. An organization should effectively implement its strategies for performance to improve. Whether a company succeeds, survives, or dies is determined by how a plan is implemented (Kihara, 2016).

Strategic managers must go beyond their immediate surroundings by scanning and assessing the extrinsic environment for opportunities and dangers, as well as inside the organization to identify strategic elements that improve their back-and-forth rivalry (Tolbert & Hall, 2009). The internal environment can be controlled and managed to a degree by preparing and residing of components such as present workers, organizational processes, and organizational culture (Kibera, Munyoki & Njuguna, 2014). According to Wheelen and Hunger (2007), an institution's internal environment comprises of elements that occur within the organization itself and are not within the immediate control of top management, such as organizational structure, organizational culture, financial, physical, and human resources, Leadership Skills, Employee Involvement and Employee Training.

2.2.2. Influence of Leadership Skills on Strategy Implementation

Leaders in organization are mandated to ensure that strategy is effectively communicated (Abass, 2017). Lack of commitment by organizational leaders impacts strategy implementation because it entails managing the organization so as to provide the employees with a similar purpose. This suggests that the key to leadership is to influence a reciprocal relationship between the leader and the follower while seeking to achieve a common goal (Sababu, 2007).

Mutie and Irungu (2014) carried out a study on determinants of successful strategic plan implementation on the Church Commissioners of Kenya. The study involved sixty-nine members (69) of management of the organization. The research's principal findings revealed

that leadership, organizational culture, technology, and the possession of unique resources are all important factors of successful strategic plan implementation. The study also found that involving stakeholders in strategy development is important since it increases ownership of the strategic plan during execution. The report went on to say that successful Strategic Plan Implementation necessitates a combination of numerous support determinants to ensure that the planned action plan is carried out successfully.

Obiga (2014) conducted research on the “Challenges of Strategic Plan Implementation at the Nairobi County Government.” Based on the data, the study indicated that the level of management skills or Leadership Characteristics has a significant impact on Strategic Plan Implementation. Lack of top management support, slow budget approval, lack of clear individual roles, lack of alignment with the organization's strategic plan, lack of employee involvement, poor staffing level, ineffective communication during Strategic Plan Implementation, and lack of coordination of activities were among the challenges identified in the study.

Igbaekemen (2014) investigated the effects of leadership styles on organizational performance. The findings revealed that for any organization to exist, suitable leadership influence on employees must be followed, as this would aid in a better understanding of the necessity for a leadership style to be adopted in an organization. The leadership style in a company will have an impact on how the strategies are implemented. The leadership style of a company will have an impact on the organization's structure, delegation of responsibilities, decision-making authority of managers, and incentive and reward systems.

According to Awino (2012) in his study "Effect of selected variables on corporate performance," a dedicated leadership is required to properly implement a strategy. He goes on to say that any corporate strategy will be a success if the analysis and commitment originate from the corporate office, which is led by the CEO, and team members who have a holistic view of the company and its surroundings. As a result, the CEO and management team will establish the corporation's strategic goals and will bear ultimate responsibility for accomplishing them.

In his study “Effects of organizational and competitive strategy on the relationship between Human Resource Management orientation and firm performance,” Mulube (2009) noted that democratic leadership is always emphasized in most Kenyan organizations, which entails optimizing group members' participation as well as decision-making empowerment. In order to improve the implementation of a strategy plan, it is necessary to examine variables that will entice leadership to motivate their personnel. Waititu (2016) investigated the association between strategy implementation and commercial bank performance in Kenya. Commercial banks that invested in innovation, good communication, and inspirational leadership achieved high levels of strategic implementation performance, according to the findings of the study.

2.2.3. Influence of Employee Training on Strategy Implementation

Human resources are increasingly becoming a vital success component in the implementation of strategy (Rotich & Odero, 2016). In order to facilitate strategy implementation, it is recommended that the planned strategy and the specific personality profile of the implementers be aligned. Rotich and Odero, (2016) in their study on factors influencing strategy implementation on the performance of commercial banks in Kenya, a case of co-operative bank of Kenya they came to the conclusion that strategy implementation is influenced by training. Training was aimed to improve employee performance by enhancing individuals' ability to perform, according to the study, as well as generating and sharing an organizational purpose. Employees are upskilled and their talents are expanded through training and development programs. It was discovered that employee training had a considerable impact on plan implementation, which resulted in increased organizational performance, according to the study.

Abass, (2017) in his study on the relationship between strategy implementation and performance in county governments of Kenya: A case study of Wajir County government deduced that training on strategic implementation had a significance and positive relationship to organizational performance. They urged that county government personnel be given the necessary skills and expertise by their managers in order to execute strategies successfully.

2.2.4 Influence of Resource Allocation on Strategy Implementation

The distribution of resources is critical to the success of a strategy implementation. Effective resource allocation is hindered by tribalism, nepotism, organizational politics lack of training and managerial skills among managers (Pearce, 2011). Power and politics also shape strategy

implementation process. Bad politics can make resources to be distributed to departments instead of rational needs. Without effective strategy implementation, an organization cannot achieve anything tangible. Without crafting strategies that exploit organizational capabilities all is futile even if an organization has marketing and technological capabilities.

Adequate resources are required for successful strategy implementation. Failure of most organizations in strategy implementation is because of limited resources (Abass, 2017). Resource allocation is the key management activity that enables to carry out policy implementation. Financial, physical, human, and technological resources is what most institutions resources revolve on. Nepotism, tribalism, organizational politics, and a lack of training and managerial abilities among managers are some of the issues that obstruct logical resource allocation.. (Pearce , 2011).

David (2009) asserts that implementing a strategy without the organization's resources is impossible. The researcher further noted Organizations contain at least four sorts of resources: financial, physical, human, and technical, all of which can be employed to meet the organization's goals. Human resource aspects play an important role in the development and execution of strategic plans (Thompson & Martin, 2010). A resource fit test should be undertaken to establish whether a firm's resource strengths match the resource requirements of its current needs. Each sort of resource needed should be established while determining the numerous tasks required to achieve any essential plan. Each level in charge of a component of the strategic plan must have the resources necessary to complete its mission (Kagumu, 2018).

Kibicho (2015) conducted research on the factors that influence the success of strategic plans implementation in Kenya's insurance industry. In this study the researcher had a target population of 51 insurance companies operating in Kenya. The study concluded that strength of resource significantly determines the success of strategic plan implementation among insurance companies in Kenya. Abuya (2011), did a study of challenges of Implementation of Strategic Plans at Action Aid Kenya and discovered that implementing strategic plans can be difficult due to a lack of resources. In addition to sufficient allocation of material resources to support successful execution, the use of resources as a "strategic weapon" to gain competitive advantage is required. Action Aid had a big plan, but it was impossible to carry out since it

required more resources than were available. According to the analysis, a lack of resources hampered the ability to completely implement the strategy plan.

Mailu (2018) did a study on Strategy implementation and organizational performance in the pharmaceutical industry in Kenya. According to the findings, strategy implementation has a significant impact on organizational performance. It was also revealed that having adequate resources aided strategy implementation greatly; the study indicated that organizational resources are a vital component in determining the effectiveness of the entire strategy implementation process. As a result, he encouraged pharmaceutical company executives to balance resource allocation and even increase funding for plan execution divisions.

The resources, talents, and competences of a company enable the creation of long-term competitive advantages. The basic premise is that firms' strategies are based on varied and idiosyncratic resources. When tactics are successful in harnessing these resources, competitive advantages are gained (Kibicho, 2015). One of the most common causes of plan implementation failure is insufficient resource allocation.

Resources by themselves are unable to function successfully. Resources are used not only as inputs to productive processes, but also as service providers. According to David (2009), even if a firm has a large amount of resources, it will not have a competitive edge if it lacks resource exploitation capabilities. Capabilities are a company's abilities to use all of its resources to get the greatest results (Pearce, 2011). Companies that operate poorly are unable to bundle and deploy their resources in innovative ways to provide value to their customers. As markets collide, emerge, divide, evolve, and expire, new resource configurations are inevitable. Capabilities provide a long-term competitive advantage as well as long-term performance. As markets collide, emerge, divide, evolve, and expire, new resource configurations are inevitable. Capabilities provide a long-term competitive advantage as well as long-term performance. The disparities in performance are explained by how organizations put their resources together differently.

According to Watson (2006), organizations that wish to achieve their long-term goals plan their work and work their plan. Organizations must be rigorous in defining and executing direction if they are to realize their strategy and long-term goal. Policy deployment is the

term for this procedure. How strategy gets from vision to implementation in the workplace is defined by collaboration and connects with management tools such as management review and performance self-assessment. In policy rollout, the approach of merging strategy design, measurement, and operations management is employed. This method connects an organization's strategy to its operations and human processes.

Policy deployment, according to Watson (2006), is a process that aligns people's behaviors in order to harmonize the actions of each department in order to provide corporate value for customers. The bottom line is that the most effective approach for a firm to achieve its goals is for all employees to grasp the strategic direction it has chosen and to participate in the method of achieving those goals. Employees should be able to measure and monitor their processes to ensure that they are improving and that any gaps in the strategic goals are closed. According to Kibicho (2015), Establishing the structure of the business, assigning resources, providing information and decision-making procedures, and managing human resources, which covers areas such as the reward system, leadership approaches, and personnel, are all part of strategy execution.

2.2.5 Influence of Employee Involvement on Strategy Implementation

Employee participation is a method of involving and empowering employees in order for them to contribute to the best potential individual and organizational performance (Sofijanova and Chatleska ,2013). Employee involvement can take the form of decision-making and problem-solving, as well as more autonomy in work operations. As a result, employees are more motivated, dedicated, productive, and satisfied with their work. The three essential elements of involvement are employee engagement (individually or in teams), empowerment, and self-managed teams. Employee engagement is a management program that allows employees to voice their issues about their jobs and participate in managerial decisions. The management, on the other hand, reserves the right to control. Employee participation allows the company to obtain a better understanding of how it runs and where it can make changes that will benefit both the company and its employees (Sofijanova & Chatleska, 2013).

Staff participation in strategic choices is critical in Employees are expected to be directly involved in strategy implementation in every organization (Wairimu &Theuri,2014).

According to Johnson and Scholes (2006), all employees should be involved in decision-making throughout the business for the planning process to become part of organizational reality. Employees may not be able to own a plan that has been produced only by senior management without their input according to Henry (2008). Employee participation in strategy execution, according to Kivuva (2015), delivers significant organizational benefits. In order to gain a competitive edge in a dynamic business environment, managers must engage and include employees in strategic decisions and effectively guide through issues. Employees play a critical role in strategy execution since they are the engine that drives productivity and success.

Employee involvement, unlike top-down management, takes advantage of people's ability to improve procedures. In order to achieve desired results when executing strategies, it is necessary to ensure that staff are highly motivated, engaged, and empowered. Employees at all levels benefit from continual training, skill development, professional enrichment, and mentoring in a participatory managed work environment. As a result, smooth implementation of organizational strategies in a welcoming environment is ensured. Employees should be directly involved in organizational strategic decision-making. As a result, employees will have a greater understanding of what it means to them personally and what their role in strategic planning entails. The strategic planning process is usually organized in the form of task forces, which are groups of people assigned to work on a certain strategic issue for a set period of time, includes strategy creation and strategy implementation (Johnson & Scholes, 2006). During the strategy design and implementation phase, Henry (2008) believes it is critical that everyone in the organization understands where it is heading and how it will get there.

Kibicho (2015) contends that during strategy formulation, for information, most organizations consult only a few members. As a result, businesses gradually realized that this approach was incorrect. Firm executives tended to ignore, halfheartedly support, or even undercut initiatives they weren't a part of and couldn't grasp or accept because they had limited influence over the final strategy. Some more astute businesses began to recognize the value of involving senior executives in the creation of strategy, especially those who would be responsible for carrying it out. According to Kohtamaki, Kraus, Makela, and Ronkko (2012) Participatory strategic planning improves employee comprehension and it clarifies

why tactics are implemented and develops a sense of common purpose by defining the company's mission and strategic goals. It has been asserted and proved that defining and explaining strategies, as well as involving individuals in the strategic planning process, promotes employee commitment to strategy execution. Increased employee commitment allows for faster strategy execution and, as a result, better strategy-environment fit and, as a result, improved firm performance.

Employees can target their learning to support the company's strategic aims through organizational learning. Companies with superior learning capacities are better equipped to adapt to changes in the business environment and, as a result, perform better. (Kohtamaki et al.,2012). Employee involvement occurred when senior management (decision makers) made a strategic decision, according to a study by Al-Kandi, Asutay, and Dixon (2013) on three strategic cases. Individuals who implement the plan (implementers) were also definitely involved in this process, and their number is likely larger than those who made the decision. As a result, in addition to participating, their initial responsibility is to map out and build the project's strategic plan, which includes roles, responsibilities, goals, and objectives. The process of involving all managers and implementers at all levels of the company is viewed as a fundamental component of the implementation process, and it is critical for successful implementation (Al-Kandi, Asutay& Dixon, 2013).

