
DETERMINANTS OF STRATEGY IMPLEMENTATION IN COUNTY MINISTRIES IN THE NORTH RIFT REGION OF KENYA

¹Namwar Tuluke John, ²Dr. Nyang'au Samson Paul, PhD

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

The general objective of the project was to examine the determinants of strategy implementation in county ministries in the North Rift region of Kenya. The specific objectives are: examine the effect of County (structural designs) on strategy implementation in county ministries in the North Rift region of Kenya; determine the effect of managerial skills on strategy implementation in county ministries in the North Rift region of Kenya; assess the effect of financial constraints on strategy implementation in county ministries in the North Rift region of the North Rift region of Kenya, and examine the influence of stakeholder involvement on strategy implementation in county ministries in the North Rift region of Kenya. Among the theories that the study has been based on include resource-based view theory, Katz's theory, stakeholder management theory and systems theory. The research adopted a mixed research design involving both quantitative and qualitative research designs and case study research method where three county governments were selected for data collection in particular, Turkana, West Pokot, and Uasin Gishu. Therefore, the target population from three counties (Turkana, West Pokot, and Uasin Gishu) used as the case studies was middle and top management employees from 30 County Ministries. Simple random technique was used as the sampling procedure. 277 county employees were targeted in the three counties. SPSS analysis statistical software was used to analyse the collected data. The researcher was able to collect 199 questionnaires giving a response rate of 71.8%. The findings of the study indicate that each of the independent variable has a significant and positive relationship with the dependent variable (strategy implementation). Using the results of the study it has been concluded that structural designs, managerial skills, financial constraints, and stakeholder involvement were found to satisfactorily explain the implementation of strategy at the County Ministries supported by a coefficient of determination referred to as the R Square of 78.7%. Financials constraints is the highly determining factor in relation to strategy implementation with a regression coefficient of 0.414. Following this conclusion, some of the recommendations made for consideration include; county governments to streamline their organizational structure to ensure it complements implementation of strategy, have the National government via the treasury release funds in a timely manner, increase budgetary allocations for implementation of strategy and strive to hire competent strategic management staff and ensure they undergo regular training, among others.

Key Words: Structural designs, strategy implementation, managerial skills, financial constraints

INTRODUCTION

For decades, implementation of strategy has attracted little attention in organizational and strategic research compared to strategic planning and formulation. According to Alexander (2011) there are many reasons which explains the less attention strategy implementation attracts among them being the view that implementation of strategy can be done by anyone as it has no beginning or end. Apart from this, academicians also seem to have neglected this subject as there exists only a few conceptual models which explain implementation of strategy. Despite this, it is clear that organizations face many difficulties when trying to implement strategies. Beer and Eisenstat (2010) concluded that strategy implementation is faced by many challenges among them lack of effective communication, weak management and leadership roles, poor knowledge and failure to understand strategy, having organization systems that are not aligned to have the implementation of strategy successful, unlimited resources both human and financial, competing activities, poor coordination and environmental factors that are not controllable. Currie (2009) stated that the resource-based theory refers to resources as inputs to an organization's production process and can fall under three categories organization capital, human capital, physical capital. In any firm, it is important to have these three resources to effectively implement the strategies and achieve the intended goals. Having a well-thought-out strategy implementation process is critical for firms to achieve enhanced and improved performance despite the fact that it can be challenging and consume unexpected firm resources. At the center of any strategy implementation process are the company employees. The employees of the organization can break or make the newly implemented strategy. According to Hax (2009) one of the recurring mistakes that organizations around the world make is ignoring the contribution and motivation of employees during the process of strategy implementation. Further Martin (2010) noted for many firms, conversion of theoretical strategies into plans which are actionable within the timelines set is a big hurdle.

Implementation of strategy includes distribution of adequate assets, money related, faculty, time, and setting up a hierarchy of leadership or authoritative structure. In addition, it also involves allocating out obligation of explicit assignments or procedures to unambiguous people or teams. It likewise includes dealing with the procedure. This incorporates checking results, contrasting with benchmarks and best works on, assessing the adequacy and effectiveness of the procedure, controlling for fluctuations, and making acclimations to the procedure as fundamental. Implementation of strategy and execution is an on-going, endless, incorporated procedure requiring consistent reassessment and reorganization as observed by Olson, Slater, and Hult, (2005). Management of strategy is dynamic and will often differ from organization to another. However, in simpler terms it involves a perplexing pattern of activities and responses. It is somewhat arranged and halfway impromptu. In other words, strategy is arranged and new, dynamic, and intuitive. The implementation of strategy works on a few time scales. For instance, the short-term strategies include arranging and overseeing for the present while the long-haul strategies include planning for and appropriating the future (Balogun and Johnson, 2004).

