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Factors Influencing the Implementation of Strategic Plans among Western Region County Governments in Kenya

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Abstract

Purpose: The success of implementation of strategic plans needs to be effective with institutional factors in county governments. County governments need to generate maximum output and commit towards achievement of goals. The purpose of the study is to establish the factors influencing implementation of strategic plans among western region county governments in Kenya. The study specifically sought to establish the influence of organization culture, organization structure, corporate leadership styles and resource allocation on implementation of strategic plans in western region county governments in Kenya. The study was anchored on Open-Systems Theory, Behavioural Theory, and Resource-Based Theory.

Methodology: The study used descriptive research design. The study targeted County governments in the western region. 10 county governments were used whereby 6 were analyzed from Nyanza and 4 from western region counties. Proportionate stratified sampling technique was employed from 249 study subjects who were selected randomly. The study used primary data by semi structured questionnaires. After data collection, quantitative data was coded using Statistical Package for Social Science (SPSS). Data was analyzed through descriptive statistical methods such as means, standard deviation, frequencies and percentage. Inferential analysis which includes correlation analysis and regression analysis was computed to test the relationship between the explanatory variables and the explained variable. The findings were presented in tables and figures.

Findings: The study concludes that organization culture has significant effect on strategic plan implementation among western region county governments in Kenya. In addition, the study concludes that organization structure has significant effect on strategic plan implementation among western region county governments in Kenya. Further, the study concludes that leadership styles have significant effect on strategic plan implementation among western region county governments in Kenya. The study also concludes that financial resources have significant effect on strategic plan implementation among western region county governments in Kenya.

Unique contribution to theory, practice and policy: This study therefore recommends that the management of county governments in Kenya should adopt an organization culture which is conducive and enhances strategic plan implementation. Further, the management of county governments in Kenya should formulate and implement an effective framework for financial resource acquisition and allocation.

Key Words: *Organization Culture, Organization Structure, Corporate Leadership Styles, Resource Allocation, and Implementation of Strategic Plans*

Background of the Study

Over the years, organizations focus on how they can effectively put into practice their strategies and goals/plans to accomplish their objectives in line with the direction of organizational mission and vision. Strategic management has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic formulation and implementation. According to Finch and Omolo (2015), the devolution process raised so much hope and high beliefs of how fast the development of the devolved government in Kenya will bring light to the lives of ordinary citizens, better service delivery, and suppress corruption. Nonetheless, the county governments appear to have underperformed and failed to live up to the expectations of the citizens. Finch and Omolo further state that it will be difficult to fulfil the expectations of the citizens for better service delivery and thus the county government heads and officers need to put their best foot forward to fulfil the citizens desires. In strategy management, one significant operation is that of implementing strategies. It is key in organizational performance in that organizations should effectively execute various strategies in order to achieve improved performance. Kihara, Kihoro and Bwisa (2016) argue that the process of implementing strategies determines whether an organization will stand out, survive or die and this is dependent on how stakeholders run it. The procedure of Strategy implementation is comprised of acting upon objectives, policies and strategies by evolution of programs, budgets, and procedures. Strategy implementation is an important part of strategic management because strategy formulation precedes the implementation. According to (Baroto, Arvand & Ahmad, 2014), strategy management has three steps and one of them is strategy implementation and the other two are strategy formulation and strategy evaluation.

Baroto, Arvand and Ahmad (2014) also state that an organization's critical success is determined by proper strategy formulation and successful implementation. Some of the determinants and governors of strategy implementation success include; managers, employees, their organization, in addition to the modification of organization's structure. (Mišanková & Kočišová, 2014) state that strategy implementation's main responsibility is to activate the strategies as a part of everyday decision-making procedure of the organization. Successful strategy implementation is a great formula for organization performance (Baroto, Arvand & Ahmad, 2014). Additionally, Mbaka and Mugambi (2014) stated that only if well formulated strategies are successfully implemented that they produce great performance for the organization. Mbaka and Mugambi further argue that organizations in the public sectors have good strategies but their end results are hampered by the set organizational goals put in place since they fail to prosperously implement their strategies. Rajasekar (2014) argues in the same line, postulating that it is important for a strategy to be well implemented regardless of the popular opinion that drawing up an innovative and unique strategy is important and by itself enough to ensure the success of an organization. Therefore, in this line of thought this study examines the strategy implementation imperatives and how they affect county government institution performance.

Statement of the Problem

Finch & Omolo, 2015 state that there has been grumbles concerning poor service delivery by the devolved units from its citizens. Some of the concerns raised by the citizens encompass; poor road maintenance, few or no markets for traders, poor or lack of street lighting, irregular garbage collection, rampant corruption and non-payment or delayed payments to contractors and service providers. This is despite of the fact that county governments pledge to convey these services in their strategic plans and county integrated development plans, as well as in their service delivery charters. A study by Mwema (2013) established that 78% of the Kenyan county governments were unable to self-sustain their procedures as a result of internal inadequacies that required practical reorganization. The author further associated the incongruities to poor work ethics, rigidity in management, misallocation of resources, and organizational inefficiencies. Previous and present influencing forces that wrecked strategic intents accomplishment in the devolved form of administration before promulgation of the decentralized governments should be critically understood by the executive in each county government.

