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Strategic Implementation and Organizational Performance in Kenya Rural Roads Authority in Mount Kenya Region

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Abstract

Purpose: The study examined strategic implementation and organizational performance in Kenya Rural Roads Authority Mount Kenya region. The objectives of the study comprised of examining the influence of resource allocation, leadership, communication and culture on organizational performance of Kenya Rural Roads Authority. The study was anchored on the following theories: Theory of resource allocation, Transformational leadership theory, Adaptive structuration theory, Organizational culture theory, and Resource based view theory.

Methodology: A descriptive research design was employed in the study. The target population comprised of 147 managers from Kenya Rural Roads Authority operating in Mount Kenya Region. A census was utilized where all the managers were included in the study. The study employed 5-point Likert scale questionnaires to gather data from the respondents. Both inferential and descriptive statistics were employed in analysing the collected data. Descriptive statistics comprised of means, standard deviation and average while inferential statistics comprised of correlation and regression analysis. The results of the analysis was displayed in form of tables and figures.

Findings: The study established that of resource allocation, leadership, communication and culture bears a positive and significant influence on organization performance of Kenya Rural Roads Authority. This is depicted by beta values of 0.439, 0.354, 0.246 and 0.173 and significance values of 0.000, 0.000, 0.003, and 0.012 respectively. The results implies that increasing either resource allocation, leadership, communication or culture with one unit results to increase in levels of organizational performance with respective better unit of the independent variable. The study concluded that strategic implementation bears a positive and significant influence on organizational performance of Kenya Rural Roads Authority.

Unique contribution to theory, practice and policy: It is therefore recommended that strategy managers nurture and avail aspects of resource allocation, leadership, communication, and culture while implementing.

Key Words: *Resource Allocation, Leadership, Communication, Culture, Organizational Performance and Kenya Rural Roads Authority*

Background of the Study

According to Awino (2017), most organizations struggle or simply fail in implementing their set corporate strategies. His research discovered that poorly performing organizations had at best, utilized between 10% and 30% of their initially envisioned strategies. Raxak (2020) further posits that it is better to effectively execute an average strategy than to ineffectively implement a top-level strategy. Fruitful implementation is hence, an uphill task that demands a company's managers and department heads to have determination, momentum and persistence (Awino, 2017). For companies to meet their corporate goals and have a competitive advantage in the dynamic and globalized world markets, they should be able and willing to regularly adapt to new conditions (Mailu, Ntale, & Ngui, 2018). There are external and internal pressure forces within organizations to either continuously make prudent investments of their limited resources or wilt in the heat imposed by the market competition. Simply put, companies now more than ever, need to employ strategic management of their available resources in so as to thrive in a highly competitive environment (Mitchell, 2018). A key means of ensuring a company achieves its goals is through monitoring and evaluating the organization's performance in its periodic actions and routines (Runtu & Ellitan, 2021) Good performance is therefore hinged efficiency and effectiveness of strategic planning and implementation (Reginah Nzilani Mailu, 2018). Strategic implementation is defined as the execution of strategies on both the external and internal environment of an organization with the purpose of moving toward its set strategic direction (Thakor & Pitroda, 2020). Studies by Regina (2018), point to an existing knowledge gap in low to middle income countries such as Kenya resulting from narrow theoretical and empirical reviews on the topic of strategic implementation on state corporations most of which have targeted the banking industry with little to none on conducted on the roads sector..

Statement of the Problem

Strategic plans are valuable management tools that provide guidance to organizations in defining future objectives and goals, ultimately leading to more predictable and stable growth. Heide et al. (2012) state that these plans also serve as a means of identifying critical actions necessary to accomplish the established goals. Organizations utilize strategic plans as methodologies to outline a specific roadmap that is essential for building a cohesive, achievable, and robust organization. Additionally, the concept of strategic planning enables organizations to formulate long-term plans by considering existing opportunities and risks, thereby aiming to enhance operational efficiency and align actions with the established plans. However, organizations often struggle to achieve their goals and objectives outlined in their strategic plans due to implementation failures. According to the Kenya National Bureau of Statistics (KNBS) economic survey 2020, Government of Kenya's expenditure on road projects rose by 10.0 per cent to KSh 169.9 billion in 2019/20 from KSh 154.5 billion in 2018/19 as part of the ministry of transport, housing and urban development's strategic plan to tarmac 10,000 kilometres (Km) of road in 10 years since 2013. During the financial year 2019/2020, KeRRA's outputs were observed to be notably lower than the set performance targets. The organization aimed to upgrade 61.1 km of rural to bitumen standards but only achieved 16km of the target due to a variety of operational challenges such as inadequate and untimely funding despite the reported increased budget allocations to the agency, political interference, instances of mismanagement and high staff turnover that collectively deterred the organization from achieving its performance target (KeRRA, 2020).