Top management, interest groups, and managers inside the business may collaborate as a consequence of actual employee involvement to decide how to implement the strategic choice, allowing the focus to be centered on effective implementation and reducing potential conflicts and resistance to change. When combined with other initiatives such as promotion and rewards, the involvement of managers and their staff in strategic decision-making, as well as their provision of an explanation as to why it has been made an entire process, would highlight the desired outcomes of the strategic decision, in that implementers would be more likely to achieve them if they work together as a team.

Managers must be involved at all levels of the organization and remain focused throughout the implementation process (Al-Kandi, Asutay& Dixon, 2013). The strategy implementation process should excite departments and individuals inside an organization: involving people and developing a compelling reward structure will aid strategy implementation.

2.3 Conceptual Framework

The relationship between independent variables and the dependent variable is depicted in the conceptual framework

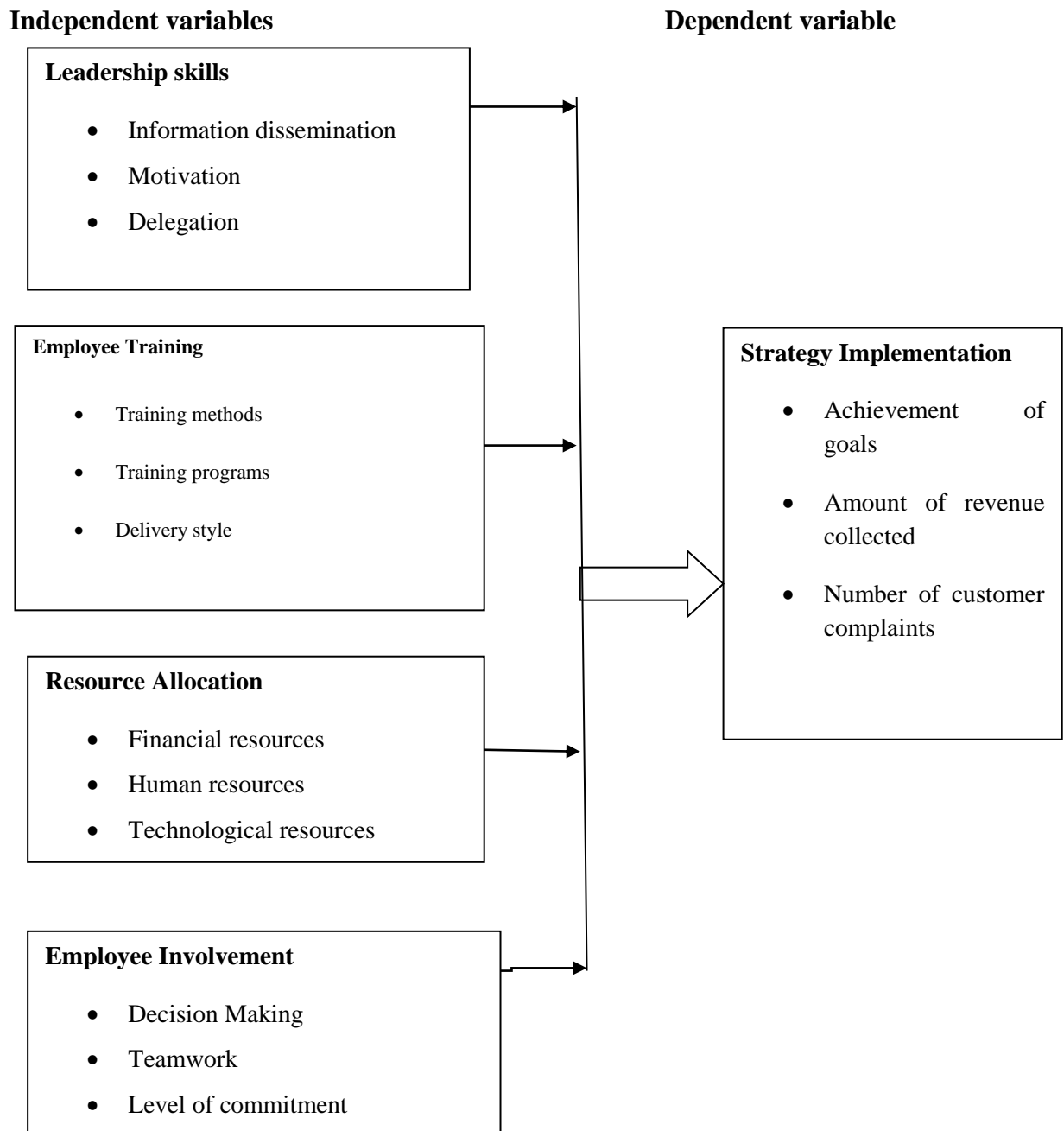


Fig 2.1: Conceptual Framework.

Source: Author, 2021

2.4 Summary and Research Gaps

Kibicho (2015) conducted research into the Determinants of Strategic Plan Implementation in Kenyan Insurance Companies. The only four predicted determinants evaluated were management competence, resource strength, corporate culture, and innovation. However, the study's findings demonstrated that top management commitment, resource planning, and communication were all found to having a significant impact on the strategic plan's implementation success among Kenyan insurance firms. The researcher suggested that a study be conducted on the Determinants of Strategic Plan Implementation in Public Institutions. County governments are public institutions and hence this study attempted to fill that knowledge gap.

Mbaka and Mugambi, (2014), carried out a study on factors affecting successful Implementation of Strategic Plans in the water sector in Kenya. Involving employees in the Implementation of Strategic Plans process, engaging employees through frequent updates, providing adequate resources, aligning the organization structure with the new strategy, proper structures, clear and well-developed strategies, and motivation were some of the recommendations that, if implemented, would ensure successful strategy implementation. The researchers concluded that the subject of Implementation of Strategic Plans studies should not only be on state-owned corporations but also on public run institutions. However, they identified a research gap where studies should be carried out on the same factors on other public institutions covering more other sectors and therefore the need for this study.

Keraro and Isoe (2015) conducted research on Good Governance and Enhancement of Effective Service Delivery for Accelerated Economic Development of Kenyan Counties. The study's purpose was to figure out how effective governance structures may help Kenyan counties improve service delivery and hence their social and economic growth. For effective and efficient management of county institutions, county governments should embrace lean management structures as they embrace strategic management methods for sustained economic growth and service delivery, according to the report. Furthermore, the study proposed that Kenyan County Governments focus on identify important governance structure orientations that align with their numerous objectives for better utilization and maximum benefit from their diverse local possibilities and resources. Finally, in their pursuit of social economic development, counties should embrace governance structures characterized by reduced internal bureaucracy, a balance of centralization and decentralization, and a shift

away from rigid orientations toward more flexible governance structural systems that promote accountability, according to the paper. The researchers discovered a gap in the execution of policies by county governments, among others, which this study aimed to remedy.

Kagumu (2018) undertook a study to assess the factors that influence county governments in Kenya's central region to adopt strategic plans. The only four hypothesized drivers evaluated were organizational culture, leadership qualities, organizational resources, and organizational structure. According to the open-ended responses to the study's open-ended questions, there were other elements that influenced County Governments in Kenya's implementation of strategic plans. As a result, the researcher suggested that a similar study be conducted using the other characteristics that were not included in his research. Therefore, this research will study other factors such as leadership skills, employee training, resource allocation and employee involvement since they were not used in the empirical reviews,

Several studies have been done and the researchers recommended that a study be done on public institutions in Kenya using factors which affect strategy implementation which had not been used in the studies done by the above researchers. This study aims to close a research gap in this area.

CHAPTER THREE

3.0 METHODOLOGY

The research design, study location, study population, sampling technique and sample size, research instruments, data collection procedure, validity, reliability, data analysis, and ethical considerations are all covered in this chapter.

3.1 Research Design

According to Kothari (2014), a research design is a blueprint for how the study will be carried out. The research design for this study was a cross-sectional survey. A cross-sectional survey research design, according to Kothari (2014), is the systematic collection of data from a sample of respondents with the goal of understanding and/or forecasting some characteristics of the behavior of the population of interest. He goes on to say that a cross-sectional survey research strategy involves a large number of people and uses an unbiased sample to characterize demographic characteristics. It entails using questionnaires and, in certain cases, interview guidelines, as well as extrapolating the sample size's results to the entire population. In this study, the researcher sought to investigate influence of internal factors on strategy implementation in Machakos county government, Kenya using a cross sectional survey research design this provided the researcher with the comparative information to ascertain whether strategy implementation is ongoing in the different sectors of Machakos county government.

3.2 Population of the Study

According to Sekaran (2010), population refers to the complete group of individuals or phenomena that the researcher desires to explore (2010). The study's population consisted of 1962 Machakos County Government employees. This is as a result of the fact that the staff and management are involved in implementing of strategies. These employees were drawn from the various sectors that make up the government including the sector of Public Service, Quality Management and ICT; Lands and Energy; Transport, Roads, Public Works and Housing; Water and Irrigation; Trade, Economic Planning and Industrialization; Decentralized Units, Urban areas and Municipalities; Education, Skills Training and Social Welfare; Tourism, Sports and Culture; Agriculture and Cooperatives Development; Public Service Board, Executives and Finance and Revenue as shown in Table 3.1.

Table 3.1: Study population

Sectors	Population size	Percentage
Public Service, quality management &, ICT	37	1.9
Lands & Energy	52	2.7
Transport, Roads, Public Works and Housing	165	8.4
Water & Irrigation	135	6.9
Trade, Economic Planning and Industrialization	42	2.1
Decentralized Units, Urban areas and Municipalities	418	21.3
Education, skills training and Social Welfare	143	7.3
Tourism, Sports and Culture	74	3.8
Agriculture, & cooperatives development	313	16.0
Public service board	26	1.3
Executives	97	4.9
Finance and revenue collection	460	23.4
Total	1962	100%

Source: The County Government of Machakos, 2019

3.3.1 Sampling technique

A stratified sampling strategy was used in this investigation. Individual elements can be randomly picked from a diverse population by stratifying it into a number of unique categories or strata of independent subpopulations. (Mugenda and Mugenda, 2008). The study stratified the population into different departments within Machakos County Government. According to Kothari (2014) Stratified sampling guarantees a more representative sample is obtained from a reasonably homogeneous population and offers more precise estimates of overall population parameters. By giving some control over variation, stratification intended to lower standard error.

A proportionate sampling approach was used to create the sample. In proportionate stratification, the sample size of each stratum is proportional to the population size of the stratum. This meant that each stratum's sampling fractions were the same (Kothari, 2014). When values within strata are uniform, precision gains are greatest, and those benefits accrue to all survey measures. A proportionate stratified sample of the same size has the same precision as a simple random sample of the same size.

3.3.2 Sample Size

Individual elements can be randomly picked from a diverse population by stratifying it into a number of unique categories or strata of independent subpopulations. (Kothari, 2014). Treating each department as strata a random sample of 10% (196 employees) was drawn from the 1962 employees, in the 12 departments as shown below. With the target population being 1962, which is relatively large in view of pertinent resources, the study took a sample size of 10% as proposed by Mugenda and Mugenda (2008) who argue that a 30% sample size is adequate for relatively small population sizes and 10% for relatively large ones. Using the various departments provided the researcher with the comparative information to ascertain whether strategy implementation is ongoing in the different sectors of Machakos county government.

Table 3.2. Sample Size

Sectors	Population size	Sample size	Percentage
Public Service, quality management &, ICT	37	4	10
Lands & Energy	52	5	10
Transport, Roads, Public Works and Housing	165	16	10
Water & Irrigation	135	14	10
Trade, Economic Planning and Industrialization	42	4	10
Decentralized Units, Urban areas and Municipalities	418	42	10
Education, skills training and Social Welfare	143	14	10
Tourism, Sports and Culture	74	7	10
Agriculture, & cooperatives development	313	31	10
Public service board	26	3	10
Executives	97	10	10
Finance and revenue collection	460	46	10
Total	1962	196	10%

Source: The County Government of Machakos, 2019

3.4 Data Collection Instrument

Data was collected using a total of 196 questionnaires. A questionnaire is a collection of questions used to collect data from respondents. The researcher employed both structured and

unstructured enquiries to gather data for this investigation. Closed or structured questions are intended to save time for respondents and deliver decisive answers. Structured questions, according to Cooper and Schindler (2011), need obtaining as much information as feasible from the restricted space on the form. Open-ended or unstructured questions, on the other hand, are intended to ensure that respondents' feelings are respected and that additional explanations are provided. As a result, the questionnaires were left unstructured to allow the researcher to gather as much information, ideas, opinions, and thoughts from the respondents as possible. Furthermore, unstructured questions enabled responders to provide a detailed response without feeling compelled to provide any information. Because respondents respond to the same standardized questions, the questionnaire approach was chosen because it provides greater uniformity across research contexts. Simultaneously, the questionnaire technique provided enough time for respondents to react to the questions, as they were given several days to complete the questionnaires. In addition, the anonymity provided by the questionnaire survey method increased the likelihood of receiving honest responses. As a result, the use of questionnaires in this research was both suitable and effective (Mugenda & Mugenda,2008).