In many African nations, there is the perception that implementation of strategy is not well understood and hence the inefficiencies experienced during execution of projects. There is a wide range of misuse of resources and time due to poor implementation of strategy. One of the factors hindering strategy implementation within the region is the lack of knowledge among top leadership of organizations and the fact that many are afraid to outsource for this function from professionals with experience and knowledge. According to Mazolla and Kellermanns (2010)

there exists low or lack of commitment among the managerial leaders within organisations an aspect that hinders strategy implementation. Greunig and Richard (2010) also observed that the lack of competent employees to implement the strategy was a major hindrance in many African nations. Execution of the strategy is a procedure by which strategies and policies are put into action via the improvement of strategies, projects, and spending plans which means that the procedure may include changes in the way of life, structure, as well as the structure arrangement of the whole institution (Wheelen and Hunger 2012). The issues basic to execution of strategy include setting up yearly goals, policy creation, assigning of assets, modifying a current authoritative structure, building up a strategy strong culture, rebuilding and reengineering, amending prize and motivating force designs, limiting protection from change, coordinating administrators with strategy, adjusting production activities forms, building up a successful HR work, and, if vital, scaling down. The changes are essentially progressively broad when strategies to be actualized move a firm in an entirely new direction that hastens the realization of the goals.

Implementation of strategy in Kenya has not been effective as it ought to be as the process has been faced by many of the challenges that Africa faces. Obiero, and Genga, (2018) conducted a study where they investigated strategy implementation and performance at KRA and the researchers concluded that while there have been improvements in the process of strategy implementation, the institution still needs improvement on allocation of more sufficient funds and the need to incorporate all employees by having regular meetings.

Administrators and workers all through an organization ought to take part early and straightforwardly in the decision-making process of strategy execution. Their job in implementation of strategy ought to be founded on earlier contribution in activities that involved formulation of the strategy. Strategists' must truly demonstrate individual promise commitment to realizing the objectives of the strategy implementation procedure as it is a fundamental and incredible persuasive power for directors and workers to figure with. Much of the time taken by the strategists should excessively be occupied to effectively bolster execution of the strategy, and their absence or failure to show interest in any of these activities can hinder achievement of the results desired and sabotage the entire plan (Wheelen and Hunger 2012).

County Governments in Kenya were established after the 2010 Constitution was passed and powers of the devolved units are provided under Articles 191 and 192, the fourth schedule of the Kenyan Constitution as well as the County Government Act of 2012. In the devolved system of government, each county acts as a single member constituency for the election of Senators who sit in the Senate and women members sitting in the National Assembly. By the 2017 general elections, there are 47 county governments. Each county government is led by a Governor who is elected by the people. County governments have the responsibility of dealing with county legislation, executive functions as well as functions that have been transferred to by the National Government as per article 187 of the Constitution.

Statement of the Problem

According to Baroto, Arvand and Ahmad, (2014) and supported by and Johnson (2004) many of times, there is a probability that 75% of the implemented strategy cases might not succeed. Kaplan and Norton (2006) observed that these consequences depict that 70% to 90% of firms fail to benefit from the successful implementation of strategies. Further, it has been reported that 66% of corporate strategies are not implemented and 95 percent of the workers have no idea of what their company's strategy is and the most significant and recurring reason why strategies fail

is due to ineffective execution. Miller (2002) noted that at many times due to inefficiencies; organizations often lack to implement nearly 70% of the strategies which they had developed.

Thus, while many organizations in Kenya and around the globe generate strategic plans which are innovative, few fail to take the necessary and appropriate implementation plans for these strategies which often lead to wastage of resources. According to Pateman (2008) successful strategy implementation is considered a challenging thing to achieve often due to the persistent pressure from various stakeholders who demand increase performance, complexity within institutions, low levels of participants, and having low number of resources committed towards execution of the strategy.