Mbaka and Mugambi (2014) analyzed institutional factors that influence strategic plans of water companies in Kenya. The study used strategy formulation process, departmental relationships, different units, and different strategic levels while the current study will adopt organization culture, leadership style, structure and resource mobilization. Lee and Puranam (2016) proposed that with effective implementation, even strategies that are merely adequate can produce good yields. Organizations must have the right assets and competences existing for effective strategy implementation. However, many organizations find it hard to implement their strategy. Rajasekar (2014) states that in spite of organizations' robust strategy formulation process, they are failing in sustaining their competitive advantage because of failure in strategy implementation. Consistent with Cândido and Santos (2015), statistics show that there is 50 to 90 percent failure

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of initiated strategies. Subsequently, the higher the rate of failure in implementation of strategies, the more attention is required from implementation executives in the process of implementing the strategies (Rajasekar, 2014). Despite numerous studies on strategy implementation and strategic plans, there is no single study conducted in the devolved system of governance. Therefore, this study sought to fill the existing research gap by investigating the factors affecting the implementation of strategic plans in county government in Kenya.

Objectives of the Study

i. To establish the influence of organization culture on strategic plan implementation among western region county governments in Kenya
ii. To examine the influence of organization structure on strategic plan implementation among western region county governments in Kenya
iii. To analyze the influence of corporate leadership styles on strategic plan implementation among western region county governments in Kenya
iv. To assess the influence of resource allocation on strategic plan implementation among western region county governments in Kenya

Literature Review

Theoretical Review

Cognitive Dissonance Theory

The Cognitive Dissonance Theory developed by Leon Festinger in 1951 proposes that people are motivated to change and act consistently with their beliefs, values and perceptions when there is psychological inconsistency or disagreement between two pieces of information (White, 2015). The conflict between the inconsistent factors produces dissonance. The person begins to doubt previously held rationales, beliefs or values. These doubts produce uncomfortable feelings and may interfere with the ability to act. The resolution of the dissonance occurs when one factor is seen as more attractive than the other. Prior to the resolution of the dissonance, the dilemma between the conflicting factors prevent action. When dissonance is resolved, the person is able to act in accordance with the more attractive factor because beliefs, values and perceptions agree with the behavior (Stanwick, 2014). According to Gawronski and Strack (2012) dissonance is aroused in an individual when a person possesses two cognitive elements (information) about himself or his environment and where one is the opposite of the other. Dissonance arouses tension and motivates individuals to seek ways of reducing the dissonance. Therefore, there is need to apply cognitive consistency theory in the workplace because consistency can help organizations maximize performance. This will involve pointing out inconsistencies to motivate employees, fix problems and improve processes (Duggan, 2017).

In strategic management, the consistency theory of organization tends to be manageable, since organizations have different cultures and structures. Poor strategic plans result in the failure of the organization. Hence, strong culture only exerts positive impacts on organizational performance when there is consistency between organizational culture and the external environment. According to Thuku, Abiero and Juma (2013) consistency can be operated as the similarity between the profile of current culture and the profile of preferred future culture. The present culture is defined as the perception of what an individual thinks organizational culture is. While the preferred future culture is defined as the perception of what an individual thinks organizational culture should be in order to achieve better performance in the future. The theory supports the variable organization culture by postulating that when an institution has a strong culture that is consistent and well-coordinated to fit to the external environment, employees will work harder to foresee implementation of strategic plans.

Open-System Theory

Open Systems theory was introduced by Bertalanffy in the 1930s as a modeling devise that accommodates the interrelationships and overlap between separate disciplines. The term open systems theory reflected the newfound belief that all organizations are unique in part because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities (Kast & Rosenzweig, 2012). The open-systems theory also assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity (Rice, 2013). The open-system theory not only gives managers more power, it gives out-sourced facilities more importance in the business' operations. Additionally, the open-system embraces the ideology that every company is unique, and a unique system should be put in place to tackle its needs (Johnson, Kast & Rosenzweig, 2014). Open-System Theory on organizational structure is relevant as it stresses the fact that all organizations are made up of subsystems, which must work together harmoniously in order for goals and strategic plans of the overall system can be achieved. It recognizes the fact that conflicts can arise within a system, and that such conflicts can lead to sub-optimization and that, ultimately, can even mean that an organization does not achieve its goals. This theory is relevant to this study since it informs the organization structure and therefore will be used to explain the influence of organization structure on implementation of strategic plans in western region county governments in Kenya