3.5 Data Collection Procedure

The researcher received a letter of introduction from the university for the purpose of obtaining approval for data collection. The questionnaires were distributed to employees chosen at random by the researcher with the assistance of a research assistant, and they were collected as soon as they were complete

3.6 Piloting of Research Instruments

The pilot test was conducted to confirm that the research tool's reliability is properly implemented in the research study. Before sending the real questionnaires, the researcher conducted a pre-test of the study questionnaire to avoid responder misinterpretation, misunderstanding, and errors. Kothari (2014) and Sekaran (2010) recommend a 1% sample of the population as being suitable for statistical instrument testing. A pilot study was conducted by collecting information from 19 respondents randomly selected staff from a neighboring County Government; but this information was not used in the final analysis presentation other than to shape the research tool.

3.6.1 Validity test

According to Mugenda and Mugenda (2008), the accuracy and significance of data gathering instruments are referred to as validity. One of the most important aspects of doing a pilot study is determining the questionnaire's validity. The validity of the instrument was assessed by the supervising professor and defense panel, who confirmed its validity and obtained responses during piloting. The degree to which the questionnaire adequately characterizes the subject under examination is referred to as validity. Piloting aided the researcher in determining the validity of the instrument by distributing it to a small percentage of the real sample population to ensure relevance, comprehension, and availability of the desired information.

3.6.2 Reliability test

Reliability is the extent to which a measure tends towards consistency. This is when a measure is repeated many times; it should give similar results (Mugenda and Mugenda, 2008). The survey instrument reliability was determined using Cronbach's alpha, which is based on internal consistency. The average of the items is calculated, as well as their association. Because the average index of 0.846 above the stipulated threshold of 0.7, the reliability test confirmed that all five variables were reliable. According to Kothari (2014) Cronbach's alpha that is at 0.7 or greater shows reliability on the research instrument.

3.7 Diagnostic Tests

3.7.1 Testing for Multicollinearity between the Study Variables

When two or more predictor variables are associated, problems can occur. Heteroscedasticity is described as the effect of previous error terms on later error terms, which defies the statistical premise that error terms have a constant variance. The prediction remains unaffected, but because of the possible confounding effects of multi-collinearity, the size of the regression coefficients, their standard errors, or the associated z-tests may be misleading. according to Kahuthu (2016). Kline (2011) shows that in the presence of multi-collinearity, coefficient estimations can fluctuate unpredictably in response to tiny changes in the data. The final decision to drop an item, however, is based on a second stage in which the variance inflation factor (VIF) is used (Cooper and Shindler, 2011). By assessing the degree to which the variance has been exaggerated, the VIF detects multi collinearity. A VIF of more than ten is regarded to indicate dangerous multicollinearity.

All of the analyses included the Variance Inflation Factor (VIF), which is not a cause for concern. A VIF greater than ten, according to Sekaran and Bougie (2009), is cause for concern because it indicates the occurrence of multicollinearity among independent variables.

3.7.2 Normality Test

The variables' normality was tested using skewness and kurtosis. According to Kline (2011), if the skewness statistic is between (-3.0, 3.0) and the kurtosis statistic is between (-3.0, 3.0), univariate normality of data can be inferred (-10.0, 10.0).

3.8. Data analysis

Mugenda and Mugenda (2008), opines that Data analysis is the process of examining and deducing conclusions from data acquired in a survey or experiment. It varies depending on the research's aim, the research's complexity, and the ease with which conclusions may be obtained (Gay, 2008). Following the administration of the instruments, The information was coded, edited, and cleaned before being entered into a computer for analysis. In the data analysis, the mean and standard deviation were employed as descriptive statistics. For data analysis, the statistical software for social sciences (SPSS) version 24.0 was utilized. Correlation analysis was used to assess the strength and direction of the relationship between variables in this study, whereas regression analysis was performed to examine the relationship between independent and dependent variables. The regression model is as follows

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where

Y= Strategy Implementation

$\beta_1, \beta_2, \beta_3, \beta_4$ = The coefficients of determination of independent variables

X_1 to X_4 will indicate the different internal factors of strategy implementation to be used

X_1 = Leadership Characteristics

X_2 = Employee Training

X_3 = Resource allocation

X_4 = Employee Involvement

ϵ = Error term

α = Constant

A Likert scale is made up of four or more Likert-type items that reflect related questions, all of which are summed into a single composite score or variable. The data was coded as follows for correlation and regression analysis: 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, and 5- strongly agree. The data was categorized into two nominal groups (agree/disagree) and examined as interval data (the mean was used as the best measure of central tendency). A parametric study of ordinary averages of Likert data was performed using analysis of variance and regression.

The variables were measured as indicated in table 3.3 below

Table 3.3: Measurement of Variables

Variable	Measurement
Strategy Implementation	Interval scale
Leadership skills	Interval scale
Employee training	Interval scale
Resource Allocation	Interval scale
Employee involvement	Interval scale

3.9 Ethical Considerations

Ethical Issues are rules that govern human behavior and have a substantial impact on human welfare. It entails making a decision on what is and is not acceptable behavior (Kothari, 2007). The research was approved by the university to validate it and to show that it was carried out in compliance with established research standards and methods. The respondents were promised that the information they provided would not be shared with anybody who was not a direct participant in the study and that it would only be utilized for academic purposes.

CHAPTER FOUR

4.0 RESULTS

4.1 Introduction

The study's major goal was to identify the internal elements that influence strategy execution in Machakos County Government. This chapter covers data from four research topics in Machakos County Government: leadership styles, staff training, resource allocation, and employee involvement, as well as their impact on plan implementation. The empirical and theoretical literature covered in chapter two supports the research findings. The findings are briefly reviewed and inferences taken at the end of each study area. Summary descriptive statistics, regression and correlation analysis, and analysis of variance (ANOVA) are all reported for each study variable, along with the model fitting.

4.2 Response Rate

A total of 196 employees were studied. The response rate results are shown in Table 4.1.

Table 4.1: Response Rate

Details	Response
Questionnaires distributed	196
Questionnaires correctly filled and returned	185
Response Rate	94%

Table 4.1 reveals that 185 of the 196 questionnaires given were filled out and returned, resulting in a response rate of 94%. Researchers face a hurdle of poor response rates, which rarely exceed 50%, according to Nachmias and Nachmias (2004). They went on to explain that a response rate of 50% or more is acceptable and gives a solid basis for data analysis. According to Mugenda & Mugenda (2008), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good, and a rate of 70% or higher is remarkable. This rationale backs up Kothari's (2014) claim that a response rate of 50% is acceptable, while a response rate of more than 70% is great. The 94 percent response rate achieved by this study, according to these authors, was exceptional allowing the researcher to continue with her data analysis. This was made possible by the fact that that the researcher sought early permission from the county government management who then briefed their staff early enough and also

the researcher used the drop and pick method and therefore most of the questionnaires were returned.

4.3 Results of the Pilot Study

The questionnaires were evaluated on 19 people in the pilot study. This amounted to 10% of the total target population of 196 respondents. According to Mugenda & Mugenda (2008), the number of people who participate in the pre-test should be limited, at 1% to 10% of the target population. Furthermore, according to Hertzog (2008), a sample size of 10% of the total study sample size is sufficient if the pilot research is not meant to produce statistical estimations for the entire investigation.

Cronbach's alpha coefficients were used to evaluate the study's variables' consistency and reliability over several assessments. Cronbach's alpha is a reliability coefficient that assesses how strongly components in a set are linked. The Cronbach's Alpha Coefficient was then calculated using social science statistical techniques (SPSS) to examine how items connected amongst themselves, as indicated by Guyo (2012). Alpha scores greater than 0.7 were deemed sufficient for the study's progression.

According to Sekaran and Bougie, where Cronbach Alpha is used for reliability testing, the figure should not be less than 0.7 as a rule of thumb (2009). The Cronbach Alpha test was performed on the dependent variable, the four independent variables, and the dependent variable, as stated in Table 4.2.

Table 4.2: Reliability Analysis

Variable	Type of Variable	of Cronbach's Alpha	Number of Items
Strategy implementation	Dependent	0.800	5
Leadership skills	Independent	0.829	5
Employee training	Independent	0.813	5
Resource allocation	Independent	0.873	5
Employee involvement	Independent	0.869	5

The results in Table 4.2 shows that The most reliable factor was resource allocation (=0.873), which was followed by staff involvement (=0.869), leadership qualities (=0.829), and employee training (=0.813). The reliability test also demonstrated that all five variables were

trustworthy, since the average index of 0.846 above Mugenda and Mugenda's recommended threshold of 0.7. (2008). As a result, none of the variables were removed from the data gathering tool.

4.4 Respondents Background Information

4.4.1 Gender of the Respondents

The purpose of the study was to determine the gender of the participants. The results are depicted in Figure 4.1.

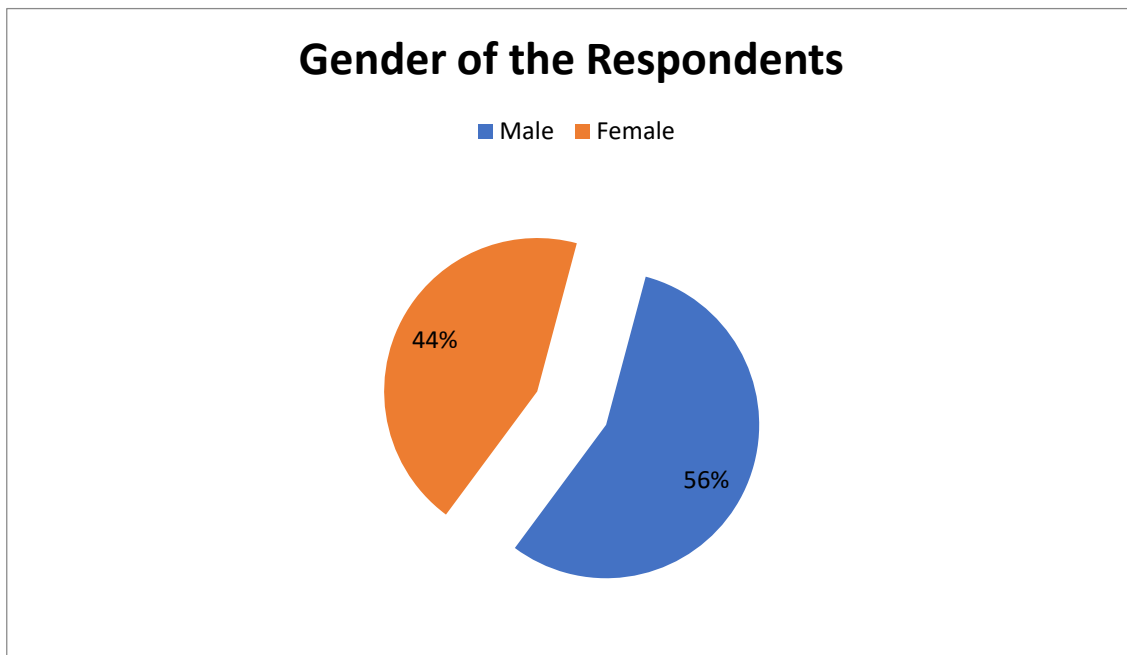


Figure 4.1: Gender of the Respondents

According to the findings, women made up 56 percent (104) of the respondents, while men made up 44 percent (81). This demonstrates that all genders were considered in the research. As a result, the research was gender sensitive.

4.4.2 Age Category of Respondents

The goal of the study was to determine the respondents' age groups. Figure 4.2 depicts the study's findings.