Establishing the connection between strategy, performance, and the organizational purpose is a challenging endeavour as any strategy lacking indicators is ineffective and similarly, indicators without a clear outlined strategy are meaningless. Despite the growing need to comprehensively understand strategy implementation on the performance of local organizations, the field remains widely uncovered. This study therefore aimed to bridge the knowledge gap by investigating the influence of strategy implementation on organizational performance in Kenya Rural Roads Authority. Previous research has left certain gaps in understanding the impact of strategic implementation on organizational performance, which has motivated the current study. For instance, Rajasekar (2014) examined the factors influencing effective strategy implementation in a service industry in the Sultanate of Oman, while Karimi (2010) focused on the challenges faced in implementing strategies in the Mathare 4A slum upgrading project in Nairobi. Similarly, Ambale (2015) investigated the drivers of successful strategy implementation and their effects on performance in public secondary schools in Kenya. However, these studies were conducted in different contexts, leaving a knowledge gap regarding the specific influence of strategic implementation on organizational performance within the context of KeRRA. Thus, the current study aims to fill these knowledge gaps by examining the relationship between strategic implementation and organizational performance, with a specific focus on KeRRA.

Objectives of the Study

i. To determine the influence of resource allocation on organizational performance in Kenya Rural Roads Authority Mount Kenya region

ii. To establish the influence of leadership on organizational performance in Kenya Rural Roads Authority Mount Kenya region

iii. To assess the influence of communication on organizational performance in Kenya Rural Roads Authority Mount Kenya region

iv. To determine the influence of culture on organizational performance in Kenya Rural Roads Authority at Mount Kenya region

Literature Review

Theoretical Review

Resource Based View Theory

The Resource based view (RBV) theory was developed in 1984 by Wernerfelt. In the realm of strategic implementation, Resource-Based View (RBV) theory provides a valuable lens through which to understand resource allocation and its impact on organizations performance. RBV theory suggests that a firm's unique resources and capabilities serve as a fundamental source of competitive advantage. The RBV theory emphasizes on the significance of internal resources rather than external factors in shaping an organization's strategic decisions. These resources encompass tangible assets like physical infrastructure, financial capital, and technology, as well as intangible elements such as knowledge, reputation, and organizational culture. According to RBV, it is the combination, utilization, and deployment of these resources that give rise to sustainable competitive advantages (Peteraf, 1993). When it comes to resource allocation during strategic implementation, RBV theory stresses the importance of identifying and leveraging the resources that are rare, valuable, difficult to imitate, and non-substitutable. By focusing on resources that meet these criteria, organizations can develop unique capabilities that their competitors find hard to replicate, thereby establishing a strong market position. During strategic implementation, the RBV theory prompts decision-makers to critically assess their resource base and identify key strengths that can be effectively deployed to achieve organizational objectives. This process involves evaluating the internal resources and capabilities of the organization, understanding their potential value and competitive advantage, and aligning them with the strategic goals (Peteraf & Barney, 2003). RBV theory also recognizes that resources may not be equally applicable or valuable in all contexts (Barney & Clark, 2007). Therefore, strategic implementation demands the ability to adapt and reallocate resources as circumstances evolve. Flexibility in resource allocation enables organizations to respond effectively to changing market conditions, technological advancements, and competitive pressures. Resource-Based View theory provides a valuable framework for understanding resource allocation during strategic implementation. It emphasizes the importance of internal resources and capabilities as sources of competitive advantage. By identifying and leveraging resources that are rare, valuable, difficult to imitate, and non-substitutable, organizations can effectively allocate their resources to achieve strategic goals and maintain a strong market position. Continuous evaluation and adaptation of resource allocation strategies are essential to navigate the dynamic business landscape successfully.

