Journal of
Business and Strategic Management
(JBSM)

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Journal of Business and Strategic Management

ISSN: 2520-0402 (online)

Vol. 11, Issue No. 9, pp. 25 - 42, 2026

www.carijournals

Drivers of Strategy Implementation and Performance of Human Rights Organizations in Kisumu County

[1]Ruto Faith Chesang, [2]Dr. Dennis Juma, [3]Dr. Jane Munga

[1]Post Graduate Student, Jomo Kenyatta University of Agriculture and Technology

[2/3]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Accepted: 20th Oct, 2026, Received in Revised Form: 3rd Nov, 2026, Published: 17th Nov, 2026

Abstract

Purpose: The purpose of the study was to assess drivers of strategy implementation and performance of human rights organizations in Kisumu County.

Methodology: This research used descriptive survey research design using both qualitative and quantitative approaches. The target population for this study were employees at all levels of the 21 HROs in Kisumu County. These included a total of 4,855 (Regional NGO Reports, 2024). All operating agribusiness registered by MSEA comprised the study sample. The Yamane model was used to obtain the sample size of 196 respondents. Descriptive statistics involved frequencies, means and standard deviation while inferential statistics were measured at significance level of 0.05. The analysis of a multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable.

Findings: The regression model revealed a strong positive relationship between the drivers and performance ($R = 0.728$), with the four drivers collectively accounting for 53.0% of the variation in performance ($R^2 = 0.530$; adjusted $R^2 = 0.513$). All four drivers had positive and statistically significant effects on performance: resource allocation ($\beta = 0.322$, $p < 0.001$), strategic communication ($\beta = 0.286$, $p < 0.001$), leadership commitment ($\beta = 0.254$, $p = 0.001$), and organizational culture ($\beta = 0.218$, $p = 0.004$).

Unique Contribution to Theory Practice and Policy: The study recommended that HRO leaders model integrity and practice consistent, transparent leadership; adopt healthy, inclusive work cultures that encourage creativity; communicate strategic plans across all organizational levels with feedback loops and measurable indicators; and optimize resource deployment by tracking utilization to balance workloads. Given its largest effect, resource allocation should be prioritized in strengthening strategy implementation.

Keywords: *Strategy Implementation, Leadership Commitment, Organizational Culture, Strategic Communication, Human Rights Organization*

INTRODUCTION

Improving and sustaining organizational performance remains a central objective for organizations operating in increasingly competitive and uncertain environments. Performance is widely understood as a multidimensional construct encompassing financial, operational, market, and sustainability outcomes, reflecting the extent to which an organization achieves its predefined objectives relative to available resources and strategic intent (Hair et al., 2021). Strategic management practices, which span strategy formulation, implementation, and evaluation and control, are fundamental in translating strategic intent into operational outcomes (Gabow, 2019). Of these, implementation is the most problematic: managers generally know how to plan and formulate strategy but not how to execute it (Paulose, 2024), and reported failure rates range between 50% and 90% (Kaplan & Norton, 2001; Miller, 1997). The obstacles are also interrelated and can reinforce one another, forming long chains of blockages (Cândido & Santos, 2019). This "implementation gap" between strategic intent and operational reality has made strategy implementation a critical topic in organization theory and strategic management (de Oliveira et al., 2019). Yet the academic literature has devoted insufficient attention to it, and existing qualitative and quantitative studies are often limited by industry-specific contexts that reduce generalizability and by the need for further empirical validation (Hair et al., 2021).

In the Sub Saharan, the drivers of implementation success in small and medium-sized enterprises are strategic, organizational, and resource-based in nature. Digital transformation enables organizations to redesign business models, improve efficiency, and enhance decision-making, but many SMEs struggle to leverage it because of limited capabilities, weak integration, and resistance to change (Straková et al., 2022). Leadership and human capital are equally critical: effective leadership provides direction and mobilizes resources, whereas leadership deficiencies are linked to poor decision-making, low adaptability, and high failure rates (Tina, 2024), and employee skills and competencies enhance productivity, innovation, and efficiency (Santa et al., 2022). Resource limitations, including inadequate finances, infrastructure, and knowledge management, further impede growth, and resources translate into performance only when firms build the capabilities to configure and exploit them (Chabala & Mandawa-Bray, 2021). A recent systematic review identified four mutually reinforcing categories of barriers: managerial and leadership constraints, organizational and structural barriers, resource and capability limitations, and external institutional and environmental challenges (Khadang et al., 2026). Since smaller firms lack the diversified assets and slack resources of large corporations, failure to execute strategy poses an existential risk to them (Erdiaw-Kwasie et al., 2023).