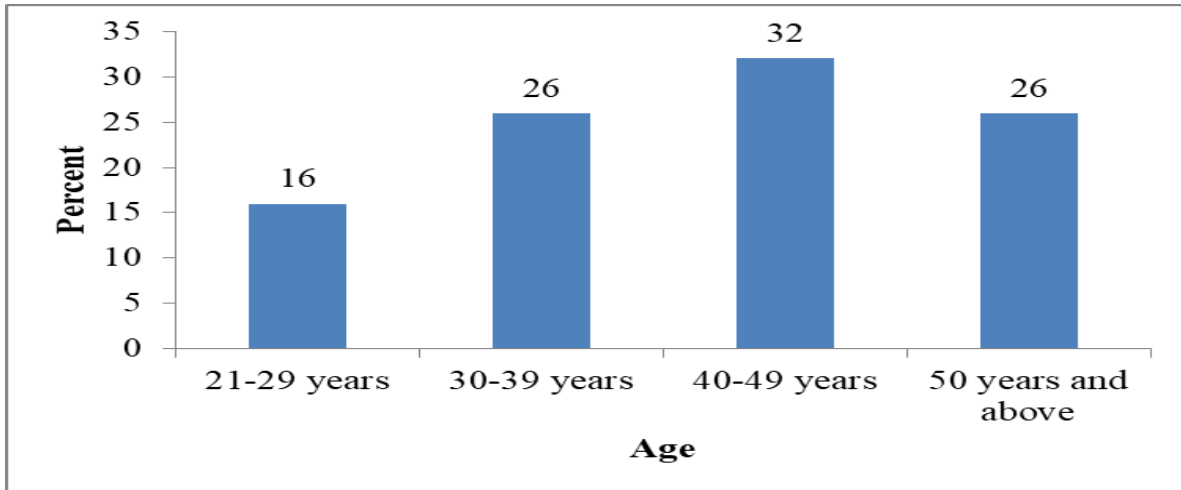


Figure 4.2: Age Category of Respondents

Figure 4.2 shows that the majority of respondents (32%) were between the ages of 40 and 49, 26% (48) were between the ages of 30-39, the same percentage for those aged 50 and up, and 16% (30) were between the ages of 21 and 29. This means that individuals with different age group work together in the county governments.

4.4.3 Length of Respondents Service in the Organization

The study wanted to determine the length of respondent's service in the organization. The findings are as shown in Figure 4.3.

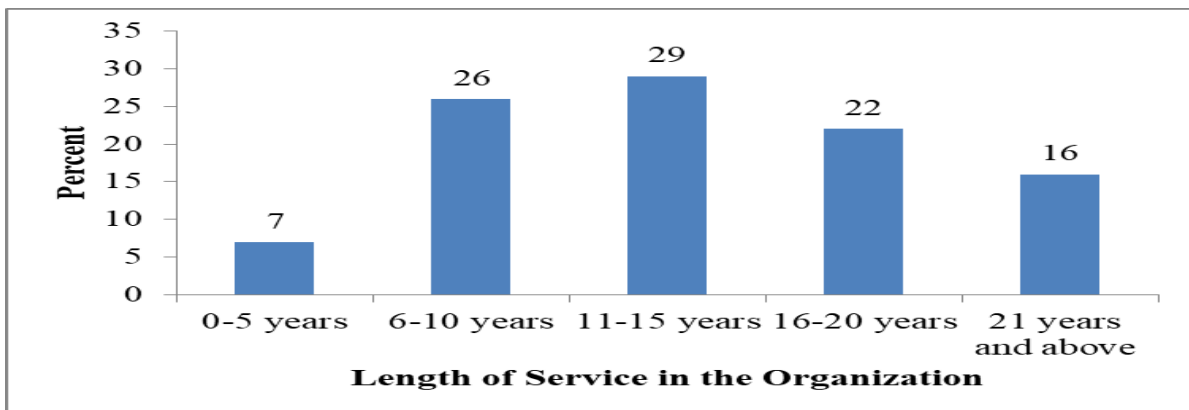


Figure 4.3: Length of Respondents Service in the Organization

According to the statistics, the majority of those who served had done so for 11-15 years, 26 percent (48) for 6-10 years, 22 percent (41) for 16-20 years, 16 percent (30) for 21 years or more, and 7% (13) for 0-5 years. This demonstrates that the bulk of the employees have been with the company long enough to give the data required for this study.

4.4.5 Respondents Level of Education

The goal of the study was to find out how educated the respondents were. The results are depicted in Figure 4. 4.

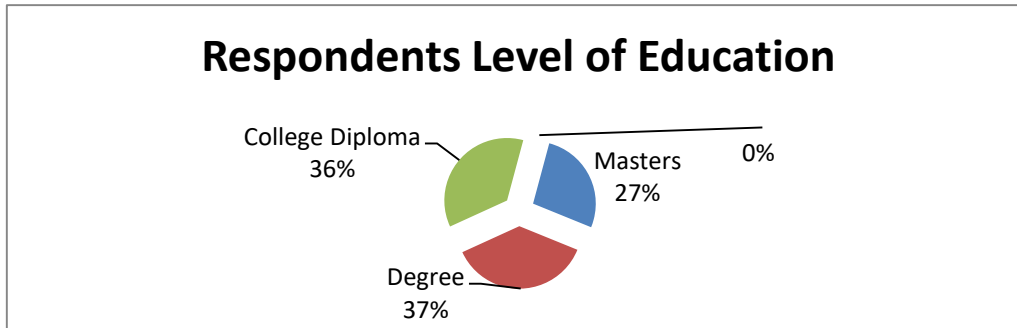


Figure 4.4: Respondents Level of Education

According to the data, the majority of respondents (68%) had earned a bachelor's degree, 36% (67%) had earned a college diploma, and 27% (50%) had earned a master's degree. This demonstrates that the County government employs people with a variety of educational backgrounds. As a result, they were able to offer the data required for the study.

4.5 Diagnostic Tests

4.5.1 Testing for Multicollinearity between the Study Variables

When two or more predictor variables are associated, problems can occur. Heteroscedasticity is described as the effect of previous error terms on later error terms, which defies the statistical premise that error terms have a constant variance. The prediction remains unaffected, but because of the possible confounding effects of multi-collinearity, the size of the regression coefficients, their standard errors, or the associated z-tests may be misleading, according to Kahuthu (2016). Kline (2011) shows that in the presence of multi-collinearity, coefficient estimates can alter unpredictably in response to slight changes in the model or data. The final decision to drop an item, however, is based on a second stage in which the variance inflation factor (VIF) is used (Cooper and Shindler, 2011). By assessing the degree to which the variance has been exaggerated, the VIF detects multi collinearity. A VIF of more than ten is regarded to indicate dangerous multicollinearity.

Table 4.3: Multicollinearity Test between the Study Variables

Model	Collinearity Statistics	
	Tolerance	VIF
Leadership skills	0.924	2.728
Employee training	0.786	1.423
Resource allocation	0.634	1.352
Employee involvement	0.780	3.427

All of the analyses included the Variance Inflation Factor (VIF), which is not a cause for concern. According to Sekaran and Bougie (2009), a VIF greater than 10 is cause for concern because it shows the presence of multicollinearity among independent variables. Because the Variance inflation factor (VIF) ranged from 1 to 4, it was not considered alarming because it exceeded the 0.1 cut-off. As a result, none of the study's independent variables were multicollinear. This is the case, as seen in table 4.3.

4.5.2 Normality Test

The skewness and kurtosis were used to test the variables' normality, with the findings shown in table 4.4. According to Kline (2011), univariate normality of variables can be inferred if the skewness statistic is between (-3.0, 3.0) and the kurtosis statistic is between (-10.0, 10.0). **Table 4.4: Tests of Normality**

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Leadership skills	0.127	224	0.239	0.887	224	0.212
Employee training	0.153	224	0.104	0.834	224	0.501
Resource Allocation	0.126	224	0.141	0.924	224	0.397
Employee involvement	0.153	224	0.204	0.808	224	0.695

a. Lilliefors Significance Correction

According to Table 4.4 of normality, the statistic of Shapiro-Wilk test is 0.887, 0.834, 0.924 and 0.808 with a significance of 0.212, 0.501, 0.397 and 0.695 for leadership skills, employee training, resource allocation and employee involvement respectively. If the significant result of the Shapiro-Wilk Test is greater than 0.05, the data is normal; if it is less than 0.05, the

data is not normally distributed (Sekaran & Bougie, 2009). As a result, the findings show that the data was dispersed normally.

4.6 Descriptive Analysis of Variables

This section gives descriptive analysis based on the study's findings and outcomes. Descriptive statistics are crucial because they allow us to present data in a meaningful fashion, making data interpretation easier in any type of research (Cooper & Schindler, 2011; Sekaran, 2010; Kothari, 2014). The study used percentages, means, and standard deviation to convey the study findings in investigating the internal determinants influencing strategy execution in Kenya's Machakos County Government. Results from questions asked during data collection have been collaborated with the literature reviewed in chapter two

4.6.1 Leadership skills and Strategy implementation

Leadership in strategy implementation gives direction and guidance through the process and establishes and prioritizes objectives and expected contribution by involved stakeholders. Governments must be strategic and evaluative in order to effectively implement strategies; they must both look forward and define what they want to achieve, as well as look back and evaluate the results. The researcher wanted to know how employees receive information on strategic objectives.

Table 4.5. Mode of receiving information on strategic objectives

Mode	Frequency	Percent
Meetings	92	49.7
Memos	55	29.7
Letters	19	10.3
Through email	19	10.3
Total	185	100.0

According to table 4.5, 49.7% of employees claimed they received communication through meetings, whereas 29.7% said memos, 10.3% said letters, and 10.3% said they received communication through emails.

To get a feel of the influence of leadership in strategy implementation in Machakos county government As indicated in Table 4.6, a variety of statements were presented based on five-point Likert scale items, with 1 indicating strong disagreement, 2 indicating disagreement, 3

indicating neutrality, 4 indicating agreement, and 5 indicating strong agreement. On the one hand, the percentages for highly agree and agree replies were combined, while on the other side, the percentages for strongly disagree and disagree responses were combined. Deductions were also made using the means and standard deviations.

Table 4.6: Influence of leadership skills on strategy implementation

Statements	S.D	D	N	A	S.A	Mean	Std. Dev
The leaders communicate the developed strategies to staff for implementation.	20	16	6	100	43	3.954	0.906
All parties involved in the implementation of the strategy are effectively informed.	3	18	33	92	39	3.928	0.934
Leaders share goals and direction of strategy implementation with employees.	10	23	26	84	42	3.937	0.991
Leaders trust employees by giving them clear expectations during strategy planning and implementation.	5	16	24	76	59	3.937	1.038
Leaders delegate authority to the employees to enable implementation of strategies.	7	21	25	72	50	4.034	0.947

From the findings, majority as shown by a mean of 4.034 agreed that leaders delegate authority to the employees to enable implementation of strategies. They further agreed that leaders communicate the developed strategies to staff for implementation as shown by a mean of 3.954. Leaders share goals and direction of strategy implementation with employees as shown by a mean of 3.937, Leaders build trust in their employees by setting clear expectations during strategy formulation and execution, as evidenced by a mean of 3.937, and strategies are effectively communicated to all parties involved in their implementation, as seen by a mean of 3.928.

4.6.2 Employee training and Strategy implementation

The researcher wanted to know how the company educates its personnel on how to implement strategy.

Table 4.7. Mode of training employee on strategy implementation

Mode of training	Frequency	Percent
On job training	105	56.7
Off job training	61	33
Role play	9	4.9
Induction	10	5.4
Total	185	100.0

According to the results on table 4.7, 56.7% of the respondents indicated on job training as the mode of employee training used on strategy implementation. 33% indicated off job training, 4.9% indicated role play and 5.4% indicated induction.

The researcher also wanted to know about the delivery methods for employee training on strategy implementation in Machakos county government.

Table 4.8. Training delivery Methods

Training delivery method	Frequency	Percent
conferences	103	55.6
Programmed instructions	59	31.9
classroom	15	8.1
Team discussion	4	2.2
Job rotation	4	2.2
Total	185	100.0

The results in table 4.8 shows that 55.6% of the respondents indicated that the trainings were done through conferences, 31.9% through programmed instructions, 8.1% through classroom, 2.2% through team discussion and 2% through job rotation.

Respondents were asked to rate four items on a Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4 = agree; 5=strongly agree) to gain a better understanding of the relationship between employee training and plan execution in Machakos county government The data was interpreted using percentages, mean scores, and standard deviation.

Table 4.9: Influence of employee training on strategy implementation

Statements	S.D	D	N	A	S.A	Mean	Std. Dev
Employees participating in strategy implementation are sufficiently trained and guided to ensure that strategies are implemented effectively and efficiently.	7	6	4	114	50	3.928	0.906
The county has several training programs in place to support strategy implementation.	2	19	27	102	35	4.043	0.934
The county government delivery styles of training are efficient and effective in giving knowledge to the employees to implement strategies.	15	23	16	94	32	3.994	0.991
The county government has different method to ensure employees are well trained on strategy implementation.	5	16	14	86	59	3.891	1.038

From the findings, majority as shown by a mean of 4.034 agreed that the county has several training programs in place to support strategy implementation. The county government delivery styles of training are efficient and effective in giving knowledge to the employees to implement strategies as shown by a mean of 3.954, The county government has different method to ensure employees are well trained on strategy implementation as shown by a mean of 3.891, County governments must distribute resources on the basis of the effectiveness of public programs so as to meet their strategic objectives as shown by a mean of 3.937. As evidenced by a mean of 3.928, personnel participating in strategy implementation are appropriately equipped in terms of training and guidance to enable them to implement

strategies successfully and efficiently. These findings imply that the county government has well drawn structures for training employees in strategy implementation.

4.6.3 Resource allocation and Strategy implementation

The researcher wanted to know the main source of resources of revenue for the county government.

