

EFFECTS OF MANAGEMENT PRACTICES ON IMPLEMENTATION OF COUNTY GOVERNMENT STRATEGIC PLANS: THE CASE OF KISII COUNTY

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Abstract

County Strategic plans are a means of enhancing results based management and efficiency in the operations of counties. The plan provides direction in regard to resource targeting and program implementation. However, there have been concerns expressed by government bureaucrats, politicians and a big proportion of the public over what they perceive as lack of and/or inadequate implementation of the county strategic plan. The general objective of this study was to assess the effects of management practices on the implementation of county strategic plan in Kisii County. The study was conducted for a period of six months. The study was conducted in Kisii County government which is located in the southern nyanza region of Kenya. It has a population of 1 152 282 as per the 2008 census, 245,029 households and covers an area of 1,317.4 sq. km. The population density stands at 874.7 people per sq. km and 51% of the population lives below the poverty line (Economic Survey, 2012). The findings will be of great benefit in inducing a renewed dimension of service delivery by the County Governments through expected enhancement of internal efficiency. The study employed descriptive research design. The target population for this study was 45 county executive members, chief officer's directorate of strategy, project evaluation and employees working in strategic planning in Kisii County. The use of Multiple Regression Analysis helped in determining the relationship between the independent and the dependent variables. The study findings indicate that management practices through organizational structure, leadership style, resource allocation and stakeholder involvement have a significant p value of 0.000 ($p \leq 0.05$) a positive effect on implementation of strategic plan. The stepwise regression showed a strong significant relationship between management practices and implementation of strategic plan, implying that management practices explain 94.9% of the changes in the implementation of strategic plan in Kisii County.

Keywords: *strategic plans, strategy implementation, resource allocation*

INTRODUCTION

Strategic planning is defined as the process of diagnosing an organization's external and internal environments, deciding on a vision and mission, developing overall goals, creating and selecting general strategies to be pursued, and allocating resources to achieve the organization's goals (Raps, 2005). The objective of strategic planning is to align an organization's activities with its environment, thereby providing for its continuing survival and effectiveness. It requires an organization to monitor its internal and external environments constantly for changes that may require modifying existing strategic and tactical plans or developing different ones altogether.

Strategic planning is a forward-looking exercise and all managers should be involved with it. If strategic plan is available and well implemented, an organization will have little or no challenge in managing external changes. For organizations to survive, it should be able to operate successfully with environmental forces that are unstable and uncontrollable and which can greatly affect decision making process. Organizations adapt to these environmental forces as they plan and carry out strategic activities. It is through strategic planning that an organization can predict changes in the environment and act pro-actively. (Adeleke et al., 2008). However, it has been observed that most organizations are more concerned with the formulation of strategic plan and not how to implement them (Douglas, 2003). He concluded that “plan without effective and measurable implementation is no plan at all.” No matter how super a plan is, it has to be well implemented to achieve the desired result (Lynch, 1997). David (2009) believes that the usage of strategic plan is very important to organization’s ability to achieve and maintain competitive advantage over other organizations.

Various authors have looked at the dilemma of implementation, specifically as it relates to strategy with (Pfeffer, 1996) commenting that implementation is one of the more difficult business challenges facing today’s managers. They say that a strategy is as good as its implementation. Ungerer et al., (2007) suggest a cycle that must be followed to enable the implementation of strategic plans. The stages involved are an evaluation of current position and an understanding of potential futures, the development of various options and choices, formulation of a robust strategy architecture and then implementation.

Mintzberg (1998) had a different view on strategy implementation. He argued that it depended on what one’s view was on strategy. He questioned whether strategy formulation came first before implementation or vice versa. In his view, one’s perspective on strategy greatly influenced how one viewed implementation. It could be seen as executing what had been planned already, otherwise the alternate view is that strategies emerge and evolve. Raps (2005) found that strategy implementation requires much more energy and time than the mere formulation of the strategy. The success of the implementation effort depends on the level of commitment and involvement of middle managers. Often the input of the middle managers’ knowledge is underestimated in strategy formulation and it is not surprising that Kaplan and Norton (2008) found that as few as five percent of a typical workforce understand their organization’s strategy.

Miniace and Falter (1996) stated that communication stands out as the key success factor when it comes to strategy implementation. It is imperative for an organization to develop a comprehensive communication plan in order to improve the success rate of its implementation programme. Miniace and Falter (1996) assert that companies need to take an integrative view point where not only the organizational structure, but cultural aspects and other human resource issues are taken into account. They see implementation being a boundary less set of activities working together to achieve the change needed. Vagueness of the assignment of duties and responsibilities often results in failure.