In Kenya, these challenges are likely to be acute for human rights organizations in Kisumu County, which operate on limited resources and must sustain performance amid environmental uncertainty, much like small and micro enterprises. Despite the growing recognition of strategy implementation as a determinant of performance, little empirical evidence exists on how leadership, human capital,

resource configuration, and digital transformation shape implementation outcomes in this sector and setting. This study therefore examines the drivers of strategy implementation and the performance of human rights organizations in Kisumu County, with the aim of generating context-specific evidence to address this gap and to inform practice and policy.

Statement of Problem

Strategic management is expected to improve organizational performance, because aligning resources with strategic objectives and targets boosts performance, and strategy implementation is an essential component of this process (Poister, 2021). Effective implementation is also a potential source of competitive advantage (Tawse & Tabesh, 2021). In practice, however, implementation frequently fails. Failure rates are reported to range between 50% and 90% (Kaplan & Norton, 2001), although these figures should be treated with caution because some of the supporting evidence is dated and fragmentary (Cândido & Santos, 2015). More recent evidence is similar: Paulose (2024) reported failure rates of up to 50%, and Alharthy (2017) found that while 80% of organizations have the right strategies, only 14% succeed in executing them. Many managers excel at formulation but struggle at implementation, and unaddressed barriers break down execution and contribute to performance discrepancies among firms (Greer et al., 2017). Smaller organizations bear the heaviest burden. Unlike large corporations, they lack diversified assets and slack resources to absorb failed initiatives, so an inability to execute strategy can pose an existential risk (Erdiaw-Kwasie et al., 2023). Human rights organizations in Kisumu County operate under similar resource constraints and are therefore particularly exposed.

Previous research has not adequately explained this problem. Scholars have focused on strategic planning more than on implementation (Dasan, 2022), and the implementation literature remains a disparate collection of recommendations, case studies, and empirical work that lacks a cohesive framework and treats implementation as a black box (Tawse & Tabesh, 2021). Existing studies identify financial resources, organizational structure, policy, and leadership support as key determinants (Nwachukwu et al., 2019; Kasera et al., 2025), and a recent systematic review shows that managerial, structural, resource, and external barriers reinforce one another (Khadang et al., 2026). However, much of the empirical work is confined to industry-specific contexts such as manufacturing pharmaceuticals (Njeru et al., 2025; Kohtamäki et al., 2012; Minarro-Viseras et al., 2005), which limits generalizability. Limited empirical evidence exists on how strategy implementation drivers affect the performance of human rights organizations at the county level. This study therefore examines the effect of strategy implementation drivers on the performance of human rights organizations in Kisumu County, to fill this empirical gap and generate evidence to inform practice and policy.

LITERATURE REVIEW

Theoretical Framework

This study was anchored on four complementary theories that together explain how strategy implementation drivers shape the performance of human rights organizations. The Theory of Planned Behavior as proposed by Icek Ajzen (1985) as an extension of the Theory of Reasoned Action (Ajzen & Fishbein, 1977; Fishbein & Ajzen, 1976), holds that behavior is predicted by intention, which is determined by attitude toward the behavior, subjective norms, and perceived behavioral control (Ajzen, 1991). Intentions may fail to translate into action when barriers exist (McMillan, 2004), so the theory links the beliefs held in an organization to the behavior the group exhibits in implementing tasks and, ultimately, to results. It therefore supports the objective on leadership commitment, since leaders' attitudes, expectations, and perceived control over implementation shape whether strategic intentions are carried out. Organizational Culture Theory, traced to Elliott Jaques (1951), who defined culture as the customary and traditional way of thinking and doing that members share and new members must learn, was extended by Hofstede et al. (1997), who identified symbols, heroes, rituals, and values as its core elements. Bauer and Erdogan (2012) and Meng and Berger (2019) emphasize that shared assumptions, values, and beliefs guide what counts as appropriate behavior and strongly influence employee behavior and organizational performance. The theory underpins the objective on organizational culture.