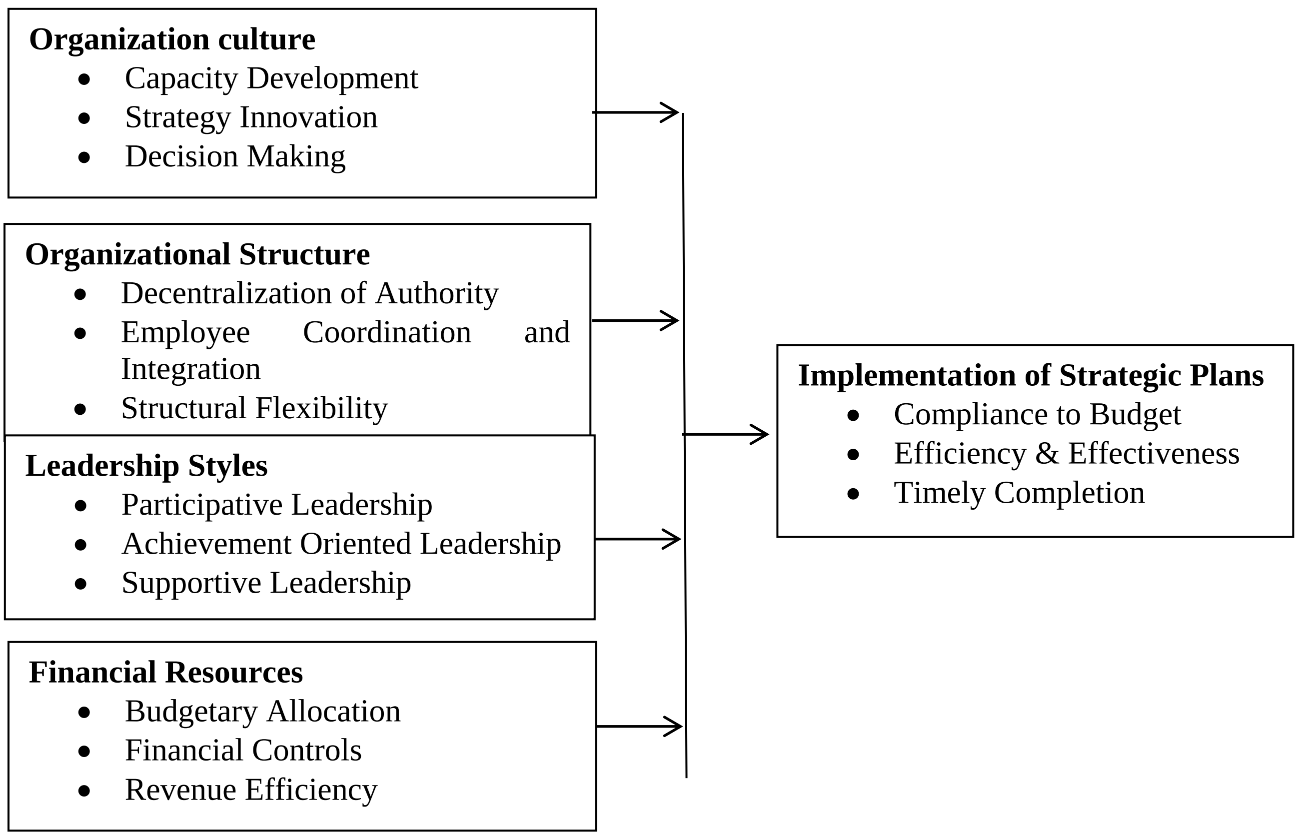
Behavioural Theory

In the 1950s Dr. Rensis Likert led a study at the University of Michigan attempting to find characteristics (behaviors) of effective leadership. The Behavioral theory of leadership was based on the belief that prominent leaders can be skilled or born. The behavior of leadership focuses on actions made by leaders from mental characteristics of the individuals (Gavetti, Greve, Levinthal & Ocasio, 2012). According to this theory, people can learn to become leaders through teaching and observation. Autocratic leaders make decisions without input from their subordinates, democratic leaders encourage subordinates to offer opinions and laissez-faire leaders allow subordinates to make their own decisions. Effective leaders use each of these leadership styles to ensure project implementation and performance. Effective leaders use leadership theories to help them choose the best approach for fostering teamwork and solving operational problems (Westphal & Zajac, 2013). Leadership attribute theories help leaders exhibit qualities such as empathy and assertiveness to enhance performance from their team members. Leaders use power and influence theories to exert their authority, coerce defiant subordinates and reward their team members by using for example bonuses to encourage performance. The Behavioral theory will therefore be relevant to the study by helping us understand how the behavior of county government leaders influences strategic plan implementations in the County Governments. This theory explains the aspect of leadership and will therefore be appropriate in explaining the influence of corporate leadership styles in implementation of strategic plans in county governments in western Kenya.

Resource-Based Theory

Barney proposed Resource-Based Theory in 1991. According to this theory, all resources are equally important to determine the success of implementation of strategic plans. Resource-based theory views the firm as a bundle of assets and resources that can create competitive advantage if employed in distinctive ways (McIvor, 2014). The resource-based perspective holds that the possession of certain resources and capabilities defines what the organization will do and what it can obtain from outside parties. Resources can be defined as the productive assets of the firm and the means through which activities are accomplished (Mathews, 2016). Resource based theory predicts how resources in the organization are important for its success in the implementation process. The use of tangible and intangible resources includes physical, finance, human resources, intellectual technology and organizational reputations. The success of organization projects depends on the available resources incorporated with human beings. Human resources are the intelligence required with technology for management of materials or financial resources. The high performance of organization is based on competitive resources distinct from heterogenous resources set, and strategic plans development to enhance workforce capability. It is based on well-defined strategic plans to improve organizational returns (Fahy 2017), Collins & Montgomery 2016). The theory is relevant to this study as it helps to analyze and assess how resource allocation influences implementation of strategic plans in county governments in Kenya.