Miniace and Falter (1996) argue that employees tend to think and see only in their own department structures and companies need to ensure a cross-functional effort in order to improve their implementation plans. A detailed plan detailing activities and who is responsible prevents power struggles between departments and within hierarchies.

Statement of the Problem

County Strategic plans are a means of enhancing results based management and efficiency in the operations of counties. The plan provides direction in regard to resource targeting and program implementation. However, there have been concerns expressed by a big proportion of the public over what they perceive as lack of and/or inadequate implementation of the county strategic plan (Githua, 2004). Murigi, (2013) observes that Strategic

plan implementation faces some challenges which are legal in nature where the constitution created very many supervisory organs and in some cases the law is not clear, others are financial in nature where expectations outstrips the revenue, the transfer of finances is done elsewhere at the national treasury. Koech and Namusonge, (2012) argues that strategic plans are rarely implemented and the result has been haphazard planning techniques, poor prioritization and failure to use the meager resources for the right projects. Most counties fail to achieve their goals and objectives, and this is reflected through service delivery and performance (Ngware, 2006).

Opano (2013) undertook a study on the Kisii County's Government in Kenya on its strategic planning and implementation practice study, the study established that county strategic plan was participatory in nature and management communication was structured. Wachira (2014) studied strategic planning practices at Laikipia County, Kenya and found that strategic planning at Laikipia County was formal and that the vision and mission statement, and strategic plans at the county were formally documented. Chogo (2015) undertook a study on strategic planning practices by Kajiado County Government in Kenya. The studies under review have not dealt on how management practices have influenced the implementation of the strategic plans hence the need to assess the effects of management practices on the implementation of county strategic plan in Kisii County.

Objectives of the Study

The general objective of this study was to assess the effects of management practices on implementation of county strategic plan in Kisii County. The study was guided by the following specific objectives:

- To find out the effect of organizational structure on the implementation of county strategic plan in Kisii County.
- To assess the effect of leadership style on the implementation of county strategic plan in Kisii county
- To determine the effect of resource allocation on the implementation of county strategic plans in Kisii County
- To establish the effect of stakeholder involvement on the implementation of county strategic plans in Kisii County

RESEARCH METHODOLOGY

The study employed descriptive research design. The target population for this study was 45 county executive members, chief officer's directorate of strategy, project evaluation and employees working in strategic planning in Kisii County. The study collected both primary and secondary data. The primary data was collected through questionnaires and secondary data through document review mainly county reports. Analysis was done with the aid of the Statistical Package for Social Sciences (SPSS) package version 21. The study adopted both qualitative and quantitative techniques. Qualitative data from open-ended questions was analyzed using content analysis techniques. Quantitatively, both descriptive statistics such as, percentages, frequencies, mean scores, standard deviation as well as inferential statistics such as Analysis of Variance (ANOVA) and Multiple Linear Regression Analysis was employed. The use of Multiple Regression Analysis helped in determining the relationship between the independent and the dependent variables.

RESEARCH FINDINGS AND DISCUSSION

Stakeholder Involvement

Stakeholders are vital sources of information and should always be encouraged to participate in a process, even where they are fundamentally opposed to it.

The respondents were asked to indicate to what extent they agreed to the various statements that defined stakeholder involvement affected the implementation of strategy in Kisii County. These responses were captured in a five point likert scale (5= very large extent, 4= large extent, 3= moderate extent, 2= less extent and 1= not at all) the research findings are as in table 1 showing the means and standard deviation of the variables.

Table 1: Stakeholder Involvement

Stakeholder Involvement	N	Min Score	Max Score	Mean	Std. Dev.
Stakeholders get involvement in major decisions and activities	37	1	5	3.26	.827
stakeholders engagement influence successful implementation of strategies	37	1	5	3.02	.713
Stakeholders play a big role in strategy implementation	37	1	5	3.019	.715
Stakeholders are responsible for strategy implementation are also part of formulation process in order to ensure successful strategy implementation	37	1	5	2.803	.532
external stakeholders influence strategy implementation	37	1	5	2.794	.871
Stakeholder involvement bring about the continuous improvement in strategy implementation	37	1	5	2.78	.514
There is an evaluation of stakeholder efficiency	37	1	5	2.52	.537
communication with the stakeholders is efficient	37	1	5	2.29	
County improve its performance targets through stakeholders involvement	37	1	5	2.29	.552
Stakeholders get involvement in major decisions and activities	37	1	5	2.28	.885
stakeholders engagement influence successful implementation of strategies	37	1	5	2.27	.873
Stakeholders play a big role in strategy implementation	37	1	5	2.04	.315
Grand Mean				2.618	