Resource Dependence Theory was developed by Pfeffer and Salancik (1978). It views organizations as open systems that depend on contingencies in their external environment. Organizations that control vital resources hold power over a focal organization, so survival depends on the ability to acquire and maintain resources, and organizations adopt strategies to manage problematic dependence and enhance their autonomy (Pfeffer, 2003). This is especially relevant to human rights organizations, which rely heavily on external funders, and it supports the objective on resource allocation. Stakeholder Theory, advanced by Freeman (1984), posits that organizations must consider the interests of all stakeholders, including employees, communities, and regulators, and that long-term success depends on managing these relationships effectively. It supports the objective on strategic communication, since communicating strategy to stakeholders and aligning operations with their expectations builds the trust and support that implementation requires.

Taken together, the theories provide a comprehensive foundation for the study's four objectives. The Theory of Planned Behavior explains the role of leadership commitment in turning intention into action, Organizational Culture Theory explains how shared values and beliefs sustain implementation, Resource Dependence Theory explains how resource allocation determines survival and capacity to execute, and Stakeholder Theory explains how strategic communication secures stakeholder alignment. Each addresses a different layer of the implementation process

(individual, internal, external resource, and relational), and jointly they explain how these drivers influence the performance of human rights organizations in Kisumu County.

Conceptual Framework

The framework provides a visual representation of the presumed cause-and-effect relationships that guided the study and formed the basis for the formulation of the research objectives, data collection, and hypothesis testing. The study postulated that strategy implementation drivers had a direct and positive influence on the performance of human rights organizations in Kenya.