Conceptual Framework



Independent variables **Dependent Variable**

Figure 1: Conceptual Framework

Organizational Culture

Organizational culture is recognized as an important factor that enhances an organization's effectiveness and success (Flamholtz & Randle, 2014). According to Al-Adaileh and Al-Atawi (2016), organizational culture is one of the essential factors that affect the efficiency and productivity of a firm. Omondi (2014) emphasizes that, in the corporate world today, no organization will go on with its mission and last in the world of competition without maintaining a strong advantageous culture. If the organizational mission defines where a company wants to go, culture determines how it gets there. Culture, therefore, becomes the determinant of implementation of strategies. Organization culture is described as that belief that is held and learned by a group of people, perceptions, thoughts or feelings that they might hold towards certain strategies or strategic actions. The culture may be a system of shared ideas or assumptions which management use to govern its employees in the organization. These values have significant influence on strategic implementation as they dictate how people react, dictate, and dress or perform and act to their duties (Sun 2018). Organization culture represents the complex nature of beliefs and expectations of laws and regulations that ideas are interacted over a certain period of time (Bono 2011). Many organizations therefore have different assumptions that influence strategic plan implementation (Salama 2012). According to the Onion Model, the outer layer is the most visible and is responsible for interfacing with the outside world while the inner layer determines the other layers. Whether the organization's strategies are effective, is determined largely by the underlying layers that tend to influence their nature. Organizational culture significantly affects organization decisions since it determines the way in which the members of an organization perceive and interpret the reality within and around their organization, as well as the way they behave in that reality (Janićijević, 2012). The organization can provide employee opportunities to invest and try out to delegate leadership styles that make entrepreneurial cultures of success that improve performance. Organization leadership provides an employee the sense of belonging by culture and how they behave to improve performance (Abok 2013). Therefore, organization culture can be based on adhocracy, clans, hierarchy and market-oriented culture which result from implementation of strategies.

Organizational Structure

Harper (2015) defined organizational structure as a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. A functional organizational structure is based on each job's duties. According to Muoki (2016), organizational structure is the main key element in improving the efficiency of all organizations. Organizational structure has been broadly considered an anatomy of the organization that provides a foundation within which institutions function. Thus, structural deficiencies may affect employee's behavior and performance negatively, which adversely impacts project implementation (Felisters, 2016). Conclusions drawn were that skills, values, staff and resources are key factors that should be appropriately aligned for the organization to achieve desired success. Marangu et al., study even though it examines the impact of the structure of the organization on performance, the only focus is on healthcare service providers while ignoring the impact of the organizational structure on the performance of other departments in the county government which will be the focus of this study. Another study was conducted in Wajir County Government by Abass, Were and Munga (2017) and their focus was to establish the link that exists between the implementation of strategies and the way the county government performed. They noted that county governments like other organizations encounter some difficulties in implementing their strategy. They identified one of the challenges as organizational structure, which they also noted affects performance of the organization. The variables considered in the study were the style of leadership, the structure and culture of the organization, and availability of financial resources and how they affect implementation of strategies and county government's performance.

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Leadership Style

Northouse (2015) defined leadership as influencing others towards achievement of a common goal. Van Wart (2012) considered leadership as the process of influencing and inspiring people thereby enabling them achieve their full potential. Leadership involves creating vision through establishing clear objectives and empowering followers to achieve those objectives. Leadership style is the aspect of behavior that characterizes a leader. The concept of leadership has become important in the recent years due to its important contribution towards organizational success (Ghasabeh, Soosay & Reaiche, 2015). Leadership has been through the various developmental phases beginning with the trait approach, behavioral or style approach, to the contingency and situational approach. Recent studies have focused on classifying leadership based on the style that characterizes a leader. Accordingly, the full range leadership theory classified leadership into transformational, transactional and laissez-faire leadership (Hoch, Bommer, Dulebohn & Wu, 2018). Participative leadership is a term used to classify a group of leadership theories that inquire the interactions between leaders and followers (McCleskey, 2014). This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on. The transaction is usually that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to punish team members if their work doesn't meet the pre-determined standard. Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively, a transactional leader could practice management by exception, whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met (Breevaart, Bakker, Hetland, Demerouti, Olsen & Espevik, 2014).

Supportive leadership focuses on supporting others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole. In this leadership, the leader enhances the motivation, morale and performance of his follower group (Ghasabeh, Soosay & Reaiche, 2015). A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They do not necessarily lead from the front, as they tend to delegate responsibility amongst their teams (Hoch, Bommer, Dulebohn & Wu, 2018).

The achievement-oriented leadership is one in which the manager provides little or no direction and gives employees as much freedom as possible. All authority or power is given to the employees and they must determine goals, make decisions, and resolve problems on their own. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters (Wong & Giessner, 2018). Unfortunately, it can also refer to situations where managers are not exerting sufficient control. The advantage of this kind of style is positive only in the case when the employees are very responsible and in case of creative jobs where a person is guided by his own aspirations. However, this type of leadership may result to employees losing their sense of direction and focus. The disinterest of the management and leadership causes the employees to become less interested in their job and their dissatisfaction increases (Skogstad, Aasland, Nielsen, Hetland, Matthiesen & Einarsen, 2015).