Table 1 indicate to a moderate extent ($3.2 \geq \text{Mean} \geq 2.52$, with sign. standard deviation. ≥ 0.337), Stakeholders get involvement in major decisions and activities, stakeholders engagement influence successful implementation of strategies, Stakeholders play a big role in strategy implementation, Stakeholders are responsible for strategy implementation are also part of formulation process in order to ensure successful strategy implementation, external stakeholders influence strategy implementation, Stakeholder involvement

bring about the continuous improvement in strategy implementation and there is an evaluation of stakeholder efficiency.

To a low extent ($2.29 \geq \text{Mean} \geq 2.04$, with sign. standard deviation. ≥ 0.3), The respondents to observed that communication with the stakeholders is efficient, County improve its performance targets through stakeholders involvement, Stakeholders get involvement in major decisions and activities, stakeholders engagement influence successful implementation of strategies and Stakeholders play a big role in strategy implementation

These study findings imply that stakeholder involvement affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 2.61.

This study finding is in line with Mogeni (2009); stakeholder involvement also needs to be reactive to respond to the ever changing external environment. This can be done by taking into account various measures to avoid or overcome potential problems. A commitment should be given to provide consistent and transparent information to all stakeholders throughout the lifetime of the strategic process. Participatory activities are increasingly being incorporated in policy development and resource management worldwide. This is partly due to a shift from a development-focused management paradigm to a new paradigm of integrated management across all levels, national, international and sub-national. It also has roots in the heightened public concern about the environment, deteriorating public trust in government, and the aim of gaining the consensus of stakeholders in decision making (Dietz and Stern 2008).

Leadership Style

Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees and Leadership is identified as an important subject in the field of strategy formulation and strategy implementation.

The respondents were asked to indicate to what extent they agreed to the various statements that defined components have been effectively used in leadership style and strategy implementation in Kisii. These responses were captured in a five point likert scale (5= very large extent, 4= large extent, 3= moderate extent, 2= less extent and 1= not at all) the research findings are as in table 2 showing the means and standard deviation of the variables

Table 2: Leadership Style

Leadership style	N	Min Score	Max Score	Mean	Std. Dev.
Managers use transformative leadership style	37	1	5	3.51	.500
Managers use democratic leadership style	37	1	5	3.51	.501
Managers use autocratic leadership style	37	1	5	3.28	.473
Managers use free rein leadership style	37	1	5	3.26	.452
Managers use participatory leadership style	37	1	5	2.78	.484
Grand mean				3.272	

Table 2 show that to a great extent ($3.51 \geq \text{Mean} \geq 3.51$, with sign. standard deviation. ≥ 0.500) Managers use transformative leadership style and Managers democratic leadership style.

To a moderate extent ($3.28 \geq \text{Mean} \geq 2.78$, with sign. standard deviation. ≥ 0.473) Managers use autocratic leadership style, Managers use free rein leadership style and Managers use participatory leadership style. The study findings indicate that leadership style affect strategy implementation by Kisii County to a moderate extent with an overall mean of 3.272.

This study finding is in line with Koech and Namusonge (2012) who conducted a study on the influence of leadership styles on organization performance. The study was in States Corporation at Mombasa, Kenya. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. Fatokun, Salaam and Ajegbomogun (2010) examined the influence of leadership style on the performance of subordinates in Nigerian libraries and established a high level of commitment to both official and social needs by the leaders. Pradeep and Prabhu (2011) examined that relationship between effective leadership and employee performance. The study considered the relationship between transformational, transactional, laissez-faire leaderships and employee performance.

Resource Allocation

Organizations have at least four types of resources that can be used to achieve desired objectives namely; financial, physical, human, and technological. Lack of resources can be a real challenge to strategy implementation.

The respondents were asked to indicate to what extent they agreed to the various statements that defined components have been effectively used of resource allocation have affected the implementation of strategy in Kisii County. These responses were captured in a five point likert scale (5= very large extent, 4= large extent, 3= moderate extent, 2= less extent and 1= not at all) the research findings are as in table 3 showing the means and standard deviation of the variables.