Table 4.10. Source of Revenue

Source of revenue	Frequency	Percent
Business permit	74	40
Land rates	31	16.8
Bus park	34	18.3
Cess	24	13
Conditional grants	22	11.9
Total	185	100.0

The results in table 4.10 showed that 40% of the respondents indicated that the county government got its revenue from business permits, 18.3% indicated bus park with 16.8% indicating land rates and 13% indicated cess while the remaining 11.9% indicated that the county got its revenue from conditional grants.

The researcher also wanted to know whether the county government has any unique resources that other counties don't have.

Table 4.11. Unique Resources in Machakos County Government.

Unique resources	Frequency	Percent
Skilled dedicated HR	65	35.1
Advanced IT	52	28.1
Communication and warning tech	37	20
Corporate culture that fosters innovation	31	16.8
Total	185	100.0

Table 4.11 shows that 35.1 percent of those polled indicated skilled and dedicated human resource was a unique resource the county government of Machakos had, while 28.1% of the respondents indicated advanced information technology with 20% indicating communication and warning technologies and 16.8% of the respondents indicate that Machakos county government had corporate culture that fosters innovation.

The study also wanted to see how much respondents agreed with the claims in Table 4.12 about Machakos County government resource allocation and strategy implementation. (On a scale of 5-Strongly Agree to 4-Agree to 3-Neutral to 2-Disagree to 1-Strongly Disagree)

Table 4.12: Influence of resource allocation on strategy implementation

Statements	S.D	D	N	A	S.A	Mean	Std. Dev
To guarantee efficient implementation of initiatives, adequate resources in terms of labor and materials are assigned.	10	11	6	104	54	3.980	0.906
The organizational HR contributes to the implementation of county strategic objectives.	18	19	3	99	46	3.974	0.934
The county government's finances have an impact on its ability to carry out strategic initiatives.	12	27	6	89	51	4.077	0.991
The county government's usage of ICT has an impact on the implementation of strategic plans.	20	26	4	83	52	3.966	1.038
The tools and equipment in use are current in line with technological advancements to ensure strategy implementation.	12	21	5	79	68	3.034	0.947

According to the findings, the majority (4.077) agreed that the county government's finances have an impact on the implementation of strategic plans, and resources in terms of labor and materials are allocated appropriately to guarantee the implementation of strategies (3.980). The use of ICT influences the county government's implementation of strategic goals, as

evidenced by a mean of 3.966, and organizational HR contributes to the achievement of county strategic objectives, as seen by a mean of 3.974. The data also demonstrated that the devices and equipment in use are current and up to date, as evidenced by a mean of 3.034.

4.6.4 Employee Involvement and Strategy implementation

Employee commitment to the strategic planning process is critical for its successful execution. Employee involvement is a surefire technique to enlist their commitment to strategic implementation. The goal of the study was to find out how involved employees were in the strategic planning process.

Table 4.13. Level of employee’s involvement

Level of employee involvement in	Frequency	Percent
Setting of targets	78	42.2
Strategy formulation	28	15.1
Participation during implementation	37	20.0
Not involved at all	26	14.1
Involved in all steps of strategic planning process	16	8.6
Total	185	100.0

The results in table 4.13 show that 42.2 % of the respondents were involved in the setting of targets, 15.1% were involved in strategy formulation, 20.0% indicated they participated during the strategy implementation ,14.1 % stated they were not involved at all while 8.6% indicted they were involved in all steps of strategic planning process.

Respondents were asked to score five items on a Likert scale (1=strongly disagree; 2=disagree; 3=neutral; 4 = agree; 5=strongly agree) to better understand the nature of the link between staff involvement and strategy implementation in Machakos county administration. Table 4.14 shows descriptive statistics for employee involvement and its impact strategy execution in Machakos County, Kenya.

Table 4.14: Influence of employee involvement on strategy implementation

Statements	S.D	D	N	A	S.A	Mean	Std. Dev
Employees are involved in making decisions on how the county's strategic plans are implemented.	23	11	10	97	39	3.745	0.906
The management shares goals and direction with employees to ensure effective implementation of strategic plans.	4	17	31	95	38	3.650	0.934
The employees are given clear expectations of successful implantation of strategies.	19	15	23	87	41	3.713	0.991
The employees are given feedback on work progress and strategy implementation.	3	21	2	104	45	3.779	1.038
The employees are provided with accurate information for decision making during strategy implementation.	15	13	5	91	63	3.788	0.947

From the findings, majority as shown by a mean of 3.788 agreed that the employees are provided with accurate information for decision making during strategy implementation. and the employees are given feedback on work progress and strategy implementation as shown by a mean of 3.779. A mean 3.745 of the respondents indicated they are involved in decision making on implementation of the county strategic plans. The employees are given clear expectations of successful implantation of strategies as shown by a mean of 3.713 and the management shares goals and direction with employees to ensure effective implementation of strategic as shown by a mean of 3.650.

4.6.5. Strategy implementation

The researcher wanted to know which variables had the greatest impact on plan implementation.

Table 4.15 Variables most influencing strategy implementation

Variable	Frequency	Percent
Leadership skills	83	44.9
Resource allocation	56	30.3
Employee involvement	28	15.1
Employee training	18	9.7
Total	185	100.0

From the research findings in table 4.15, 44.9% indicated leadership, 30.3% resource allocation, 15.1% employee involvement and 9.7% employee training. These findings are clear indicative that leadership is key factor in strategy implementation as also supported by the literature reviewed in chapter two.

The researcher also wanted to know other factors influencing strategy implementation in Machakos county government and from the respondents' feedback this ranged from political good will, conducive work environment, employee motivation to effective communication structures which they asserted also influenced strategy implementation.

4.7 Multiple Regression Analysis

The researcher employed multiple regression analysis to correctly measure the relationship between independent and dependent variables. The results of the correlation and regression studies are presented in this section

4.7.1 Correlation Analysis

The study's first goal was to determine the strength of the relationship between the studied variables. Table 4.16 shows an overview of the findings.

Table 4.16: Correlation between Internal Factors and Strategy Implementation

	leadership skills	EmployeeResource Training Allocation	Employee Involvement	Strategy Implementation
Leadership skills	Pearson Correlation	1		

	Sig. (2-tailed)					
	N	185				
Employee training	Pearson Correlation	.572**	1			
	Sig. (2-tailed)	.214				
	N	185	185			
Resource Allocation	Pearson Correlation	.629**	.539**	1		
	Sig. (2-tailed)	.001	.032			
	N	185	185	185		
Employee involvement	Pearson Correlation	.682**	.684**	.547**	1	
	Sig. (2-tailed)	.003	.076	.000		
	N	185	185	185	185	
Strategy Implementation	Pearson Correlation	.713**	.693**	.732**	.772**	1
	Sig. (2-tailed)	.011	.002	.027	.013	
	N	185	185	185	185	185

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

Between leadership qualities and strategy implementation, there was a positive correlation value of .713 (or 71.3 percent), indicating that there is a substantial relationship between the two. As a result, if County Government officials' leadership qualities are favorable to Strategic Plan Implementation, it will have a beneficial impact on Strategic Plan Implementation. These findings are consistent with those of Abass et al., (2017), who stated that top leadership is accountable for ensuring strategy is properly conveyed and that a lack of commitment from top leadership has an impact on strategy execution because it includes management. Employee training and strategy

implementation also had a positive correlation coefficient of 0.693 (or 69.3 percent). This suggests that training county government employees in strategic implementation would result in a favorable boost in strategy implementation.

From the table 4.16, it can be observed that there was positive correlation coefficient of .732 (or 73.2%) between resource allocation and strategy implementation. It therefore means that if the resources of the county are well utilized to implement strategies of the county this would positively affect Implementation of Strategic Plans. The findings agree with findings by Bosset et al. (2003) who completed an examination to explore the connection among decentralization and value of resource allocation in Colombia and Chile. The findings proposed that decentralization can enhance value of resource allocation yet under specific conditions and with some particular approach instruments.

From the table 4.16, it can be observed that there was positive correlation coefficient of .772 (or 77.2%) between employee involvement and strategy implementation. It therefore means that if the employees of the county governments are involved in the process it would positively influence Implementation of Strategic Plans. The findings concur with recommendations by Devas and Grant (2003) that increased involvement of the people in governance increases accountability. To do this well the people should be able to access accurate information on how the local government carry's its work, about the accounts and other financial records, performance, service level and the resources available. These indicators can be assessed by use of the available record of information that is easily available, existing structures of account notability on demand and supply and information asymmetric levels in the county government.

4.7.2 Regression Analysis

Regression analysis was used to establish the statistical significance of the relationship between the independent and dependent variables. Multiple regressions can reliably predict the link between the independent and dependent variables when the relationship is linear (Osborne & Waters, 2002). According to Green and Salkind (2003), regression analysis is a statistical tool for determining the relationship between variables. It helps in creating condition that portrays the factual connection between at least one indicator factors and the reaction variable. The possibility of non-linear connections is high in the sociologies, in this manner it is fundamental to look at examination for linearity (Osborne and Waters, 2002) The regression analysis results will underestimate or overstate the underlying relationship if the

connection between the dependent and independent components isn't linear, raising the likelihood of Type I and Type II errors (Osborne and Waters, 2002). When bias develops, it is likely that the genuine population values are not reproduced (Keith, 2006). The meaning of the parameters estimated in the study is jeopardized if this assumption is violated (Keith, 2006).

4.7.2.1 Bivariate Analysis between leadership Skills and Strategy Implementation

The researcher carried out a regression analysis between leadership Skills and Strategy Implementation. The findings were presented in Table 4.17.

Table 4.17: Model Summary for leadership skills and strategy implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 ^a	.415	.413	.52838

a. Predictors: (Constant), Leadership Skills

The R2 value in this Model Summary is .415, or 41.5 percent. This means that the independent variable (leadership skills) can account for up to 41.5 percent of the total variation in the dependent variable, Strategy Implementation. Other factors not included in the model, not this one predictor model, account for the remaining 58.5 percent of the variation in the dependent variable.

4.7.2.2 ANOVA for leadership Skills and Strategy Implementation

In an experiment, ANOVA (Analysis of Variance) is a statistical method for assessing how much two or more groups differ or vary. The ANOVA test splits a data set's total variability into two types: systematic variables and random components. The analysis of variance test is used in regression research to analyze the impact of independent factors on the dependent variable (Keith, 2006). An ANOVA test was performed on the variable of leadership qualities, and the results are presented in Table. 4.18.

Table 4.18: ANOVA for leadership Skills and Strategy Implementation

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1.186	1	1.186	4.251	.000 ^b
1	Residual	96.876	183	.279		
	Total	105.062	184			

The model is statistically significant, according to ANOVA Table 4.18, because the p-value is smaller than .05. The results of $F(1, 183) = 4.251, P > 0.05$, indicate that leadership skills statistically and significantly predict Strategy Implementation (i.e., the regression model fits the data well) and that leadership skills have a considerable impact on strategy implementation.

Person's correlation coefficients were calculated to supplement the ANOVA findings in Table 4.18 on leadership skills and strategy implementation. Table 4.19 shows the results of the individual's correlation.

Table 4.19: Coefficients for leadership Skills and Strategy Implementation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.446	.240		14.384	.000
Leadership skills	.249	.060	.244	4.150	.000

These findings reveal that leadership qualities provide a statistically significant value of .249 to the regression model (p-value = .000). Leadership Skills have a statistically significant value (t=4.150, p.05). Leadership Skills and Strategy Implementation adds a statistically significant value (p-value = .000) of .249 to the coefficient Table 4.19. A linear regression model of the type, using the summary shown in Table 4.19,

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ for Leadership Skills can be fitted as follows

$$Y = 3.446 + 0.249X_1 \dots\dots\dots \text{equation 1}$$

According to the aforementioned regression equation, if Strategy Implementation were set to zero, the effects of Leadership skills would be 3.446. A factor of 0.249 improvement in Leadership skills would result in a factor of 0.249 rise in Strategy Implementation.

The results of the multiple regression analysis demonstrate that Leadership skills have a positive statistical significant prediction on Strategy Implementation; $p < 0.05$ ($P=0.000$), implying that an increase in Leadership skills' mean index enhances Strategy Implementation by a positive unit mean index. As a result, leadership abilities have a significant impact on strategy implementation.

4.7.2.3 Bivariate Analysis between Employee Training and Strategy Implementation

The study carried out a regression analysis between Employee Training and Strategy Implementation. The findings were presented in Table 4.20.

Table 4.20: Model Summary for Employee Training and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 ^a	.379	.378	.52881

a. Predictors: (Constant), Employee Training

Model Summary Table 4.20 shows that the R² value is .379, or 37.9%, showing that the independent variable, Employee training decisions, can explain up to 37.9% of the variability in the dependent variable, Strategy Implementation. Other factors not included in the model, not this one predictor model, account for the remaining 62.1 percent of the variation in the dependent variable.