Resource Allocation

Wang, Lee and Chung (2009) provided a breakdown of total company expenditures that are utilized during major stages in the innovation process, and the proportion spent on successful versus failed strategies. They concluded that successful firms spent more on the early stages of implementation. Okumus (2013) on the other hand identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available. Resources are closely linked with operational planning and have a great deal of impact on communication and on providing training and incentives. In strategy implementation the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information and knowledge requirements, the time available to complete the process and the political and cultural issues within the company and their impact on resource allocation. Finance and its management are a key determinant of the success of strategy implementation. Johnson, Scholes, Whittington (2009) define the three issues that organizations face in terms of the relation between strategy and finance as managing for value, funding strategic development and financial expectations of stakeholders. Punniyamoorthy & Murali (2008) advocates for the use of the Kaplan and Norton‟s Balance Scorecard which considers the financial and non-financial during the implementation of strategy. The financial perspective evaluates the profitability element of strategy. Budgetary programs can become so detailed that they are cumbersome and overly expensive. Budgets are used as instruments of tyranny that result in frustration, resentment, absenteeism, and high turnover. To minimize the effect of this concern, managers should increase the participation of subordinates in preparing budgets. Lack of financial data would foster a climate of uncertainty, would allow rumors and wrong information to flourish (Heldenberg, Croquet, Amone & Scoubeau, 2009).

Bhattacharya, Gulla & Gupta (2012), advise that with Information Technology infrastructure emerging as an important factor in achieving business objectives, firms need to be technologically ready to take on the strategic challenges that can fuel growth. Salmela and Spil (2004) noted that with continual innovation in new technologies, alignment between IT strategy and corporate strategy has become more difficult than previously, even though the process of planning is still the same as in the past. They concluded that if a company has a well-planned IT strategy, it can improve its overall competitiveness to integrate corporate strategy and IT implementation effectively. For successful strategy implementation, the management needs to

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marshal resources behind the process of strategy execution. Too little resources will slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote strategy implementation. Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available (Sum & Chorlian, 2013). Schmidt (2013) asserts that an organization's budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Research Methodology

The study used descriptive research design. The study population was County Governments in Western Region, Kenya. In each of the county governments, there are 10 distinct departments under supervision of heads of department, charged with varying roles in implementing various strategic plans. These departments include Administration, Lands, Energy, Roads, Culture, Education, Agriculture, Trade, Finance and Health Departments. Each department has a different number of strategic plan implementation personnel (top management), therefore the total target population was 660. Yamane sampling formula to derive a sample of 249 respondents. The study used primary data that was collected through a semi-structured questionnaire to collect information for quantitative and qualitative analysis. The collected data was analyzed quantitatively and qualitatively. In analyzing the qualitative data, the study used descriptive statistics using Statistical Package for Social Sciences. Descriptive statistics is used to meaningfully describe the distribution of results depending on the variables in the study and the scale of measurements used. To quantify the strength and direction of the relationship between the variables, the study used Karl Pearson's coefficient of correlation. The Pearson correlation coefficient is a correlation coefficient that in this study was used to indicate one on one association between each of the independent variable to the dependent variables which is set out in the objectives of the study. The model used in the study is as illustrated below:

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

Where Y = Dependent variable (implementation of strategic plans), X_1 = Independent variable (Organization Culture), X_2 = Independent variable (Organizational Structure), X_3 = Independent variable (Corporate Leadership Styles), X_4 = Independent variable (Financial Resource Allocation), β_1 –β_4= Regression coefficient for each Independent variable, β_0= they represent the fixed and ε = Random or Stochastic Term.

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Results

Out of 249 questionnaires which were distributed, 231 were duly filled and returned. The drop-off and pick-up-later method yielded the high response rate of 92.8%. According to Babbie (2017), a response rate of 75 per cent is adequate for analysis as well as making conclusions and inferences about a population. This implies that the response rate of 92.8% was adequate for analysis, drawing conclusions and reporting.

Descriptive Statistics

Organization Culture

The first specific objective of the study was to establish the influence of organization culture on strategic plan implementation among western region county governments in Kenya. The respondents were requested to indicate their level of agreement with various statements relating to organization culture and strategic plan implementation among western region county governments in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree, and 5 symbolized strongly agree. The results were as presented in Table 1. From the study results, the respondents agreed that their organizational culture effectively guides that action of staff towards implementation of strategic plans without need for detailed instructions (M=4.336, SD=0.585). In addition, the respondents agreed that the management makes staff feel that their efforts towards implementing strategic plan are valued (M=4.302, SD=0.547). Further, the respondents agreed that staff gets full information on how to effectively implement the strategic plan (M=4.300, SD=0.534). The respondents also agreed that as staff, they are comfortable with the old ways of doing things which has negatively affected strategic plan implementation (M=4.296, SD=0.567). In addition, the respondents agreed that their organizational culture facilitates an effective mode of control and staff relationships for better strategic plan implementation, (M=4.293, SD=0.566). Further, the respondents agreed that their organizational culture facilitates an effective mode of communication and decision making for better strategic plan implementation (M=4.106, SD=1.689). The respondents also agreed that top management has been ineffective in forming workable and comfortable organizational culture for effective implementation of the strategic plan (M=4.078, SD=0.675).