Various researches have been conducted in Kenya surrounding the challenges facing key execution however none has been done to look at the circumstance on various county ministries in the North Rift of Kenya. Arumonyang (2009) directed research to look at challenges of strategy execution in regional developmental authorities, Barmasai, (2016) evaluated factors which influence strategy execution at KWS (Kenya Wildlife Service) while Kitutu, (2009) researched system execution challenges at the Ministry of road and public works. Further Musyoka, (2011) studied challenges of strategy implementation at the Jomo Kenyatta Foundation and in a new report, Munge, and Kitiabi, (2017) researched challenges of methodology execution by insurance agency in Kenya.

Nonetheless, there exists no study which has focused on the challenges of implementing strategies by county ministries within the North Rift region of Kenya. Furthermore, there is lack of enough statistics/ data to show the percentage of success or failure concerning implementation of strategies by county ministries in the North Rift region of Kenya. Conducting this study was therefore critical to fill this gap.

Taking consideration that the devolved system of government is new, there is need to conduct a study which shall identify challenges facing implementation of strategies hoping that appropriate measures shall be undertaken to improve the success rate. Consequently, the study investigated the significant challenges that face implementation of strategies in county ministries within the North Rift Region of Kenya. In particular, the study conducted focused on three counties, Turkana, West Pokot and Uasin Gishu

Objectives of the study

- i. To examine the effect of County (structural designs) on strategy implementation in county ministries in the North Rift region of Kenya
- ii. To determine the effect of managerial skills on strategy implementation in county ministries in the North Rift region of Kenya

LITERATURE REVIEW

Resource based view theory

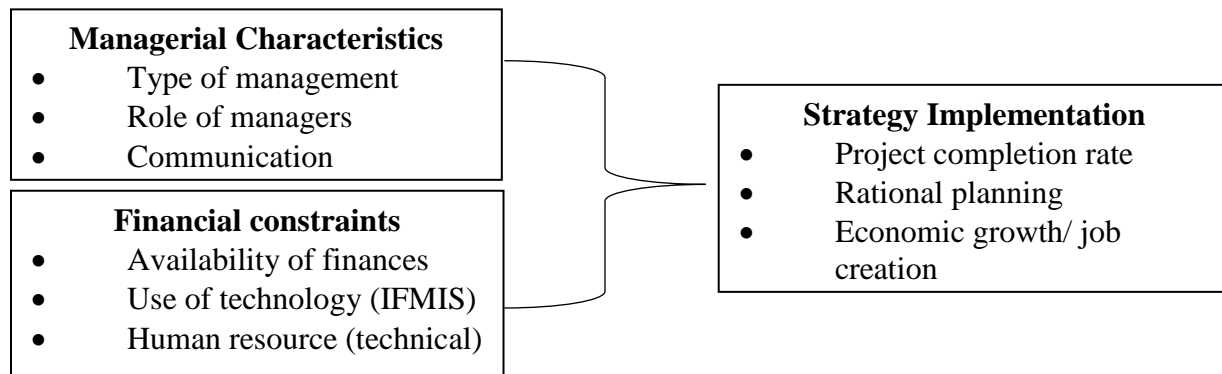
Barney (1991) created the RBV theory and its perspective on the firm is intended to give organisations an upper hand over its rivals (Pfeffer, 2003). The RBV theory has been utilized by numerous analysts in the field of strategic implementation, for instance, Ambrosini (2007), Barney (2001), and Armstrong and Shimizu (2001) and others have all provided extensive analysis on this particular subject. As indicated by Pfeffer (2003), assets are contributions to the generation process and they can be substantial or elusive which means they can be either tangible or intangible. Substantial or tangible assets are concrete, tractable, and simple to distinguish and assess. They incorporate the budgetary and physical resources that are recognized and esteemed

in a firm's fiscal summary, for example, capital, industrial facilities, machines crude materials, and land. On the other hand, immaterial or intangible assets are increasingly hard to gauge, assess, and exchange. They incorporate aptitudes, information, connections, inspiration, culture, innovation, and abilities. Lev (2001) expressed that "intangibles are imbedded in physical resources (having understanding of physical assets) and in labour (for example unsaid information) prompting significant collaboration among resources which are both tangible and not in the production of significant worth." Lev (2001) further clarifies that not all are of equivalent significance or have potential to be a wellspring of manageable competitive edge.