4.7.2.4 ANOVA for Employee Training and Strategy Implementation

An ANOVA test was performed on the variable, employee training and the results obtained are presented in Table 4.21

Table 4.21: ANOVA for Employee Training and Strategy Implementation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.026	1	2.026	7.236	.000 ^b
	Residual	97.036	183	.280		
	Total	97.062	184			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Employee Training

The model is statistically significant, according to ANOVA Table 4.21, because the p-value is smaller than .05. Employee training statistically and significantly predicts Strategy Implementation (that is, the regression model fits the data well) and has a considerable influence on Strategy Implementation, as shown by $F(1, 183) = 7.236, P < 0.05$.

Person's correlation coefficients were calculated to supplement the ANOVA findings on employee training and strategy implementation in Table 4.22. Table 4.22 shows the findings of the individual's correlation.

Table 4.22: Coefficients for Employee Training and Strategy Implementation

Model		Unstandardized Coefficients			T	Sig.
		B	Std. Error	Beta		
	(Constant)	3.563	.257		13.881	.000
1	Employee training	.320	.065	.316	4.923	.000

a. Dependent Variable: Strategy Implementation

Employee training contributes a statistically significant value (p-value = .000) of .320 to the regression model, according to these findings. Employee training has a statistically significant value (t = 4.923, p = .05). Employee Training and Strategy Implementation adds a statistically significant value (p-value = .000) of .320 according to the coefficient Table 4.22.

Using the summary presented in Table 4.22, a linear regression model of the form,

$Y = \beta_0 + \beta_1 X_1 + \varepsilon$ for employee training can be fitted as follows

$$Y = 3.563 + 0.320X_1 \dots\dots\dots \textit{equation 2}$$

According to the aforementioned regression equation, if Strategy Implementation were set to zero, the effects of employee training would be 3.563. A factor of 0.32 increase in employee training would result in a factor of 0.32 increase in strategy implementation.

4.7.2.5 Bivariate Analysis between Resource Allocation and Strategy Implementation

The study carried out a regression analysis between resource allocation and Strategy Implementation. The findings were presented in Table 4.23.

Table 4.23: Model Summary for Resource Allocation and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 ^a	.360	.360	.52621

a. Predictors: (Constant), Resource Allocation

Model Summary Table 4.23 shows that the R² value is .360, or 36.0 percent, indicating that the independent variable, resource allocation, can explain up to 36.0 percent of the variance in the dependent variable, Strategy Implementation. Other factors not included in the model account for the remaining 64.0 percent of the variation in the dependent variable.

4.7.2.6 ANOVA for Resource Allocation and Strategy Implementation

An ANOVA test was performed on the variable, resource allocation and the results obtained are presented in Table 4.24.

Table 4.24: ANOVA for Resource Allocation and Strategy Implementation

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2.978	1	2.978	10.751	.000 ^b
1	Residual	96.084	183	.277		
	Total	97.062	184			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Resource Allocation

The model is statistically significant, according to ANOVA Table 4.24, because the p-value is smaller than .05. The values of $F(1, 183) = 10.751$, $P < 0.05$, suggest that resource allocation predicts Strategy Implementation statistically and significantly (that is, the regression model fits the data well) and that resource allocation has a considerable impact on Strategy Implementation.

Person's correlation coefficients were calculated to supplement the ANOVA findings in Table 4.25 on resource allocation and strategy implementation. Table 4.25 shows the findings of the individual's correlation.

Table 4.25: Coefficients for Resource Allocation and Strategy Implementation

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.175	.250		12.719	.000
	Z	.225	.066	.200	3.409	.000

a. Dependent Variable: Strategy Implementation

These findings demonstrate that resource allocation has a statistically significant value of.225 in the regression model (p-value =.000). The significance of equality in resource allocation (t= 3.409, p.05) is statistically significant. Resource allocation and Strategy Implementation provide a statistically significant value (p-value =.000) of.225 to the coefficient according to Table 4. 25. Using the summary presented in Table 4.25, a linear regression model of the form,

$Y = \beta_0 + \beta_3 X_3 + \varepsilon$ for resource allocation can be fitted as follows

$$Y = 3.175 + 0.225X_1 \dots\dots\dots \text{equation 3}$$

According to the aforementioned regression equation, if Strategy Implementation were set to zero, the effects of resource allocation would be 3.175. A factor of 0.225 increase in resource allocation would result in a factor of 0.225 rise in Strategy Implementation.

4.7.2.7 Bivariate Analysis between Employee Involvement and Strategy Implementation

The study carried out a regression analysis between Employee Involvement and Strategy Implementation. The findings were presented in Table 4.26.

Table 4.26: Model Summary for Employee Involvement and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 ^a	.389	.387	1.75439

a. Predictors: (Constant), X

Model Summary Table 4.26 shows that the R² value is .389, or 38.9%, indicating that the independent variable, employee involvement in decision-making, can explain up to 38.9% of the total variability in the dependent variable, Strategy Implementation. Other factors not included in the model account for 61.1 percent of the variation in the dependent variable.

4.7.2.8 ANOVA for Employee Involvement and Strategy Implementation

An ANOVA test was performed on the variable, Employee Involvement and the results obtained are presented in Table 4.27.

Table 4.27: ANOVA for Employee Involvement and Strategy Implementation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.605	1	3.605	1.171	.000 ^b
	Residual	1068.025	183	3.078		
	Total	1068.629	184			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), X

The model is statistically significant, according to ANOVA Table 4.27, because the p-value is smaller than .05. Employee participation statistically and significantly predicts Strategy Implementation (that is, the regression model fits the data well) and has a considerable influence on Strategy Implementation, as shown by $F(1, 183) = 1.171, P = 0.05$.

Person's correlation coefficients were calculated to supplement the ANOVA findings on Employee Involvement and Strategy Implementation in Table 4.28. Table 4.28 shows the results of the Pearson's correlation.

Table 4.28: Coefficients for Employee Involvement and Strategy Implementation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	3.762	.572		6.577	.000
	X	.462	.140	.424	3.300	.000

a. Dependent Variable: Strategy Implementation

Employee involvement gives a statistically significant value (p-value =.000) of.462 to the regression model, according to these findings. Employee involvement has a statistically significant value (t= 3.300, p.05). Employee Involvement and Strategy Implementation gives a statistically significant value (p-value =.000) of.462 to the coefficient Table 4.28. Using the summary presented in Table 4.28, a linear regression model of the form,

$Y = \beta_0 + \beta_3 X_3 + \varepsilon$ for employee involvement can be fitted as follows

$$Y = 3.762 + 0.462X_1 \dots\dots\dots \text{equation 4}$$

According to the preceding regression equation, if Strategy implementation were set to zero, the effects of employee involvement would be 3.762. A factor of 0.462 increase in employee involvement would result in a factor of 0.462 increase in strategy implementation.

4.7.3 Model Summary

Regression analysis was used to determine the nature of the effect of internal factors on strategy execution in order to answer the study objectives.

Table 4.29 shows and discusses the results of the model's coefficient of determination.

Table 4.29: Model Fit of the internal factors on strategy implementation.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.717	.514	.497	0.36848

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Leadership skills, Employee training, Resource Allocation and Employee Involvement.

The regression model of strategy implementation coefficient of determination R Square was 0.514 and R was 0.717, as shown in Table 4.29. According to the coefficient of determination R Square, the collection of independent variables X1=leadership qualities, X2=employee training, X3=resource allocation, and X4=employee involvement can explain 51.40 percent of the variation in strategy execution. Other variables not included in this model can explain the remaining 49.60 percent of variation in strategy execution. Because the esteem is over 5%, this indicates that the model is a good match.

This validates that R-squared is continuously between 0 and 100%, with 0% indicating that the model clarifies none of the variability of the response data around its mean and 100% indicating that the model clarifies all of the variability of the response data around its mean. In general, the higher the R-squared, the better the model matches the data. The adjusted R square is slightly lower than the R square, showing that the regression model was over fit due to the large number of variables.

Table 4.29 shows that the four variables studied (leadership abilities, employee training, resource allocation, and employee involvement) all showed a positive relationship with plan execution ($r = 0.717$).

4.7.4 Significance of the Coefficients

The researchers utilized a multiple regression model to see if independent variables like X_1 =leadership skills, X_2 =employee training, X_3 =resource allocation, and X_4 =employee involvement all have an impact on the dependent variable Y =strategy implementation at the same time. As a result, this section looks into whether the multiple regression equation can be used to describe the nature of the independent and dependent variables' relationship. The following is the format of the multiple regression model:

Where; β_0 = Constant

Y = strategy implementation

X_1 = Leadership skills

X_2 = Employee training

X_3 = Resource allocation

X_4 = Employee involvement

ϵ = Error term

β = the beta coefficients of independent variables

A resultant combined linear regression model of the form

The overall model was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

Table. 4.30 Beta Coefficients, Overall Multiple Regression

Model	Unstandardized Coefficients		Standardized T	Sig.
	B	Std. Error	Beta	

(Constant)	3.474	.510		6.814	.000
Leadership skills	.276	.080	-0.328	-3.455	.001
Employee training	.144	.063	.208	2.270	.025
Resource Allocation	.200	.092	.222	2.180	.031
Employee involvement	.385	.074	.471	5.120	.000

a. Dependent Variable: strategy implementation

$$Y = 3.474 + 0.276X_1 + 0.144X_2 + 0.200X_3 + 0.385X_4$$

The beta coefficients of all independent variables versus the dependent variable are shown in Table 4.30. (strategy implementation). Leadership skills (X1) had a coefficient of 0.276, which is greater than zero, as shown in Table 4.30. The t stats is -3.455, with a p-value of 0.001 (less than 0.05), showing that the X1 coefficient is significant at the 0.05 threshold of significance. This demonstrates that leadership abilities have a considerable detrimental impact on strategy execution. This suggests that a 0.276 unit improvement in leadership qualities increases Strategic Plan Implementation by one unit. The coefficient of employee training (X2) was 0.144, which was greater than zero. The t statistic for this coefficient is 2.270, and the p value is 0.025 which is less than 0.05. The significance of the X2 coefficient indicates that staff training has a considerable beneficial impact on strategy design. This means that a unit increase in staff training boosts Strategic Plan Implementation by 0.144 units.

Resource allocation (X3) has a coefficient of 0.200, which is more than zero, as shown in Table 4.30. The t stats is 2.180, and the p-value is 0.031, which is less than 0.05, indicating that the X3 coefficient is significant at the 0.05 threshold of significance. This demonstrates that allocating resources has a considerable positive impact on plan execution. This means that a change in resource allocation of one unit boosts Strategic Plan Implementation by 0.200 units. Employee participation (X4) had a coefficient of 0.385 with a t static of 5.120 and a p-value of 0.000, which is less than 0.05, as shown in Table 4.30. This means that at the 0.05 level of significance, the X4 coefficient is significant. Employee involvement has a considerable positive impact on plan implementation, as evidenced by this. This means that a 0.385-unit increase in staff training boosts Strategic Plan Implementation.

CHAPTER FIVE

5.0 DISCUSSION

5.1 Introduction

The findings of the study on the internal factors impacting strategy implementation in Machakos County are summarized in this chapter. The study looked into four research variables and how they affected strategy execution in Kenyan county governments. Leadership abilities, employee training, resource allocation, and employee involvement are among the research topics. As a result, this chapter summarizes the important findings and discussions.

5.2 Summary of Major Findings

The goal of the research was to see how internal factors influenced plan implementation in Machakos County Government. The following four objectives guided the research: to determine the impact of leadership skills on strategy implementation, to determine the impact of employee training on strategy implementation, to determine the impact of resource allocation on strategy implementation, and to investigate the impact of employee involvement on strategy implementation.

A descriptive approach was used in the research project, allowing the researcher to conduct an in-depth investigation into the methods that influence ethical behavior. The study was conducted in Machakos County, with a sample size of 196 employees and a target demographic of Machakos County government employees. Employees came from many levels of the company, including top management, middle management, and subordinates. The representative sample for the unit of analysis was determined using a stratified random sampling procedure from a sample frame of County employees. SPSS was used to analyze primary data, which included structured questionnaires in response to the study questions, as well as analyses presented in the form of tables and figures in percentages for easy interpretation and observation. According to the general information received from the respondents, male respondents made up 56 percent of the total, while female respondents made up 44 percent.

The findings on the impact of leadership qualities on strategy implementation found that management was critical in ensuring strategy implementation and that the present leadership's interaction with subordinates should be positive. When it comes to the impact of employee

training on strategy implementation, the research shows that it is crucial. Respondents were also asked how resource allocation influences strategy formulation. The vast majority of respondents agreed that allocating resources was crucial to strategy implementation. Employee participation in the implementation of the strategy: The majority of respondents agreed that management should involve them in strategy implementation at all times.