Table 1: Organization Culture and Strategic Plan Implementation

	Mean	Std. Deviation
Our organizational culture effectively guides that action of staff towards implementation of strategic plans without need for detailed instructions	4.336	0.585
Management makes staff feel that their efforts towards implementing strategic plan are valued	4.302	0.547
Staff gets full information on how to effectively implement the strategic plan.	4.300	0.534
As staff, we are comfortable with the old ways of doing things which has negatively affected strategic plan implementation	4.296	0.567
Our organizational culture facilitates an effective mode of control and staff relationships for better strategic plan implementation	4.293	0.566
Our organizational culture facilitates an effective mode of communication and decision making for better strategic plan implementation	4.106	1.689
Top management has been ineffective in forming workable and comfortable organizational culture for effective implementation of the strategic plan.	4.078	0.675
Aggregate	**4.232**	**0.534**

Organization Structure

The second specific objective of the study was to examine the influence of organization structure on strategic plan implementation among western region county governments in Kenya. The respondents were requested to indicate their level of agreement with various statements relating to organization structure and strategic plan implementation among western region county governments in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree, and 5 symbolized strongly agree. The results were as presented in Table 2. From the study results, the respondents agreed that the county governments have an Organization structure that supports implementation of documented strategies in the master plan (*M*=4.376, *SD*=0.555). In addition, the respondents agreed that the Organization's structure is aligned according to the central government (*M*=4.340, *SD*=0.592). Further, the respondents agreed that their organization's structure focuses on

Centrality in reporting (*M*=4.337, *SD*=0.579). The respondents also agreed that there has been change of organizational structure to support new strategy (*M*=4.324, *SD*=0.582). In addition, the respondents agreed that the county governments constantly embrace change, (*M*=4.276, *SD*=0.549). Further, the respondents agreed that their organization's structure uses a Flat line policy and structure (M=4.223, SD=0.879). From the study results, the respondents agreed that they have a flexible bureaucracy (*M*=4.198, *SD*=0.897). In addition, the respondents agreed that they have a Straight-line structure without too many levels of hierarchy (*M*=4.126, *SD*=0.897). Further, the respondents agreed that their strategies are made at the lead office (*M*=4.006, *SD*=0.893). The respondents also agreed that structural changes are communicated to all employees (M=3.982, SD=0.678).

Table 2: Organization Structure

	Mean	**Std. Deviation**
The county governments have an Organization structure that supports implementation of documented strategies in the master plan	4.376	0.555
The Organization's structure is aligned according to the central government	4.340	0.592
Our organization's structure focuses on Centrality in reporting	4.337	0.579
There has been change of organizational structure to support new strategy	4.324	0.582
Our county governments constantly embrace change	4.276	0.549
Our organization's structure uses a Flat line policy and structure	4.223	0.879
We have a flexible bureaucracy	4.198	0.897
We have a Straight-line structure without too many levels of hierarchy	4.126	0.897
Our Strategies are made at the lead office	4.006	0.893
Structural changes are communicated to all employees	3.982	0.678
Aggregate	**4.311**	**0.559**

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Leadership Styles

The third specific objective of the study was to analyze the influence of corporate leadership styles on strategic plan implementation among western region county governments in Kenya. The respondents were requested to indicate their level of agreement with various statements relating to corporate leadership styles and strategic plan implementation among western region county governments in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree, and 5 symbolized strongly agree. The results were as presented in Table 3. From the results, the respondents agreed that in their county, there is participation of staff in determining what to do and how to do it (*M*=4.221, *SD*=0.522). In addition, the respondents agreed that in their county, there is always a vote whenever a major decision has to be made (*M*=4.209, *SD*=0.608). Further, the respondents agreed that there is regard for employee and public ideas input into upcoming plans and projects (*M*=4.215, *SD*=0.540). The respondents also agreed that leaders in their county offer team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity (*M*=4.206, *SD*=0.589). The respondents also agreed that in their county, systems of communication have been developed to enhance access to information and support strategy implementation (*M*=4.181, *SD*=0.615). In addition, the respondents agreed that in their county, the leaders transform others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole (*M*=4.169, *SD*=0.598). The respondents also agreed that their county department values individual efforts (*M*=4.097, *SD*=0.876). The respondents also agreed that their county organization leadership gives personal compliments for doing outstanding work (*M*=4.023, *SD*=0.897). In addition, the respondents agreed that in their county, the leaders provide little direction and gives employees as much freedom as possible (*M*=3.908, *SD*=0.678). The respondents also agreed that to what extent has their organization's leadership style been effective in enhancing implementation of the strategic plan (*M*=3.897, *SD*=0.897).