Table 3: **Resource Allocation**

Resource Allocation	N	Mini score	Maxi score	Mean	Std. deviation
Resource quality	37	1	5	3.75	.433
Resource allocation breadth	37	1	5	3.50	.510
Resource innovation	37	1	5	3.26	.441
Continuous improvement of resource	37	1	5	3.02	.181
New product resource	37	1	5	3.00	.727
Resource quantity	37	1	5	2.54	.898
Grand Mean				3.17	

Table 3, the respondents indicated that to a large extent ($3.75 \geq \text{Mean} \geq 3.50$, with sign. standard deviation. ≥ 0.51) Resource quality and Resource allocation breadth and to a moderate extent ($3.26 \geq \text{Mean} \geq 2.54$, with sign. standard deviation. ≥ 0.51) Resource innovation, Continuous improvement of resource, New product resource and Resource quantity. The study findings indicate that resource allocation affect strategy implementation by Kisii County to a moderate extent with an overall mean of 3.17.

This study finding is in line with David (2009) who asserts that organizations have at least four types of resources that can be used to achieve desired objectives namely; financial, physical, human, and technological. Lack of resources can be a real challenge to strategy implementation. The human resource elements play a big role in design and administration of strategic plans.

Wernerfelt (2011) concluded that resources such as human capital and technology are a foundation for generating superior performance. In addition, the study noted that the relationship between an organization’s resources and competitive advantage is strengthened by resource allocated.

Organizational Structure

Organizational structure is a system used to define a hierarchy, allocate tasks, coordinate, decision making within an organization. According to Diamond (2006), organizational structure refers to the way that an organization arranges people and jobs so that its work can be performed and its goals can be met.

The respondents were asked to indicate to what extent they agreed to the various statements that defined components of organizational structure affected the implementation of strategy in Kisii County. These responses were captured in a five point likert scale (5= very large extent, 4= large extent, 3= moderate extent, 2= less extent and 1= not at all) the research findings are as in table 5 showing the means and standard deviation of the variables.

Table 5: Organizational Structure

Organizational Structure	N	Mini score	Maxi score	Mean	Std. Deviation
Lack of understanding the organization structure and design in the implementation process	37	1	5	4.014	.1193
Highly structured channels of communication and a highly restricted access to important financial and operating information	37	1	5	3.760	.4495
Open channels of communication with important financial information flowing quite freely throughout the organization	37	1	5	3.760	.4495
A strong emphasis on giving the most say in decision making formal line managers	37	1	5	3.760	.4495
A strong tendency to let the expert in a given situation have the most say in decision making, even if this means temporary bypassing of formal line of authority	37	1	5	3.282	.4821
A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions	37	1	5	3.267	.4853
Loose, informal control; heavy dependence on informal relationships and norm of cooperation systems	37	1	5	3.038	.2565
Tight formal control of most operations by means of sophisticated control and information for getting work done	37	1	5	3.033	.24774
strong emphasis on getting things done even if this means disregarding formal procedures	37	1	5	2.775	.85606
Grand Mean				3.409	

Table 5, the respondents indicated that to a large extent ($4.01 \geq \text{Mean} \geq 3.76$, with sign. standard deviation. ≥ 0.44) Lack of understanding the organization structure and design in the implementation process, Highly structured channels of communication and a highly restricted access to important financial and operating information, Open channels of communication with important financial information flowing quite freely throughout the organization and a strong emphasis on giving the most say in decision making formal line managers

To a moderate extent ($3.28 \geq \text{Mean} \geq 2.77$, with sign. standard deviation. ≥ 0.85) there is a strong tendency to let the expert in a given situation have the most say in decision making, even if this means temporary bypassing of formal line of authority, a strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions. Loose, informal control; heavy dependence on informal relationships and norm of cooperation systems, Tight formal control of most operations by means of sophisticated control and

information for getting work done Strong emphasis on getting things done even if this means disregarding formal procedures. The findings reveal that the organizational structure affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 3.409.

These findings support the findings of Grewal and Tansuhaj (2001) reported that more successful companies have well defined organizational structures in sharp contrast to less successful companies. Focusing on large firms (Ekpu, 2004) found a positive relationship between the unstructured organizational patterns and large firm financial performance.

Regression analysis

The regression analysis was carried out in order to determine Management Practices an independent variable can be relied upon in explaining the dependent variable and implementation of Kisii County Government Strategic Plan. The objectives of the study were designed to assess the effect of management practices on the implementation of Kisii County Government Strategic Plan. The literature review and theoretical reasoning led to the belief that management practices affect the implementation of Kisii County Government Strategic Plan. The study focused on four management practices; Resource allocation, organizational structure, stakeholder involvement and leadership styles. It was anticipated that management practices would have a strong, positive and significant relationship with implementation of Kisii County Government Strategic Plan.