Katz's theory

The Katz theory emerged as prominent theory in 1955 after Katz (1995) published an article named "Skills of Effective Administrator" arguing that one of the most important characteristics of a manager in any institution is not only their personality characteristics or traits but also what they can be able to accomplish. This argument according to Katz means that what should be important for managers is the core skills they possess and employ during the administration of their duties as they pursue achievement of the organizational goals as well as their personal goals. The main argument is that what managers in an institution can accomplish is dependent on the skills that they possess and how well they are able to use them to motivate employees to achieve the set goals including implementing strategies in the right manner. According to Peterson and Van Fleet, (2004) the skills that managers have can be categorized into three including conceptual skills, human skills, and technical skills. Technical skills are associated with having an understanding, proficiency in particular set of activities that require using tools that are specialized, techniques, procedures, processes and methods. Performing specialized tasks by individuals requires having certain technical skills.

Conceptual Framework



Managerial Characteristics

Management assumes a focal point in the execution of strategic plans and if not appropriately overseen presents difficulties. Pearce and Robinson (2008) observed that CEO's together with key managers or supervisors within an institution must have aptitudes essential, identities, training and experience to execute the procedure. Essentially, the type of management within an institution is critical in terms of how strategies are implemented. Some of the examples of types of management are; democratic, autocratic, and Laissez-Faire, where autocratic is considered to be the most controlling and Laissez-Faire being the least controlling. Depending on the type of management, the role of the managers within the institution will consequently impact the formulation and implementation of strategies. An absence of commitment and responsibility by the leaders and explicitly vital authority by the highest ranked managers within the firm has been

recognized as one of the real obstructions to compelling execution of strategic plans. As per Pearce and Robinson (2008) two management issues are of principal significance: the task of key leaders and the job of CEO as the person in question is firmly related to and eventually responsible for a strategy's achievement and shows to be an imperative hotspot for illumination, direction, and modification amid usage.

Financial Constraints

According to David (2009) it is unrealistic to execute a process of implanting a strategy without assets or resources that can be accessible by the institution. David (2009) noticed that organisations have somewhere around four kinds of resources that can be utilized to accomplish wanted targets to be specific financial, physical, human, and innovative. The human asset components assume a major job in structure and organization of vital plans (Thompson, et al. 2010). Their utilization as a "key weapon" to increase the competitive edge is basic together with satisfactory assignment of material resources to encourage appropriate strategy implementation. An asset fit test ought to be done to decide if firm's assets qualities coordinate the asset prerequisites of its present line up. The different exercises important to execute any fundamental strategy ought to be characterized as far as each sort of resource is required. The working dimension must have the finances expected to have each aspect of the strategy implemented as planned (Thompson, et al. 2010).

Managerial Characteristics

As indicated by Hrebniak (2005) in their study, most organizational directors know such a great amount about formulation of strategy than they do about implementation of the same strategy, yet execution ought to be given more emphasis as it is the one that enables achievement of the intended outcomes. Zagotta and Robinson (2002) study concluded and proposed that most of the managers in different institutions do not have the devices to execute the developed strategies effectively. As per Sorooshian, Norzima, Yusof and Rosnah (2010) study, problems related to strategy implementation amounts to gigantic costs to the institution including wastage of assets, extensive misuse of time, prompts lower efficiency, lower worker assurance, decreased trust and confidence in senior administration, wasteful utilization of resources and decrease in productivity and performance among the employees. Jooste and Fourie (2009) study demonstrated that the high disappointment rate of key change activities can be owing to poor implementation of the well-thought-out strategies, and the absence of key leadership authority has been identified as one of the real hindrances to compelling strategy execution.

Structural Designs

Nkosi (2015) conducted a study examine factors that affect implementation of strategy in one of the municipalities in South Africa and concluded that the major challenge was the lack of enough resources, failure to have adequate structures that offer support to implementation of strategy as well as resistance of change by the employees owing to the lack of their involvement in the procedures. In another study, Smith (2011) conducted a study that investigated the perceptions on tasks related to strategy implementation from a South African perspective by sampling 145 organizations in a number of industries. The outcome of the study revealed that strategy implementation is an activity which is driven by operations and mainly revolves around how people are managed and how the business processes are also managed. When there is lack of management of the people within the organization by the strategists, the probability of implementing the strategy successfully declines.