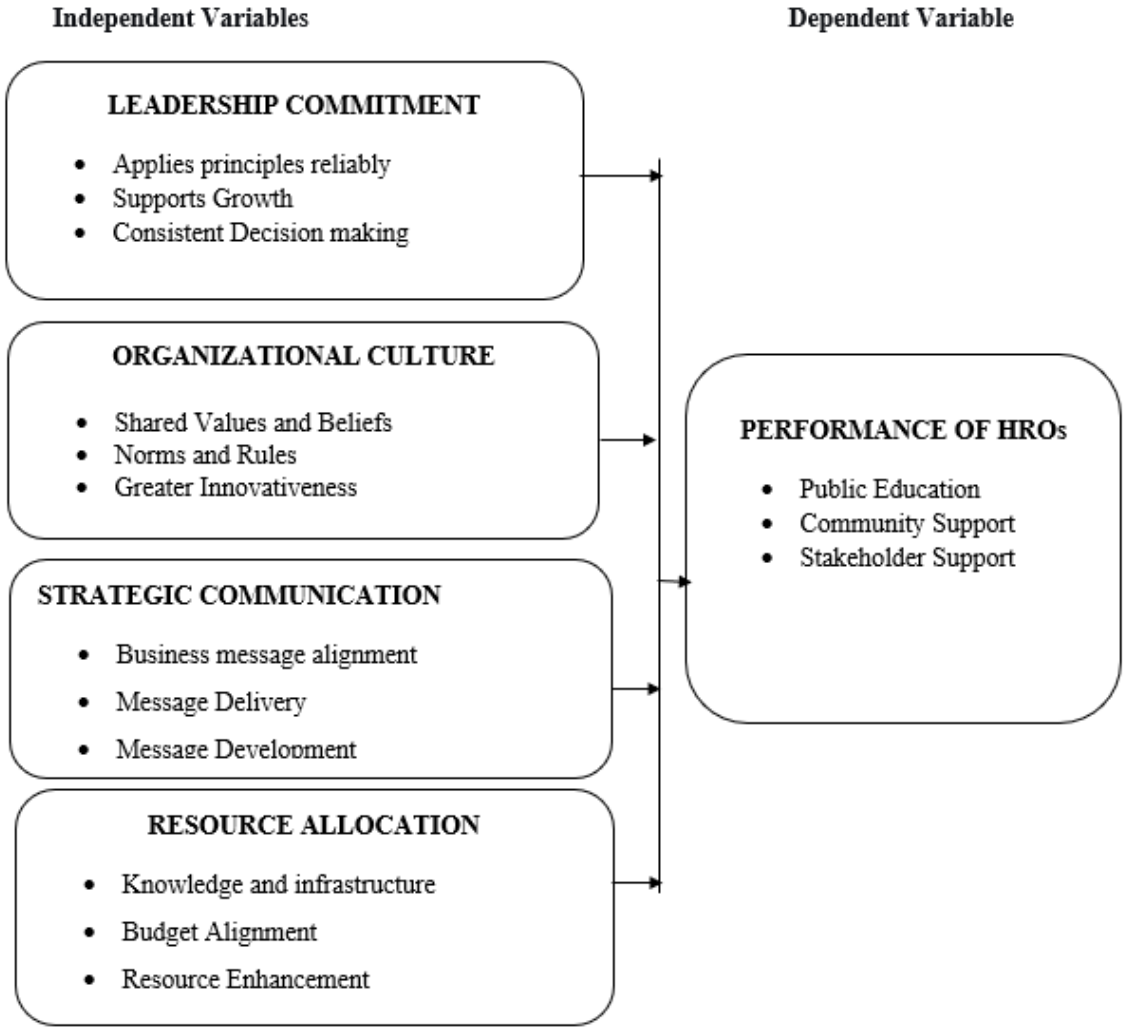


Figure 1: Conceptual Framework

Empirical Review

Leadership is the most consistently studied driver of strategy implementation. Kanyanja and Muathe (2023) examined strategic leadership adoption, resource allocation, communication

system, organizational culture, and organizational structure at the Kenya National Highways Authority (KeNHA). Using a descriptive design and a sample of 94 of 187 top managers, they found that all five variables influenced performance, with strategic leadership adoption having the largest effect. Njoroge et al. (2022) similarly identified visionary and inspirational leadership, strategic decision-making, communication, and teamwork as critical dimensions of strategic leadership in Kenyan pharmaceutical organizations, and Wakhisi (2021) highlighted the role of strategic leaders in driving implementation. Ogaja and Kimiti (2016) found that the competence, quality, and style of leaders determined how effectively decisions were implemented at Egerton University and Jomo Kenyatta University of Agriculture and Technology. Beyond Kenya, Doeleman et al. (2021) found in 37 locations of a Dutch state organization that successful implementation requires open strategizing, employee involvement, and transformational leadership, and Ngigi et al. (2021) and Lee and Welliver (2018) linked leadership styles and strategies positively to implementation and firm performance. These studies are concentrated in public institutions, universities, and pharmaceutical firms, and several of them examine leadership in isolation, so the evidence says little about leadership commitment in human rights organizations.

The evidence on the other drivers is thinner. Kanyanja and Muathe (2023) included organizational culture and communication systems but as part of a broader set of variables in a single government agency, so their separate contribution to performance is not clearly established. Ngigi et al. (2021) point to an innovative, team-oriented culture as part of effective implementation, but only within a discussion of leadership styles. On resource allocation, Wanjiku and Anyieni (2022) found that resource distribution accounted for 72.1% of the performance of the Nyandarua County Assembly, and Dhananjay (2021) found in a sample of 364 respondents from 334 distributors and 30 manufacturers that effective resource allocation, leadership, and monitoring and control were associated with better performance in large Kenyan pharmaceutical firms. These studies relied mainly on descriptive designs and perception-based questionnaires and were conducted in county government and commercial settings, where funding is more stable than in NGOs that depend on external donors.

The reviewed studies reveal four gaps. First, there is a contextual gap: they were conducted in highway authorities, universities, county assemblies, pharmaceutical firms, and a Dutch state organization, and none examined human rights organizations or the wider NGO sector. Second, there is a geographical gap, since no study was located in Kisumu County. Third, there is a conceptual gap: leadership dominates the literature and is often studied alone (Lee & Welliver, 2018), while organizational culture and strategic communication are rarely examined as distinct drivers, and no study combines leadership commitment, organizational culture, strategic communication, and resource allocation in one model. Fourth, there is a methodological gap, as most studies used descriptive designs and perception-based data from managers, which limits

explanatory power. This study addresses these gaps by testing the effect of all four drivers on the performance of human rights organizations in Kisumu County.