For purposes of this study, ordinary Least Square regression model is developed as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Furthermore, in order to test the appropriateness of the regression model, the researcher was able to run a regression analysis and a model summary was generated as in table 6 below.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.950	.947	.448

a. Predictors: (Constant),organizational structure, leadership style, resource allocation, stakeholder involvement

b. Dependent Variable: implementation of strategic plan

The model summary table provides the multiple correlation(R=.975), the multiple correlation squared (R²=.950), the adjusted multiple correlation squared (adj. R²=.947), and the standard error of the estimate of .448

The R-squared is the proportion of variance in the dependent variable which can be explained by the independent variables and from table 4.10, the model summary shows that the R-squared in this study was 0.950, which means that organizational structure, leadership style, resource allocation, stakeholder involvement combined can explain up to 95 % of the changes in the implementation of the strategic plan.

ANOVA test was conducted to find out the level of significance/difference on the effect of management practices on implementation of county government strategic plans.

Table 7: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	780.660	3	195.16	950.25	.000b
1 Residual	11.446	34	.171		
Total	792.106	37			

a. Dependent Variable: Performance

b. Predictors: (Constant), organizational structure, leadership style, resource allocation, stakeholder involvement

The results of the ANOVA in table 7 indicate that the effect of management practices on implementation of county government strategic plans. The model R² is therefore significant at p<.000. The coefficients of this predicative model aimed at addressing the concerns of objective one as modelled in model number four of the data analysis are given as in the Table 8.

Table 8: Regression Coefficients for management practices and implementation of strategic plan

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
			Beta				
(Constant)	-10.350	.520		-19.909	.000		
Organizational structure	3.115	.111	.683	28.028	.000	.413	2.424
Leadership style	3.949	.205	.492	19.270	.000	.375	2.667
Resource allocation	-2.999	.233	-.611	-12.896	.000	.109	9.159
Stakeholder involvement	2.378	.497	.305	4.780	.000	.060	16.653

a. Dependent Variable: implementation of strategic plan

From the specific beta coefficients for the measures of management practices in Table 8 above, management practices make contribution to the implementation of strategic plan. Organizational structure, leadership style, resource allocation and stakeholder involvement have a significant (p≤0.05) positive effect (positive beta value) on implementation of strategic plan.

Results of the regression coefficients presented in Table 8 shows that the estimates of β values and give an individual contribution of each predictor to the mode. The β value tells us about the relationship between management practices with each predictor. The β value for organizational structure (0.683), leadership style (0.492) resource allocation (-0.611) and stakeholder involvement (0.305) Therefore from the results the study came up with the following regression model:

$$Y = 2.424 + 0.683X_1 + 0.492X_2 + 0.611X_3 + 0.305X_4 + e$$

Where;

Y= the dependent variable (organization performance)

X₁ = organizational structure

X₂ = leadership style

X_3 = resource allocation

X_4 = stakeholder involvement

This empirical evidence follows conclusions from Kihara (2016) strategy implementation is a more elaborate and difficult task than strategy formulation and involves concentrated efforts and actions and by all stakeholders in and organization. County governments like any other organizations are faced with a huge challenge in strategy implementation. Aosa (1992) surveyed 51 large private manufacturing firms through a survey. Using questionnaires and a drop and pick method, Aosa concluded that management was the key factors that influenced strategic plans formulation and implementation. The scholar also noted that an effective implementation process required a collective approach to culture and communication while keeping clear communication channels and realigning firm resources so that strategic plans are not halted by lack or inadequate implementation resources. Awino (2007) studied the effect of selected variables on corporate performance using 49 large private insurance firms in Kenya through a survey that applied both interviews and structured questionnaire. In his findings, management and culture were found to be very critical variables in the performance of firms. Awino concluded that both financial and non-financial performance were affected but to varying degrees by selected variables.

SUMMARY OF FINDINGS

Influence Organizational structure on the implementation of strategic plan

Table 2 shows that the respondents indicated that to a large extent that Lack of understanding the organization structure and design in the implementation process, Highly structured channels of communication and a highly restricted access to important financial and operating information, Open channels of communication with important financial information flowing quite freely throughout the organization and a strong emphasis on giving the most say in decision making formal line managers affect the implementation of strategic plan.