Table 3: Corporate Leadership Styles and Strategic Plan Implementation

	Mean	Std. Deviation
In our county, there is participation of staff in determining what to do and how to do it	4.221	0.522
In our county, there is always a vote whenever a major decision has to be made	4.209	0.608
There is regard for employee and public ideas input into upcoming plans and projects	4.215	0.540
Leaders in our county offer team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity	4.206	0.589
In our county, systems of communication have been developed to enhance access to information and support strategy implementation	4.181	0.615
In our county, the leaders transform others to help each other, to look out for each other, to be encouraging and harmonious, and to look out for the organization as a whole.	4.169	0.598
Our county department values individual efforts	4.097	0.876
Our county organization leadership gives personal compliments for doing outstanding work	4.023	0.897
In our county, the leaders provide little direction and gives employees as much freedom as possible	3.908	0.678
To what extent has your organization's leadership style been effective in enhancing implementation of the strategic plan	3.897	0.897
Aggregate	**4.131**	**0.527**

Resource Allocation

The fourth specific objective of the study was to assess the influence of resource allocation on strategic plan implementation among western region county governments in Kenya. The respondents were requested to indicate their level of agreement with various statements relating

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to resource allocation and strategic plan implementation among western region county governments in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree, and 5 symbolized strongly agree. The results were as presented in Table 4. From the results, the respondents agreed that the availability of resources required, (physical Financial and human facilities) support the implementation of the documented strategies (*M*=4.365, *SD*=0.576). In addition, the respondents agreed that the financial systems and procedures established by the organization support strategy implementation (*M*=4.355, *SD*=0.580). Further, the respondents agreed that the organization maintains financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategy implementation (*M*=4.290, *SD*=0.655). The respondents also agreed that resources get allocated optimally for the sake of minimizing production costs and creating added value for the outputs (*M*=4.246, *SD*=0.605). In addition, the respondents agreed that IT is utilized for standardization of operations and lowering cost for effective strategic plan implementation (*M*=4.213, *SD*=0.566). The respondents agreed that resources available for provision of sufficient budget requirements (*M*=4.112, *SD*=0.657).

Table 4: Resource Allocation

	Mean	**Std. Deviation**
The availability of resources required, (physical Financial and human facilities) support the implementation of the documented strategies	4.365	0.576
The financial systems and procedures established by the organization support strategy implementation	4.355	0.580
The organization maintains financial management systems to ensure proper utilization of funds, accountability, financial monitoring and efficient reporting, all geared towards strategy implementation	4.290	0.655
Resources get allocated optimally for the sake of minimizing production costs and creating added value for the outputs	4.246	0.605
IT is utilized for standardization of operations and lowering cost for effective strategic plan implementation	4.213	0.566
Resources available for provision of sufficient budget requirements	4.112	0.657
Aggregate	**4.213**	**0.534**

Strategic Plan Implementation among Western Region County Governments

The respondents were requested to indicate their level of agreement with various statements relating to strategic plan implementation among western region county governments in Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree, and 5 symbolized strongly agree. The results were as presented in Table 5. From the study results, the respondents agreed that the County government maintains a favorable balance between it and its environment (*M*=4.475, *SD*=0.651). In addition, the respondents agreed that contractors engaged are committed and dedicated (*M*=4.388, *SD*=0.925). Further, the respondents agreed that the management's commitment in putting strategic plans into actions is commendable (*M*=4.331, *SD*=0.827). The respondents also agreed that the organization systematically gathers information about its environment and uses it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions (*M*=4.228, *SD*=0.810). In addition, the respondents agreed that the managers are always experimenting ways to effectively execute the strategy and manage the strategy to fit the environment, (*M*=4.200, *SD*=0.772). Further, the respondents agreed that the county's objectives are progressively achieved in tandem with the strategic plan implementation (*M*=4.163, *SD*=0.880). The respondents also agreed that the county prides itself in improved operational efficiency in line with the strategic plan implementation (M=4.078, SD=0.897). Further the respondents agreed that the competency of Board members has stagnated even after starting implementing the county's strategic plan (M=3.987, SD=0.897).

Table 5: Strategic Plan Implementation

	Mean	Std. Deviation
The County government maintains a favorable balance between it and its environment	4.475	0.651
Contractors engaged are committed and dedicated	4.388	0.925
The management's commitment in putting strategic plans into actions is commendable	4.331	0.827
The organization systematically gathers information about its environment and uses it to establish a long-term direction and then translate that direction into specific goals, objectives, and actions	4.228	0.810
The managers are always experimenting ways to effectively execute the strategy and manage the strategy to fit the environment	4.200	0.772

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The county's objectives are progressively achieved in tandem with the strategic plan implementation	4.163	0.880
The county prides itself in improved operational efficiency in line with the strategic plan implementation	4.078	0.897
The competency of Board members has stagnated even after starting implementing the county's strategic plan	3.987	0.897
Aggregate	**4.112**	**0.843**

Inferential Statistics

Correlation Analysis

From the results, there was a very strong relationship between organization culture and strategic plan implementation among western region county governments in Kenya (r = 0.899, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the results of Adam and Alarifi (2021) that there is a very strong relationship between organization culture and strategic plan implementation. Moreover, findings revealed that there was a very strong relationship between organization structure and strategic plan implementation among western region county governments in Kenya (r = 0.775, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the results of Ngugi, Mcorege and Muiru (2017) that there is a very strong relationship between organization structure and strategic plan implementation. Further, findings revealed that there was a very strong relationship between corporate leadership styles and strategic plan implementation among western region county governments in Kenya (r = 0.788, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Mwangi and Namusonge (2017) that there is a very strong relationship between corporate leadership styles and strategic plan implementation. The study findings also revealed that there was a very strong relationship between resource allocation and strategic plan implementation among western region county governments in Kenya (r = 0.867, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Hamilton and Onyenma (2020) that there is a very strong relationship between resource allocation and strategic plan implementation.