RESEARCH METHODOLOGY

Mixed methodology was used where both qualitative and quantitative research designs were used. The target population from the 3 counties included in the study were middle and top management employees from 30 ministries, the middle and top management employee’s population of the county ministries for Uasin Gishu, West Pokot and Turkana Counties was 900. The researcher opted to use structured questionnaires as the research instrument as it allows the incorporation of both close and open-ended questions. The researcher did a pilot with approximately 12 employees which is the number conveniently recommended by Julious (2005) and van Belle (2002) as suitable for pilot test. Cronbach's alpha reliability coefficient was utilized in determination of the reliability of the questionnaires. Moreover, Morse, Barrett, Mayan, Olson, and Spiers (2012) established that a dependable instrument ought to deliver a coefficient equivalent to or greater than 0.7. Making reference to this statement, the test was performed and bore a correlation coefficient of 0.764 that gave confidence to data collected to represent the determinants of strategy implementation in county ministries in the North Rift Region of Kenya.

ANALYSIS AND FINDINGS

Response Rate

The sample population of this study was 277 middle and top management employees from three county ministries. Thus, the researcher administered 277 questionnaires. However, only 199 questionnaires were fit for analysis, as others were not answered which gave a response rate of 71.8% as shown in the table 4.1 below. This percentage is acceptable for research as recommended by Mugenda and Mugenda (2003) that, a response rate of 70% or higher is ideal for data analysis hence, validating and justifying the use of 199 questionnaires to draw findings of the study.

The Effect of County (Structural Designs) on Strategy Implementation in County Ministries in North Rift Region of Kenya

Table 1: Structural Designs and Strategy Implementation

	Strongly Agree N %	Agree N %	Neutral N %	Disagree N %	Strongly Disagree N %
The line of command in the county is a barrier towards strategy implementation	38.7%	46.7%	6.0%	3.0%	5.5%
There is tentative (uncertain) authority and responsibility in matters strategy implementation	17.1%	37.7%	28.6%	8.0%	8.5%
The input of the national government complements strategy implementation	10.1%	16.1%	21.6%	29.1%	23.1%
The County has a fragile managerial structure	22.6%	32.7%	17.6%	11.6%	15.6%
For effectiveness of strategy implementation process, I would recommend changes to the County organisational structure	12.1%	26.6%	36.7%	8.5%	16.1%

In table 1, the researcher sought to examine the effect of county (structural designs) on strategy implementation in country ministries in Kenya. The first question was on whether the line of

command in the county is a barrier towards strategy implementation. According to the results above, majority of the respondents agreed accounting for a 46.7% who agreed and 38.7% who strongly agreed. Some respondents were neutral forming 6% of the total while the least percentage disagreed and strongly disagreed accounting for 3.0% and 5.5% respectively. The researcher also wanted to know if there is tentative (uncertain) authority and responsibility in matters strategy implementation where most of the respondents agreed forming 54.7%, the neutral respondents accounted for 28.6% and the ones who disagreed were represented by 16.5%. The participants were also asked whether the input of the national government complements strategy implementation. The results indicated above shows that most of the respondents disagreed and strongly disagreed represented by 29.1% and 23.1% respectively. Furthermore, the research indicated 10.1% of the respondents who strongly agreed and 16.1% who agreed. 21.6% were neutral. The study sought to know if the county has a fragile managerial structure according to the respondents. From the results, 22.6% strongly agreed, 32.7% agreed, 17.6% had a neutral opinion, 11.6% disagreed and 15.6% strongly disagreed. Finally, the researcher asked whether the respondents would recommend changes to the county organizational culture in order to enhance the effectiveness of strategy implementation. From the findings indicated above, 12.1% strongly agreed, 26.6% agreed, 36.7% were neutral while 8.5% and 16.1% disagreed and strongly disagreed respectively.

The opened-ended question sought to examine whether the current county structure suited for county ministries strategy implementation. Majority of the respondents noted or stated that county government structured were not appropriately suited to enhance strategy implementation in county ministries. One of the recurring reasons provided was that structures within the county were developed more to reward some individuals politically rather than being linked to implementation of strategy. This was a widespread feeling across the sampled counties.