To a moderate extent; there is a strong tendency to let the expert in a given situation have the most say in decision making, even if this means temporary bypassing of formal line of authority, a strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions. Loose, informal control; heavy dependence on informal relationships and norm of cooperation systems, Tight formal control of most operations by means of sophisticated control and information for getting work done Strong emphasis on getting things done even if this means disregarding formal procedures affect the strategic plan. The findings reveal that the organizational structure affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 3.409

Influence of Leadership style on the implementation of county integrated strategic plan

From Table 3 it shows that to a great extent Managers use transformative leadership style and Managers democratic leadership style and this affect the implementation of strategic plan. To a moderate extent Managers use autocratic leadership style, Managers use free rein leadership style and Managers use participatory leadership style. The study findings indicate that leadership style affect strategy implementation by Kisii County to a moderate extent with an overall mean of 3.272.

Influence of Resource allocation on the implementation of county integrated strategic plans

From the findings, the respondents indicated that to a large extend the quality of resource and Resource allocation breadth affect implementation of strategic plan and to a moderate extent resource innovation,

Continuous improvement of resource, new product resource and Resource quantity affect the implementation of strategic plan. The overall study findings indicate that resource allocation affect strategy implementation by Kisii County to a moderate extent with an overall mean of 3.17.

Influence of Stakeholder involvement on the implementation of county integrated strategic plans

Table 4 indicate to a moderate extent that Stakeholders get involvement in major decisions and activities, stakeholders engagement influence successful implementation of strategies, Stakeholders play a big role in strategy implementation, Stakeholders are responsible for strategy implementation are also part of formulation process in order to ensure successful strategy implementation, external stakeholders influence strategy implementation, Stakeholder involvement bring about the continuous improvement in strategy implementation and there is an evaluation of stakeholder efficiency affect the implementation of strategic plan.

To a low extent, the respondents to observed that communication with the stakeholders is efficient, County improve its performance targets through stakeholders involvement , Stakeholders get involvement in major decisions and activities , stakeholders engagement influence successful implementation of strategies and Stakeholders play a big role in strategy implementation affect the implementation of strategic plan. These study findings imply that stakeholder involvement affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 2.61.

CONCLUSION

Following the study findings, it is concluded that the leadership style is very crucial in successful implementation of strategic plan in Kisii County to a moderate extent with an overall mean of 3.272. The study shows that democratic leadership and is the most preferred type of leadership hence managers should embrace it to heighten the implementation of strategic plan in the county.

The study concluded on the second objective which sought to establish the influence of resource allocation on the implementation of strategic plan in Kisii county, the study findings indicate that resource allocation affect strategy implementation by Kisii County to a moderate extent with an overall mean of 3.17 hence emphasis be laid on the proper resource management.

The third objective findings reveal that the organizational structure affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 3.409. The study concludes that the structure that Kisii County has should be flexible to allow the implementation of the strategies.

The fourth objective of the study findings indicates that stakeholder involvement affected the implementation of strategy in Kisii County to a moderate extent with an overall mean of 2.61. The study concluded that stakeholders play a critical role in the implementation of the strategic plan and they should be involved through participation.

RECOMMENDATIONS OF THE STUDY

The study made the following policy and research recommendations;

Policy recommendation

From the findings and conclusions made by the study, it is recommended that the managers in the Kisii county should adopt democratic leadership style and also, they should be trained on strategic plan implementation in order to enhance the process of a strategy implementation hence improve its performance.

Secondly, the study recommends emphasis be laid on the resource management that is, proper budgeting should be done so that there are enough resources to help in implementing the strategy, the study recommends that Kisii County should give attention to development of technologies and capabilities so as to succeed in sustainability and firm profitability also, ensure resource allocation is done equitably and efficiently hence ensure easy implementation of strategy.

Thirdly, the study recommends that the county strategic plan implementation team should involve all stakeholders in major decisions and activities since they are responsible for strategy implementation are also part of formulation process in order to ensure successful strategy implementation. The study recommends that Kisii County strategic team should involve managing, administering strategies, evaluation, resource allocation, costing and forward planning hence bring about continuous improvement in strategy implementation.

Fourthly, the study recommends the streamlining of an organizational structure that ensures coordination of activities and the use of practical skills necessary for advancing the policies of organization such as decision-making, negotiation, bargaining and communication. Open channels of communication between employees and managers should be encouraged, the study further recommends for an organizational structure that will pave way for timely implementation of a strategy.

Recommendations for further study

- i. The study recommends a research on the induction strategies for newly appointed county officials on strategic plan implementation.
- ii. A study to look into strategic decision making with the aim of sharpening the county officials' capacity to implement the county strategic plan.

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