Table 6: Correlation Coefficients

		Strategic Plan Implementation	Organization Culture	Organization Structure	Corporate Leadership Styles	Resource Allocation
Strategic Plan Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
Organization Culture	Pearson Correlation	.899**	1			
	Sig. (2-tailed)	.003				
Organization Structure	Pearson Correlation	.775**	.294	1		
	Sig. (2-tailed)	.002	.089			
Corporate Leadership Styles	Pearson Correlation	.799**	.314	.315	1	
	Sig. (2-tailed)	.002	.041	.040		
Resource Allocation	Pearson Correlation	.878**	.210	.246	.243	1
	Sig. (2-tailed)	.003	.037	.060	.070	
	N	231	231	231	231	231

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

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (organization culture, organization structure, corporate leadership styles and resource allocation) and (strategic plan implementation among western region county governments in Kenya) dependent variable.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.931	0.867	0.868	0.06184

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.867. This implied that 86.7% of the variation in the dependent variable (strategic plan implementation among western region county governments in Kenya) could be explained by independent variables (organization culture, organization structure, corporate leadership styles and resource allocation).

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.294	4	2.8235	672.26	.002
	Residual	.943	226	.0042		
	Total	20.237	230			

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 672.26 while the F critical was 2.411. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Henceforth, it can be used to predict the influence of organization culture, organization structure, corporate leadership styles and resource allocation on strategic plan implementation among western region county governments in Kenya.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	0.249	0.088		2.830	0.001

Organization Culture	0.260	0.076	0.261	3.421	0.002
Organization Structure	0.379	0.09	0.381	4.211	0.001
Corporate Leadership Styles	0.332	0.068	0.333	4.882	0.003
Resource Allocation	0.356	0.089	0.358	4.000	0.001

The regression model was as follows:

$$\mathbf{Y = 0.379X_2 + 0.356X_4 + 0.332X_3 + 0.260X_1 + 0.249}$$

According to the results, organization culture has significant effect on strategic plan implementation among western region county governments in Kenya β_1=0.260, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the results of Adam and Alarifi (2021) that there is a very strong relationship between organization culture and strategic plan implementation. The results also revealed that organization structure has significant effect on strategic plan implementation among western region county governments in Kenya β1=0.379, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Ngugi, Mcorege and Muiru (2017) that there is a very strong relationship between organization structure and strategic plan implementation. Furthermore, the results revealed that corporate leadership styles has significant effect on strategic plan implementation among western region county governments in Kenya β1=0.332, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Mwangi and Namusonge (2017) that there is a very strong relationship between corporate leadership styles and strategic plan implementation. In addition, the results revealed that resource allocation has significant effect on strategic plan implementation among western region county governments in Kenya β_1=0.356, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Hamilton and Onyenma (2020) that there is a very strong relationship between resource allocation and strategic plan implementation.

Conclusion

The study concludes that organization culture has significant effect on strategic plan implementation among western region county governments in Kenya. Findings revealed that capacity Development, strategy Innovation and decision-making influences strategic plan implementation among western region county governments in Kenya. In addition, the study concludes that organization structure has significant effect on strategic plan implementation among western region county governments in Kenya. Findings revealed that decentralization of Authority, employee Coordination and Integration and structural flexibility influences strategic plan implementation among western region county governments in Kenya. Further, the study concludes that leadership styles have significant effect on strategic plan implementation among western region county governments in Kenya. Findings revealed that participative leadership, achievement Oriented Leadership and supportive leadership influences strategic plan implementation among western region county governments in Kenya. The study also concludes that financial resources have significant effect on strategic plan implementation among western region county governments in Kenya. Findings revealed that budgetary Allocation, financial Controls and revenue efficiency influences strategic plan implementation among western region county governments in Kenya.

Recommendations for the Study

The study found that organization culture has significant effect on strategic plan implementation among western region county governments in Kenya. This study therefore recommends that the management of county governments in Kenya should adopt an organization culture which is conducive and enhances strategic plan implementation. In addition, the study found that organization structure has significant effect on strategic plan implementation among western region county governments in Kenya. This study therefore recommends that the management of county governments in Kenya should consider decentralization of Authority, employee Coordination and Integration and structural flexibility. Further, the study found that leadership styles have significant effect on strategic plan implementation among western region county governments in Kenya. This study therefore recommends that the management of county governments in Kenya should adopt an effective leadership style that enhances strategic plan implementation. The study found that financial resources have significant effect on strategic plan implementation among western region county governments in Kenya. This study therefore recommends that the management of county governments in Kenya should formulate and implement an effective framework for financial resource acquisition and allocation.

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