METHODOLOGY

This research used descriptive survey research design using both qualitative and quantitative approaches. The target population for this study were employees at all levels of the 21 HROs in Kisumu County. These employed a total of 4,855 (Regional NGO Reports, 2024). All operating agribusiness registered by MSEA comprised the study sample. The Yamane model was used to obtain the sample size of 196 respondents. The study utilized a survey questionnaire as the main data collection instrument. A self-administered structured questionnaire of 5-point Likert scale was developed. The study utilized a survey questionnaire as the main data collection instrument. A self-administered structured questionnaire of 5-point Likert scale was developed. In this study, the questionnaire was pilot-tested on a subset of the sample, comprising 19 respondents, which represented 10% of the total, who were not included in the final sample. The feedback from this pilot phase was used to evaluate the validity and reliability of the questionnaire, leading to necessary revisions of the research instrument. Quantitative data were sorted, coded and input into SPSS for generation of descriptive statistics and inferential statistics. Descriptive statistics involved frequencies, means and standard deviation while inferential statistics were measured at significance level of 0.05. The analysis of a multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable. The multiple linear regression model was proposed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Performance of HROs

X_1 = Leadership commitment

X_2 = Organizational culture

X_3 = Strategic communication

X_4 = Resource Allocation

β_0 = Constant

β_1–β_4 = Regression coefficients

ε = Error term

RESULTS

Response Rate

The researcher sent out 196 questionnaires. Out of these, 145 questionnaires were returned representing a response rate of 73.97% for the study. This was considered sufficient to proceed with data analysis.

Descriptive Statistics

Descriptive statistics, comprising the means and standard deviations of every item measuring the constructs, were used to summarize how the strategy drivers affected the performance of human rights organizations (HROs) and to show general trends before the inferential analyses. Respondents reported high levels of leadership commitment (overall mean = 4.07), indicating that HROs experience strong leadership support. Organizational culture was also viewed favorably (overall mean = 4.07), with respondents noting that their organizations have shared values and beliefs that guide behavior and that organizational practices were generally satisfactory. Strategic communication received similarly high ratings (overall mean = 4.06), suggesting effective communication practices among HROs in Kisumu County.

Resource allocation recorded the highest rating (overall mean = 4.12), and respondents regarded it as well integrated, accessible, transparent, and efficient. This suggests that HROs prioritize human skills, budgets, tools, and materials, and distribute scarce resources across competing needs. Overall, respondents agreed that the selected strategy drivers positively influenced performance (overall mean = 4.09), indicating that the drivers collectively contributed to the performance of HROs.

Table 1: Overall Descriptive Statistics

Variable	Mean	Standard Deviation	Interpretation
Leadership commitment	4.07	0.42	Moderate to high adoption
Organizational culture	4.07	0.45	Satisfactory performance
Strategic communication	4.06	0.44	Good contract management practices
Resource allocation	4.12	0.41	High adoption and effective use
Performance of HROs	4.09	0.43	Overall good operational performance

Inferential Results

The analysis included Pearson correlation analysis, multiple linear regression, ANOVA, and t-tests, with statistical significance assessed at the 5% level ($p \leq 0.05$).

Correlation Analysis

Correlation analysis is a statistical technique used to determine the strength and direction of the relationship between two variables. Pearson's Product Moment Correlation Coefficient (r) was used in this study to examine the relationships between information sharing with suppliers, inventory level control, contract monitoring and evaluation, e-tendering systems, and operational performance. The correlation coefficient ranges from −1 to +1, where positive values indicate a positive relationship and negative values indicate an inverse relationship. A value closer to zero indicates a weaker relationship, while values closer to ±1 indicate stronger relationships (Sekaran & Bougie, 2019). Statistical significance was assessed at the 5% level ($p \leq 0.05$).

The analysis examined the relationships between the four independent variables, namely leadership commitment, organizational culture, strategic communication, resource allocation, and the dependent variable, performance. The significance of the correlations was assessed at $p \leq 0.05$. The findings are presented in Table 2 below.

Table 2: Correlation Analysis

Variables	LC	OC	SC	RA	Performance
Leadership commitment	1				
Sig. (2-tailed)					
N	145				
Organizational culture	0.312	1			
Sig. (2-tailed)	0.001				
N	145	145			
Strategic communication	0.354	0.286	1		
Sig. (2-tailed)	0	0.002			
N	145	145	145		
Resource Allocation	0.327	0.301	0.391	1	
Sig. (2-tailed)	0	0.001	0		
N	145	145	145	145	
Performance	0.521	0.474	0.563	0.601	1
Sig. (2-tailed)	0	0	0	0	
N	145	145	145	145	145

Note: Correlation is significant at the 0.01 level (2-tailed).