The Effect of Managerial Skills on Strategy Implementation in County Ministries in the North Rift Region of Kenya

Table 2: Managerial Skills and Strategy Implementation

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	N %	N %	N %	N %	N %
Managers have adequate training on strategy implementation	22.1%	28.1%	20.1%	16.6%	13.1%
Middle level employees are better trained in strategy implementation than seniors	13.6%	19.6%	45.7%	10.6%	10.6%
The role of County managers is clear in regards to strategy implementation	15.6%	13.1%	19.1%	22.6%	29.6%
County managers require refresher course on strategy formulation and implementation	14.1%	17.1%	20.1%	20.1%	28.6%
During strategy formulation and implementation, opinions from experienced, educated, and skilled County managers are considered rather than from powerful and influential individuals from the County and National Government	12.1%	19.6%	16.6%	30.7%	21.1%

The research sought to find out the effect of managerial skills on strategy implementation in county ministries in Kenya as shown in Table 2 above. From the findings above, most of the

respondents agreed forming 50.2%, 20.1% of the respondents were neutral and 29.7% disagreed. The participants were also asked whether the middle level employees were better trained on strategy implementation than the seniors. From the results above, the results indicate that majority of the participants were neutral forming a percentage of 45.7%. Furthermore, the participants who agreed accounted for 19.6% while those who strongly agreed had 13.6%. Nevertheless, there were respondents who disagreed and strongly disagreed accounting for 10.6% each. The respondents were asked whether the role of county managers is clear in regards to strategy implementation. From the results, 15.6% strongly agreed while 13.1% agreed and 19.1% were neutral. The research also involved respondents who disagreed and strongly disagreed to this particular question recording percentage of 22.6 and 29.6 respectively. The study wanted to find out if the county managers require refresher course on strategy formulation and implementation. From the results above, the majority of respondents disagreed with 28.6% strongly disagreeing while 20.1% disagreed. The researcher also examined whether during strategy formulation and implementation, opinions from experienced, educated, and skilled County managers are considered rather than from powerful and influential individuals from the County and National Government. The results indicated above shows that 12.1% strongly agreed, 19.6% agreed and 16.6% were neutral. The research showed 30.7% of the total participants who disagreed and 21.1% who strongly disagreed.

The opened-ended question examined whether the respondents considered the current managerial skills in the county effective for strategy implementation. In this question, there was a mixture of responses as others felt that there lacked managerial skills in county ministries to effectively implement strategies and this can be confirmed by the outsourcing done by county governments. At the same time, there are those who felt that there were managerial skills but individuals were not given opportunities or resources to be in the forefront of implementing strategies at the county ministries. The findings shows that some respondents felt individual with skills were involved when it is too late- when the strategy is failing and financial resources are almost over.

Strategy Implementation in county ministries in the North Rift region of Kenya

Table 3: Strategy Implementation

	Strongly Agree N %	Agree N %	Neutral N %	Disagree N %	Strongly Disagree N %
The Ministry allocates and utilises strategic resources as per the budget planning	11.1%	16.6%	19.1%	24.6%	28.6%
County Ministry projects completion rates are acceptable	13.6%	14.6%	34.7%	16.6%	20.6%
The Ministry's strategy has been aligned to Kenya's vision 2030	10.6%	21.6%	25.1%	19.1%	23.6%
The Ministry has adequate policies that facilitate job creation and economic growth	14.6%	23.6%	14.6%	18.1%	29.1%
The County Ministry undertakes rational planning	19.6%	13.6%	17.6%	27.1%	22.1%

Finally, the researched examined the extent of strategy implementation in County Ministries in the North Rift region of Kenya. Consequently, the first research question sought to know if the ministry allocates and utilises strategic resources as per the budget planning. From the results, 11.1% strongly agreed, 16.6% agreed and 19.1% were neutral. The research also indicated the largest percentages of respondents who did not concur with the study question indicating 24.6%