5.3 Discussions

The study's goal was to see how internal factors influenced strategy implementation in Machakos County Government. The following four objectives guided the research: to determine the impact of leadership skills on strategy implementation, to determine the impact of employee training on strategy implementation, to determine the impact of resource allocation on strategy implementation, and to investigate the impact of employee involvement on strategy implementation. Below are the findings in contrast to the literature review.

5.3.1. Influence of leadership skills on strategy implementation

Leadership qualities were found to have a substantial impact on strategy execution ($P=0.0000.05$). According to the research, leadership is a critical component of the strategic implementation process. According to the report, county government executives convey created plans to staff for execution, and strategies are effectively communicated to all stakeholders engaged in their implementation. These findings support those of Abass (2017), who stated that leaders in organizations are responsible for ensuring that strategy is successfully conveyed and that a lack of commitment from top leadership has an impact on strategy execution because it entails an organization's administration providing deliberate guidance and cohesion to a group with a common mission.

On whether leadership does consultation for new ideas on Implementation of Strategic Plans by county governments the study findings revealed that there was no consultation on Implementation Strategic Plans. Therefore, this implied that lack of consultation on new Implementation of Strategic Plans impacted negatively on Implementation of Strategic Plans. Further the study findings revealed that leadership encourages and motivates new ideas on Implementation of Strategic Plans. This implies that the county governments should ensure that they encourage and motivate the county workers in order to improve on Implementation of Strategic Plans.

The study also wanted to see if county government executives are in charge of ensuring that strategic plans are implemented effectively. According to the study's findings, Kenyan leaders were primarily responsible for the county governments' implementation of strategic plans. The study also sought to examine how well county governments communicate about strategic plan implementation. According to the respondents, communication has a substantial impact on Kenyan county governments' implementation of strategic objectives. Overall leadership was cited as a key factor in county governments' ability to implement strategic plans in Kenya. This indicates that if county leadership improves in all areas, the county's ability to implement strategic plans will improve as well.

Mutie and Irungu (2014) conducted a study on the determinants of successful strategic plan execution on Kenya's Church Commissioners and came up with similar results. The study's primary findings revealed that leadership, organizational culture, technology, and the existence of unique resources are all important factors of successful strategic plan implementation.

5.3.2. Influence of employee training on strategy implementation

The study established employee training is key to successful strategic implementation. Employee training was found to statistically influence strategy implementation ($P= 0.025 \leq 0.05$). These findings are consistent with Rotich and Odero's (2016) A study of the elements that influence the success of Kenyan commercial banks, with an emphasis on the Kenya Co-operative Bank. Training has an impact on strategy execution, according to the study. According to the study, training and development programs are designed to educate employees beyond the requirements of their current position by increasing employees' ability to perform, creating and sharing an organizational goal, acting as a role model, and training and development programmes are designed to educate employees beyond the requirements of their current position. According to the study, employee training has a significant impact on strategy implementation, hence it is critical to teach staff.

The findings are also consistent with Abass, (2017) findings in their study on the relationship between strategy execution and performance in Kenyan county governments: A case study of the Wajir County government found that strategic implementation training was important and had a favorable association with organizational performance. They suggested that county

government executives encourage and facilitate personnel with the required skills and knowledge to guarantee that the strategy is carried out successfully.

5.3.3. Influence of resource allocation on strategy implementation

The purpose of this study was to determine the impact of resource allocation on county governments' implementation of strategic plans. This was in reference to finances, human resources, unique resource availability, and technology use. The study's third goal was to determine this. The findings suggest that resource distribution has a major impact on county governments' ability to implement strategic plans in Kenya. The impact of resource distribution was investigated in terms of availability of unique resources, human resource contribution, finances, and technology.

This study sought to find out the extent to which the unique resources owned by the county governments affect the implementation by the county governments. The respondents indicated that their counties had unique resources which they enlisted as; skilled and dedicated human resource, advanced information technology and communication and warning technologies. Dedicated human resources were found to be the main unique resource, advanced information technology was found to be the second main unique resource, followed communication and warning technology and other unique resources was found to be the least. The findings suggest that the county governments' distinctive resources have a significant impact on strategic plan implementation. The purpose of the study was to determine the role of human resources in the implementation of strategic plans by Kenyan county governments. According to the findings, the human resource factor had a significant impact on the implementation of strategic plans by Kenyan county governments.

The study also sought to examine the extent to which county governments' finances influenced their ability to carry out strategic objectives in Kenya. The findings in this area demonstrated that money had the greatest impact on county governments' strategy implementation strategic plans in Kenya. The study also intended to determine how the use of information and communication technology (ICT) influenced county governments' implementation of strategic plans in Kenya. According to the conclusions of the study, this factor had a significant impact. The purpose of the study on resource allocation was to see

how resource distribution influences the implementation of strategic plans by Kenyan county governments. According to the findings of the study, resource allocation had a major impact on the implementation of strategic plans by Kenyan county governments, as reported by 90% of the respondents.

Lastly, the study set out to investigate the extent to which the organizational resources influence Implementation of Strategic Plans by the county governments. The study established that resource allocation statistically influenced strategy formulation with ($P=0.031 \leq 0.05$). It can therefore be deduced from these findings When allocating resources, examine factors such as population, need and demand for services, and the current distribution of facilities employees and services. Equitable financial resource distributions at the local level must be founded on the essential concepts of equity, efficiency, and affordability. It is necessary to move beyond a generalized strategy and concentrate on unique needs. Different types and amounts of services to be offered depending on population demands and optimal resource utilization necessitate adequate planning and budgeting.

The study also established that the use of information communication technology is key aspect in strategy implementation. These findings agree with finding by Kibicho (2015) who carried out a study on Determinants of Implementation of Strategic Plans success in the Insurance Industry in Kenya which concluded that The success of strategic plan implementation among Kenyan insurance businesses is heavily influenced by resource strength. The conclusions of the study are further corroborated by Abuya (2011)'s findings from his study of problems of Strategic Plan Implementation at Action Aid Kenya, which revealed that resources might be a serious impediment to Strategic Plan Implementation. Their usage as a "strategic weapon" to gain a competitive edge is critical, as is proper material resource allocation to ensure its deployment. Action Aid had a big plan, but it was unable to carry it out since it required more resources than were available. Too few resources, according to the study, hampered the ability to fully implement the strategy plan.

Even though resources allocated in strategy implementation process is majorly determined by how much the County government are able to collect in terms of revenue and how much allocation is allocated by the national government, funding by different organizations for instance non-governmental institutions was regarded as a vital necessity in resource allocation in matters strategy implementation. Devolved units can allocate resources to

projects according to a plan or by setting goals and delegating resource allocation choices to lower levels of the organization. Top management must strike a balance between these two systems of allocation. In contrast to hierarchical organizations, matrix organizations empower smaller organizational units to make choices. The resource allocation decision-making of devolved units produces results that are consistent with the overall strategy.

5.3.4. Influence of employee involvement on strategy implementation

From the findings of this study it is evident that employee involvement influences strategy implementation ($P= 0.000 \leq 0.05$). These study findings imply that most of the decisions on Implementation of Strategic Plans by the county governments happen at the Executive or Head of Department level. The findings further imply that the lower cadre officers play little or no role on Implementation of Strategic Plans. The executive here comprised of the Governor and the Deputy Governor as well as the Heads of Department at county and sub county level. These findings agree with the findings Kivuva (2015) who asserted that Employee participation in strategy implementation offers numerous advantages that can be realized in a company.

These findings corroborate those of Al-Kandi, Asutay, and Dixon (2013), who found that employee involvement occurred when top management (decision makers) made the strategic decision, though the people who implement the strategy (implementers) were also clearly involved in this process, and their number is likely greater than those who act. As a result, their initial responsibility, in addition to participating, is to map and develop the strategic plan for the entire project, which includes roles, responsibilities, goals, and objectives. The process of involving all managers and implementers at all levels of the organization is viewed as a positive step and it is critical for success. This is also true at all levels of management in the implementation of county government strategy.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATIONS

6.1. Conclusion

From the findings the following conclusions were made:

All management are involved in the process. Most county governments do not develop strategic plans; instead, they just copy and paste or adopt strategic plans developed by other organizations. The execution of strategic plans in county governments is not governed by any specific policy directives from the federal government. For strategic plans to be accepted as a management tool, county governments should develop and publish policy guidelines on their execution. on all organizational levels, as well as implementers

There is a complete lack of understanding among department heads and staff about the methods used in the strategic implementation process. According to the findings of this study, most county governments have used the Systems Analysis method to strategic implementation. As a result, it is critical that strategic management be included in employee training programs so that employees have the essential skills and knowledge for strategic execution.

Heads of departments normally provide strategic implementation leadership in county governments, but the governor is the most influential leader in strategy implementation. Most leaders in charge of strategy execution, on the other hand, lack strategic formulation skills and knowledge, and hence are unable to provide effective leadership to the process. Stakeholders should be empowered through training and in-service to increase leadership in the strategic implementation process. The availability of resources in sufficient quantities and on a timely basis is critical to the success of the strategic implementation process in county governments. The method relies heavily on finances. Since several activities in strategic implementation can only be successful if they are funded.

6.2. Recommendations

The county governments should consider, but not be limited to, the following recommendations based on the study findings to guarantee successful strategic formulation and implementation.

From the findings of this study the human resource had a very great influence on Implementation of Strategic Plans. The county governments should therefore ensure that the human resource aspects of selection, training, performance appraisal and compensation by the county governments are done well. This would make the county governments to have the right staff and be able to maintain the right staff especially professionals and experienced staff. This would facilitate Implementation of Strategic Plans. On job recruitment the county governments should ensure that employees are recruited based on merit but not on political patronage, nepotism, or tribalism. This would ensure only the qualified staffs are employed as this would facilitate Implementation of Strategic Plans. Additionally, the county governments should institute in their policies motivational strategies in order to motivate employees and other staff. The county governments should have an employment policy that allows the employment of full time staff in order to stabilize the staff base among the county governments. This would facilitate Implementation of Strategic Plans by County Governments in Kenya.

The county governments should look for ways of getting finances and not just relying on the allocation from the national government. Again the misappropriation of funds by the county staff can be tamed through litigation and prosecution of the staff involved in those vices. On use of technology and in particular use of Information Technology or IT, there should be continuous acquisition of IT technology and those involved in Implementation of Strategic Plans trained to acquire up to date IT skills and experience. The county governments should therefore embrace IT in order to achieve high percentage on Implementation of Strategic Plans. On resource allocation the county governments should allocate resources to the projects that have a direct influence on the lives of the county residents. This would encourage the county residents to support the strategy hence its successful implementation.

From the research findings it was evident that leadership had a great influence on Implementation of Strategic Plans by the county governments in Kenya. Instead of having a top-bottom decision making as indicated by most of the respondents, the county governments should adopt a multi-dimensional way of communicating strategy. The county governments should also have a clear job description among all the officials who implement strategy. This would facilitate Implementation of Strategic Plans by avoiding conflicts and negligence which hinder Implementation of Strategic Plans by the county governments. Likewise sharing responsibilities and use of authority by the county officials should be improved and made clear to the officials involved in the process of implementation should be made aware of and

even given training on their roles and responsibilities in Implementation of Strategic Plans process. The county executive should also play a major role on implementation but not just formulating the strategy and leaving it to their juniors to implement. The leadership style by the county government leaders should be one that is accommodative, democratic but not dictatorial. This would give room to consultations at all levels before, during and after the implementation of the strategy. At the same time the county leadership should encourage and motivate the staff as they come up with new ideas on Implementation of Strategic plans. The county governments should also improve on the way they communicate the strategy objectives to all the stakeholders. This would make them to own the strategy therefore easing its implementation. This would easily be done by having consultation of all stakeholders through open forums, involving professionals in decision making, and encouraging feedback from bottom up.

Policies on county government strategic implementation must be developed, reviewed, and harmonized. There was no policy in place at the time of the study that required county governments to develop strategic plans. The national government should establish a policy framework that makes having a strategic plan mandatory for county governments, as well as a method to ensure compliance. The policy should also be distributed to HR trainers and department heads, who should incorporate strategic implementation into their training plans to ensure that workers have the necessary skills and attitudes. A system like this would improve county government management resulting in increased effectiveness and efficiency in the achievement of corporate objectives

Government training institutions for instance Kenya school of government should incorporate a strategy implementation issue into their curriculum so that all levels of employees are equipped with the necessary skills and knowledge. This would familiarize them with strategic implementation approaches, allowing them to select the ones that are best appropriate for their respective counties. New hires should receive in-service training to help them develop their skills so that they can effectively engage in and contribute to strategic implementation. Such capacity training and empowerment would also ensure that the strategic plan documents generated by county governments are uniform and of high quality.

County governments should provide heads of departments and other administrators participating in strategic planning and implementation with the necessary knowledge and

skills through in-service training in order to give effective leadership to the process. Furthermore, strategic planning, formulation, and implementation should be included in employee training programs at all levels so that new employees enter the workforce with the correct mindset, abilities, and competencies in strategic management.