The results in Table 2 indicate that there was a positive and statistically significant relationship between leadership commitment and performance ($r = 0.521$, $p < 0.001$). This indicates a moderate positive relationship, suggesting that improvements in leadership commitment will result to improvements in performance of HROs. The findings further indicate a positive and statistically

significant relationship between organizational culture and performance ($r = 0.474$, $p < 0.001$). The relationship was moderate and positive, implying that cultivating good organizational culture will lead to improved performance of HROs. There was also a positive and statistically significant relationship between strategic communication and performance with ($r = 0.563$, $p < 0.001$). This represents a moderate positive relationship and suggests that strategic communication associated with better performance. Finally, the results show a positive and statistically significant relationship between resource allocation and performance ($r = 0.601$, $p < 0.001$). This was the strongest correlation among the four independent variables. The finding suggests that with better allocation and effective utilization of resources, organizations can improve their performance.

Multiple Linear Regression Analysis

Multiple linear regression, which examines how two or more independent variables jointly affect a single dependent variable (Sekaran & Bougie, 2019), was used to establish the combined influence of the strategy drivers on the performance of human rights organizations (HROs) in Kisumu County. The model summary (Table 3) shows a multiple correlation coefficient of $R = 0.728$, indicating a strong positive relationship between the combined drivers and performance. The R^2 of 0.530 shows that leadership commitment, organizational culture, strategic communication, and resource allocation jointly explain about 53.0% of the variation in HRO performance. After adjusting for the number of predictors, the adjusted R^2 of 0.513 indicates that the four drivers explain about 51.3% of the variation, leaving the remaining 48.7% to factors outside the model.

Table 3: Multiple Linear Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728a	0.53	0.513	0.681

a. Predictors: (Constant), leadership commitment, organizational culture, strategic communication and resource allocation.

The ANOVA results presented in Table 4 indicate that the overall regression model was statistically significant, $F(4,113) = 31.774$, $p < 0.001$. Since the p-value is less than the

significance level of 0.05, the null hypothesis that the four strategic drivers do not significantly influence the performance of HROs is rejected. Therefore, the selected drivers used in the study jointly provide a statistically significant explanation of performance among HROs in Kisumu County, Kenya.

Table 4: Summary of ANOVA Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	58.943	4	14.736	31.774	.000b
Residual	52.38	144	0.464		
Total	111.323	143			

a. **Dependent Variable:** Operational Performance
b. Predictors: (Constant), Leadership Commitment, Organizational Culture, Strategic Communication and Resource Allocation.

Regression Coefficients and Significance Tests

Table 5 below presents the regression coefficients and significance tests for the effect of strategy drivers on performance of HROs in Kisumu County, Kenya.

Table 5: Regression Coefficients and Significance Tests

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.714	0.291		2.454	0.016
Leadership commitment	0.231	0.069	0.254	3.348	0.001
Organizational culture	0.198	0.068	0.218	2.912	0.004
Strategic communication	0.267	0.071	0.286	3.761	0
Resource Allocation	0.304	0.075	0.322	4.053	0

The regression coefficients (Table 5) show that all four strategy drivers had statistically significant positive effects on the performance of human rights organizations (HROs). Resource allocation made the greatest distinct contribution ($\beta = 0.322$, $p < 0.001$), followed by strategic communication ($\beta = 0.286$, $p < 0.001$), leadership commitment ($\beta = 0.254$, $p = 0.001$), and organizational culture ($\beta = 0.218$, $p = 0.004$). These results provide empirical evidence that the selected drivers are important determinants of HRO performance. The dominant role of resource allocation agrees with arguments that optimal allocation is among the most important components of successful implementation and that resources must be used strategically to deliver desired results (Edaniol, 2025; Palit, 2026).

The significant effect of strategic communication aligns with Ali and Aldogiher (2025), who identified communication as one of the most influential enablers or barriers of implementation success. Communication is also among the most frequently reported implementation challenges, and choosing appropriate priorities and methods remains a concern for organizations (Kiptoo et al., 2020; Cândido & Santos, 2019). Effective internal communication adds value by promoting consistency, coordination, and the exchange of knowledge and ideas. Leadership commitment likewise contributed significantly to performance, consistent with the view that leadership bridges strategic intention and execution, since many strategies fail because of weak leadership during

implementation rather than poor design (Aarons et al., 2024; Khan, 2024). Leaders align efforts, remove barriers, and maintain momentum, and having an effective champion, or better still a network of leaders at several levels, improves the likelihood of success.