who disagreed and 28.6% who strongly disagreed. The research also asked whether the County Ministry project completion rates are acceptable where majority of the participants did not have a concrete answer to the question indicating 34.7% of the total. The rest of the respondents strongly agreed registering 13.6%, 14.6% agreed, 16.6% disagreed and 20.6% strongly disagreed. The study also asked whether the ministry's strategy is aligned to Kenya's vision 2030. From the findings, 10.6% strongly agreed, 21.6% agreed while the neutral participants were 25.1%. The research indicated 19.1% of the respondents who disagreed and 23.6% who strongly disagreed. Participants were also asked to respond to the question whether the ministry has adequate policies that facilitate job creation. From the results indicated above, most of the respondents disagreed forming 18.1% and 29.1% for those who strongly disagreed. Nevertheless, the research also indicated 14.6% neutral respondents, 14.6% who strongly agreed and 23.6% who agreed. Finally, the researcher asked if the county ministry undertakes rational planning where the participants indicated that 19.6% strongly agreed and 13.6% agreed. Additionally, 17.6% of the respondents were neutral, while those who disagreed and strongly disagreed were represented by 27.1% and 22.1% respectively.

In the opened-ended question the researcher aimed at examining if strategy implementation in county ministries has been effective. The results showed that the effectiveness of strategy implementation according to the responses varies from one county to the other. However, it is clear that there are many problems affecting the implementation of strategy in county ministries including poor county structures, financial constraints as well as lack of managerial skills among those tasked with implementing the strategies.

Correlation Analysis

In the Table 4 below, the correlation between the independent variables; organization structure, managerial skills, financial constraints, and stakeholder involvement with the dependent variable strategy implementation are shown. According to these results, structural designs and strategy implementation at County Ministries have a positive and significant relationship ($r=.713$, $p=0.000$). Managerial skills and strategy implementation are also positively and significantly related ($r=.578$, $p=0.000$). The study also established that there is a positive and significant relationship between financial constraints and strategy implementation ($r=.777$, $p=0.000$). Finally, the correlation analysis established that stakeholder involvement and strategy implementation at the County Ministries had a significant and positive relation ($r=.649$, $p=0.000$).

Table 4: Correlations

		Structural Designs	Managerial skills	strategy Implementation
Structural Designs	Pearson Correlation	1	.443**	.713**
	Sig. (2-tailed)		.000	.000
	N	199	199	199
Managerial skills	Pearson Correlation	.443**	1	.578**
	Sig. (2-tailed)	.000		.000
	N	199	199	199
Strategy Implementation	Pearson Correlation	.713**	.578**	1
	Sig. (2-tailed)	.000	.000	
	N	199	199	199

Model Summary

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.787	.783	.637

The Table 5 below shows the findings of the analysis of the variance known as ANOVA and based on the results; the overall model can be stated to having been statistically significant. It is also clear from these results that the independent variables (organization structure, managerial skills, financial constraints, and stakeholder involvement) are noble predictors of strategy implementation at the County Ministries as supported by the F statistic of 179.353 and the reported p value of (0.000) less than the conventional probability of 0.05.

ANOVA

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290.745	4	72.686	179.353	.000 ^b
	Residual	78.622	194	.405		
	Total	369.367	198			

Regression of Coefficients

The regression of coefficients findings in the table depicts that structural designs and strategy implementation at the County Ministries are positively and significantly related ($r=.379$, $p=0.000$) where a unit change in the structural designs would amount to a change in strategy implementation by 0.379 units. Further, based on these findings, the skills of the managers and strategy implementation at the ministries in county level were positively and significantly related ($r=.146$, $p=0.000$) implying that a unit change in managerial skills would lead to 0.146 unit change in strategy implementation at the county ministries.

Table 7: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.045	.130		.350	.727
Structural designs	.379	.044	.351	8.661	.000
Managerial skills	.146	.038	.151	3.820	.000

a. Dependent Variable: Strategy Implementation

Thus, the optimal model for the study is:

$$\text{Strategy Implementation} = 0.045 + 0.379 \text{ structural designs} + 0.146 \text{ managerial skills} + 0.414 \text{ financial constraints} + 0.231 \text{ stakeholder involvement}$$

Conclusion

In conclusion, the correlation findings of the study depict that structural designs and strategy implementation at County Ministries have a positive and significant relationship ($r=.713$,

$p=0.000$). Managerial skills and strategy implementation are also positively and significantly related ($r=.578$, $p=0.000$).

Recommendations

Based on the findings of this study, a number of recommendations have been put forth for consideration by the County Ministries and other relevant stakeholders such as the County and National Government;

The Study established that, the line of command in the county was a barrier towards strategy implementation, the study therefore recommends that the county governments and ministries should streamline their organizational structure to ensure it complements implementation of strategy.

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