The human resource department should be improved through national government-facilitated training and in-service learning to acquire skills and information that will allow them to be effective in strategic execution. Training money should also be made available for the purpose of putting the strategy into action. For efficient planning and implementation of initiatives, the national government should levy or disburse such money to county governments on a timely and adequate basis. On use of technology and in particular use of Information Technology or IT, there should be continuous acquisition of IT technology and those involved in Implementation of Strategic Plans trained to acquire up to date IT skills and experience. The county governments should therefore embrace IT in order to achieve high percentage on Implementation of Strategic Plans. On resource allocation the county governments should allocate resources to the projects that have a direct influence on the lives of the county residents. This would encourage the county residents to support the strategy hence its successful implementation.

6.3 Recommendation for Further Studies

The purpose of this study was to determine the impact of internal factors on strategy execution in Kenya's Machakos County Government. The report suggests that a study be conducted on other elements determining effective implementation techniques in Kenya's devolved government that were not considered in this study. According to the report, a study on the effects of plan execution on county government performance should be done.

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APPENDIX 1:

LETTER OF INTRODUCTION

**Linda Mutuku,
Reg No: D61/MAC/20586/2015,
South Eastern Kenya University,
MACHAKOS CAMPUS.**

Dear Respondent,

REQUEST TO FILL QUESTIONNAIRE

The above subject refers.

I am pursuing a Masters degree in Business Administration at South Eastern Kenya University. As part of the criteria, I'm conducting research into the impact of internal factors on strategy implementation in Kenya's Machakos County Government.

As a result, I'd like to ask you to fill out the enclosed questionnaire so that I can do the research. Please keep in mind that all of the information you supply will be used solely for academic purposes and will be kept private.

Thank you for your cooperation and taking the time to fill out the questionnaire.

**Linda Mutuku
Reg No: D61/MAC/20586/2015,
South Eastern Kenya University,
MACHAKOS CAMPUS.**

APPENDIX II
QUESTIONNAIRE

INSTRUCTIONS: Please do not indicate your name in this questionnaire

Kindly (✓) tick the appropriate answer from the options given in all the structured questions.

SECTION A: BIO- INFORMATION OF RESPONDENTS

1. Gender: Male [] Female []
2. Age Bracket:
21- 29 [] 40 –49 [] 30 – 39 [] 40– 49 []
Over 50 []
3. Highest education level
Diploma level [] Degree level []
Masters level [] PhD level []
4. Number of years serving as a civil servant?
0-5 years [] 6-10 years []
11-15 years [] 16-20 years []
Above 21 years []

SECTION B: INFLEUNCE OF LEADERSHIP SKILLS ON STRATEGY IMPLEMENTATION

5. How do employees in your organization receive information on strategic objectives?
Meetings []
Letters []
Memos []
Through email []
6. Please rate your degree of agreement with the actions related to leadership abilities listed below. 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); 5 = Strongly Agree (SA)

	1	2	3	4	5
The leaders communicate the developed strategies to the staff for implementation					
All parties involved in the implementation of the strategy are effectively informed.					
The leaders Share goals and direction of strategy implementation with the employees					
The leaders Trust the employees by giving them clear expectations during strategy planning and strategy implementation.					
The leaders delegate authority to the employees to enable implementation of strategies					

SECTION C: INFLUENCE OF TRAINING ON STRATEGY IMPLEMENTATION

7. Does the organization train employees on strategy implementation practices?

Yes [] No []

8. If your answer to the question above is yes, what training methods does your organization use?

On the job training []

Off the job training []

Role playing []

Induction []

9. What is the delivery style for training in your organization?

Class room based []

Conference []

Team discussions []

Programmed instructions []

Job rotation []

10. Please indicate how much you agree with the following training-related activities in your company. 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A); 5 = Strongly Agree (SA) .

	1	2	3	4	5
Employees participating in strategy implementation receive proper training and direction to enable them to carry out the					

strategy. efficiently and effectively.					
The county has several training programs in place to support strategy implementation.					
The county government delivery style of training is efficient and effective in giving knowledge to the employees to implement strategies.					
The county government has different training methods to ensure the employees are well trained in strategy implementation					

SECTION D: INFLUENCE OF RESOURCE ALLOCATION ON STRATEGY IMPLEMENTATION

11. What are the main sources of finances in your county government?

- Bus park collection []
- Land rates []
- Cess []
- Business permits []
- Conditional grants []

12. Does the county Government have unique resources those other counties don't have?

Yes No

13. If your answer above is yes, what are the unique resources?

- a. Skilled and Dedicated Human Resources []
- b. Advanced Information Technology []
- c. Communications and Warning Technologies []
- d. Corporate culture that fosters innovation []

14. Please rate your agreement with the following resource allocation-related activities in the company. 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

	1	2	3	4	5
To ensure efficient implementation of policies, enough labor and					

material resources are allocated.					
The human resources of the organization contribute to the achievement of the county's strategic goals.					
The county government's finances have an impact on its ability to implement strategic plans.					
The use of Information Communication Technology (ICT) affect Implementation of Strategic Plans by the county government					
The tools and equipment in use are current and in line with technological advancements to ensure strategy implementations					
Funding has dictated the type of strategies to be implemented by the county government					

SECTION E: INFLUENCE OF EMPLOYEE INVOLVEMENT ON STRATEGY IMPLEMENTATION

15. Employee commitment to the strategic planning process is critical for its successful execution. Employee involvement is a surefire technique to enlist their commitment to strategic implementation. What role do you play in strategic planning at your company?

- a. Setting of targets []
- b. Involvement in strategy formulation []
- c. Participation during the strategy implementation []
- d. Not involved at all []
- e. Involved in all steps of strategic planning process []

16. Please rate your degree of agreement with the following employee involvement activities linked to strategy implementation in the organization. Make use of the scale: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

	1	2	3	4	5
The employees are involved in decision making on implementation of the county strategic plans					
The management shares goals and direction with the employees to ensure effective implementation of strategic plans					
The employees are given clear expectations for successful implementation of strategies					

The employees are given feedback on work progress and strategy implementation process					
The employees are provided with accurate information for decision making during strategy implementation.					
The level of collaboration among county government employees has an impact on the county government's ability to implement strategies effectively.					
The level of dedication shown by county officials has an impact on the county government's ability to implement strategic plans.					

17. Make suggestions on how the organization might strengthen its strategic implementation process to ensure high performance

SECTION F: STRATEGY IMPLEMENTATION

18. What are the indicators in your organization that strategies are implemented?

- a. Achievement of goals []
- b. Increased revenue collection []
- c. Reduced customer complaints []
- d. Employee satisfaction []

.....

19. Please rate the amount to which the following elements influence the county government's implementation of initiatives on a scale of 1 to 5 (where 1 denotes Very High, 2 High, 3 Moderate, 4 Low, and 5 None).

	1	2	3	4	5
Leadership skills					
Employee Training					
Resource allocation					
Employee Involvement					

20. In your opinion are there other factors that determine Implementation of Strategies by County Government? Please list them. _____

Thank you for your response

APPENDIX III

TIME PLAN

Activity	Sept,2018	Oct2018- feb, 2019	March,2019	June ,2019	july- december,2019	January – March,2021
Submission and approval of the topic						
Literature review						
Proposal writing and consultation with supervisor						
Proposal submission and defense at departmental level, corrections, pre-testing and modification of research instruments						
Corrections						
Data collection & analysis						
Reportwriting, revision, typing defense at graduate school, submission of final project						

APPENDIX IV
BUDGET

Activities	Quantity	Unit Cost (Kshs)	Total Cost (Kshs)
Photocopying papers	2 rims	400.00	800.00
Foolscaps	1 rims	400.00	400.00
Pens	1 Dozen	20×12	240.00
Flash disk	4GB	600.00	600.00
Spring files	3 pieces	50.00	150.00
Printing	100 pages *5	20.00	10,000.00
Binding (loosely)	5 copies	1000.00	5,000.00
Binding of the final document	5copies	1000.00	5,000.00
Transport (local)			5,000.00
Miscellaneous/contingencies			5,000.00
TOTAL			32,190 /=

APPENDIX V:

STUDY POPULATION



Republic of Kenya
GOVERNMENT OF MACHAKOS
PUBLIC SERVICE, QUALITY MANAGEMENT & ICT

TEL. 20246 / 21158
FAX: 20655
Mobile: +254-716-966938, 738-54530

Machakos Highway
P.O. Box 1996-90100
Machakos, Kenya


COUNTY STAFF AS PER SECTORS

Sectors	Population size	Percentage
Public Service, quality management &, ICT	37	1.9
Lands & Energy	52	2.7
Transport, Roads, Public Works and Housing	165	8.4
Water & Irrigation	135	6.9
Trade, Economic Planning and Industrialization	42	2.1
Decentralized Units, Urban areas and Municipalities	418	21.3
Education, skills training and Social Welfare	143	7.3
Tourism, Sports and Culture	74	3.8
Agriculture, & cooperatives development	313	16.0
Public service board	26	1.3
Executives	97	4.9
Finance and revenue collection	460	23.4
Total	1962	100%



APPENDIX V1:

PERMISSION TO PROCEED FOR DATA COLLECTION


SOUTH EASTERN KENYA UNIVERSITY
OFFICE OF THE DIRECTOR
BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200
KITUI, KENYA
Email. info@seku.ac.ke

TEL. 020-4213859 (KITUI)
Email. directorbps@seku.ac.ke

Our Ref: D61/MAC/20586/2015 DATE: 3rd June, 2019

Linda Mutuku
Re g. No. D61/MAC/20586/2015
Masters of Business Administration
C/O Director, Machakos Campus

Dear Mutuku

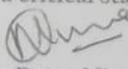
RE: PERMISSION TO PROCEED FOR DATA COLLECTION

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled "*Influence of Internal Factors on Strategy Implementation in Machakos County Government Kenya*".



Following a successful presentation of your Masters Proposal, the School of Business and Economics Board of Examination in conjunction with the Directorate, Board of Postgraduate Studies (BPS) have approved that you proceed on and carry out research data collection in accordance with your approved proposal.

During the research work, you will be closely supervised by Dr. Sedina Misango. You should ensure that you liaise with the supervisor at all times. In addition, you are required to fill in a Progress Report (SEKU/ARSA/BPS/F-02) which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection exercise as a critical stage in your Master of Business Administration.


Dr. Peter Njuru
Ag. Director, Board of Postgraduate Studies

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs (Note on File)
Dean, School of Business and Economics
Chairman, Dept. of Business and Entrepreneurship
Director, Machakos Campus
Dr. Sedina Misango
BPS Office - - - - - To file

ARID TO GREEN  ISO 9001: 2015 CERTIFIED  TRANSFORMING LIVES

APPENDIX VII:

REQUEST TO COLLECT DATA



Linda Mutuku
Reg No.D61/MAC/20586/2015
South Eastern Kenya University
MACHAKOS CAMPUS.

15th July, 2019.

The County Secretary,
Machakos County Government,
Machakos County.

Dear Madam,

RE: REQUEST TO COLLECT DATA IN MACHAKOS COUNTY GOVERNMENT

The above subject refers.

I am a student at South Eastern Kenya University undertaking an MBA programme. As part of the requirements I am undertaking a study on Influence of Internal Factors on Strategy Implementation in Machakos County Government. My population is the different Departments in the County Government.

This is therefore to request for permission to carry out data collection in the different Departments in Machakos County Government. Attached kindly find a letter from the university allowing me to proceed for with the exercise and a sample of the questionnaire for your perusal and necessary action.

Thank you in advance.

Linda Mutuku,
Reg No.D61/MAC/20586/2015
South Eastern Kenya University
MACHAKOS CAMPUS.

APPENDIX VIII:

AUTHORITY TO COLLECT DATA



**REPUBLIC OF KENYA
COUNTY GOVERNMENT OF MACHAKOS
OFFICE OF THE COUNTY SECRETARY**

Telephone: +2540202004086
Email: info@machakosgovernment.co.ke
countysecretary@machakosgovernment.co.ke

Machakos Highway
P.O Box 1996-90100
Machakos, Kenya

When replying please quote:
OUR REF:GMC/2/CS/GEN/VOL.XIV/98

21st August, 2019

Linda Mutuku
Reg. No. D61/MAC/20586/2015
South Eastern Kenya University
MACHAKOS CAMPUS

RE: AUTHORITY TO COLLECT DATA

I trust this finds you well.

This is to inform you that you have been authorized to collect data in different departments in the County Government of Machakos on Influence of internal Factors on Strategy Implementation.

Please note that you will be under the supervision of the Director for Training as you collect the data.

Thank you.

TIMOTHY G. JAMES
CHIEF OFFICER-ADMINISTRATION AND COORDINATION



CC Mr. Wilfred M. Mackenzi
Director-Training and Development