Organizational culture had the smallest, though still significant, contribution. This is consistent with Larabi (2025) and Nderitu et al. (2021), who found that culture is a fundamental determinant of strategy execution, and with Ritala et al. (2021), who argue that implementation is more effective in cultures that empower employees to handle execution challenges. Overall, organizations with a strong and adaptive culture are more likely to overcome strategic hurdles and achieve their objectives.

The multiple linear regression model obtained was as follows:

$$\mathbf{Y} = 0.714 + 0.231\mathbf{X_1} + 0.198\mathbf{X_2} + 0.267\mathbf{X_3} + 0.304\mathbf{X_4} + \boldsymbol{\varepsilon}$$

The model indicates that, holding other factors constant, a one-unit increase in leadership commitment is associated with a 0.231-unit increase in performance. Similarly, a one-unit increase in organizational culture is associated with a 0.198-unit increase in performance. A one-unit improvement in strategic communication is associated with a 0.267-unit increase, while a one-unit improvement in resource allocation is associated with a 0.304-unit increase in performance.

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

The study found that all four strategy drivers had positive and significant relationships with the performance of human rights organizations (HROs). Leadership commitment was generally strong among managers, and improving it contributed greatly to reliable performance. Organizational culture was well practiced, and because culture reflected an organization's history, leadership style, and values, and created a sense of identity and belonging that aligned employees' actions with established norms, it showed a significant relationship with performance. Strategic communication served as a bridge between planning and execution by translating objectives into actionable steps, clarifying roles and expected outcomes, and strengthening alignment, whereas poor communication caused delays and misalignment. It contributed positively and significantly to performance. Resource allocation, which involved estimating, procuring, allocating, and tracking resources through the strategic plan cycle, emerged as a vital practice for enhancing efficiency, transparency, responsiveness, and overall performance.

Conclusions

The study concluded that all four strategy drivers were important for the performance of HROs in Kisumu County. Leadership commitment enhanced performance because effective leaders inspired and motivated their teams, worked toward the mission and vision in line with shared values, applied principles reliably to reduce uncertainty and build trust, and invested in developing leadership in others. Organizational culture directly affected employee engagement and organizational success, and a positive and healthy culture fostered satisfaction, motivation, and loyalty, which increased productivity and innovation. Strategic communication was a core component of strategy implementation, enabling organizations to translate plans into action, align stakeholders, and achieve strategic objectives efficiently, which required assessing the communication environment, stakeholder needs, and existing channels. Resource allocation was closely linked to an organization's ability to implement strategy successfully, since a well-designed resource strategy clarified how assets and capabilities were acquired, developed, and used. The study therefore concluded that the greatest risk to success was not limited resources but failing to use them effectively at the right time, so organizations needed to optimize how resources were deployed to sustain growth and productivity.

Recommendations

The study recommended that HROs in Kisumu County strengthen all four strategy drivers. It recommended that leaders model responsibility and integrity, set clear expectations, and practice consistent, transparent leadership that builds trust, encourages open communication and risk-taking, and aligns people with clear goals and values. Organizations were advised to adopt healthy work cultures by finding out what employees liked or disliked about the work process, leadership, and environment, and what motivated them, then redesigning cultural elements that did not meet these needs. They were also encouraged to foster creativity and innovation and to build an inclusive, diverse workplace supported by equitable onboarding that gave all employees a sense of belonging. The study recommended that the strategic plan be communicated from top management to middle managers and operational teams to secure alignment and buy-in at each level, with dialogue and feedback loops to clarify objectives and address concerns, and with communication linked to measurable performance indicators to track progress and reinforce accountability. Finally, it recommended that organizations optimize how resources were deployed to sustain growth and productivity, by tracking resource utilization to identify staff who were overextended, at risk of burnout, or underutilized, so that managers could balance workloads, maximize team potential, and improve overall performance.

5.4 Suggested Area for Further Research

This study focused on four drivers of strategy implementation and performance. By so doing, it was limited to just a few study variables. Further studies should examine other factors that may

influence performance, such as Employee Engagement, Alignment of Systems and Processes or Coordination and Monitoring. In addition, the current study limited itself to HROs in Kisumu County. Future studies might broaden to other industries and institutions in Kenya, in order to establish whether comparable results hold true within differing organizational settings. It is likewise advised that comparative and longitudinal research be undertaken to assess variations among institutions as well as modern shifts and trends in organizational performance as they evolve over time.

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