Transformational Leadership Theory

This theory was developed in 1985 by B.M. Bass and it states that transformational leadership aims to both change an organization's employee's moral thought processes and raise motivation and morality standards. The theory highlights the profound impact leaders can have on their followers, as well as the organization as a whole, by inspiring and motivating them to reach new heights. The essence of this theory lies in the transformative power of a leader who can stimulate change, promote innovation, and foster a collaborative and growth-oriented environment. At its core, Transformational Leadership theory emphasizes the leader's ability to engage their followers intellectually, emotionally, and morally (Moradi-Korejan & Shahbazi, 2016). Such leaders possess a compelling vision that captures the hearts and minds of their team members, providing them with a sense of purpose and direction. By effectively communicating this vision, they cultivate a shared understanding and commitment, inspiring individuals to go beyond their self-interests and work towards a collective goal. During strategic implementation, Transformational Leaders according to Khan, Rehmat, and Butt (2020) play a pivotal role in guiding their organization through change. They recognize that strategy execution requires not only a well-crafted plan but also a motivated and adaptable workforce. Through their charisma and authenticity, they establish trust and credibility, enabling their followers to embrace change with confidence. They create an atmosphere where employees are encouraged to take risks, learn from failures, and continually improve. Transformational Leaders empower their teams by delegating authority and encouraging autonomy. They foster an environment where individuals feel empowered to contribute their unique insights and ideas, knowing that their contributions are valued. By acknowledging and celebrating achievements, they boost morale and instill a sense of pride and ownership in the strategic implementation process. In addition, Transformational Leaders serve as role models for their followers (Khan, Rehmat, & Butt, 2020). They lead by example, embodying the values and behaviors they expect from others. Through their unwavering commitment and high ethical standards, they establish a strong moral compass that guides decision-making and actions throughout the organization. Moreover, Transformational Leaders are adept at developing the capabilities of their team members. They invest time and resources in mentoring and coaching individuals, unlocking their full potential and nurturing their professional growth. By providing constructive feedback and offering opportunities for learning and development, they cultivate a culture of continuous improvement and innovation.

Adaptive Structuration Theory

Adaptive structuration theory (AST) developed in 1994 by M. Scott Poole, proposes that various organizations are based on resources and rules that are defined as structures. This theory, originating from the field of organizational communication, explores how individuals and groups interact with technology and structure their communication processes to achieve their goals effectively (Rains & Bonito, 2017). The theory recognizes that communication is not merely a passive process but a dynamic interplay between human actors and the structures they create and operate within. These structures encompass the formal and informal systems, rules, and

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technologies that shape and guide communication within an organization during strategic implementation. The theory emphasizes that individuals are not merely recipients of these structures but active agents who constantly adapt and shape them in response to their needs, goals, and the demands of the situation (Stones, 2005). It recognizes the dual nature of structures, both enabling and constraining human action. During strategic implementation, communication serves as a vital thread that weaves together various stakeholders, departments, and levels of an organization. It facilitates the dissemination of information, the coordination of activities, and the alignment of efforts towards strategic objectives. The theory highlights that communication processes must be adaptable to enable effective strategic implementation. The theory according to Poole and Descants (1990) suggests that individuals engage in a process of appropriation, where they selectively adopt and adapt communication technologies, such as digital platforms, email, or project management tools, to suit their communication needs. They shape these tools to align with their preferred modes of interaction and information sharing, customizing them to enhance their effectiveness and efficiency. Furthermore, the theory underscores the significance of communication norms and rules that emerge within an organization. These norms, whether explicitly articulated or tacitly understood, guide the behavior and interaction patterns of individuals during strategic implementation. Norms may govern the frequency and format of meetings, the channels of communication, or the degree of openness and transparency required. As the strategic context evolves, individuals engage in ongoing negotiations and adjustments to these norms, adapting them to ensure communication remains effective and responsive.

Organizational Culture Theory

The theory was proposed by Schein in 1980 and posits that culture is not merely an abstract concept but a tangible and pervasive reality that affects every facet of an organization's functioning (Saad & Kaur, 2020). It emphasizes that culture is both a product and a driver of strategic implementation. When an organization embarks on strategic initiatives, it must not overlook the underlying cultural dynamics that can either enable or hinder the desired outcomes. During strategic implementation, organizational culture acts as a powerful force that can propel or impede progress. A culture that aligns with the strategic goals and values promotes harmony, commitment, and a shared sense of purpose among employees. This positive alignment fosters cooperation, teamwork, and a willingness to embrace change. Such a culture can facilitate the smooth implementation of strategic plans, as individuals are more likely to embrace new strategies, adapt to changing circumstances, and work collaboratively towards the desired outcomes. Conversely, when there is a mismatch between culture and strategy, challenges may arise. According to James and Jones (2005), a culture that resists change, clings to outdated practices, or lacks a clear strategic focus can create barriers to implementation. Individuals may be resistant to new ideas, hesitant to abandon familiar ways of doing things, or even undermine the strategic vision due to conflicting cultural norms. This misalignment can lead to a lack of coordination, communication breakdowns, and ultimately, strategic failure. To successfully navigate the intersection of culture and strategic

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implementation, organizations must actively manage and shape their culture. They must foster a culture that embraces strategic thinking, encourages innovation, and promotes a shared vision. This entails aligning the organizational values, norms, and behaviors with the strategic objectives. Leaders play a crucial role in cultivating a culture that supports strategic implementation, as they must embody the desired cultural attributes and serve as role models for others. Moreover, organizations can leverage their culture as a strategic asset by consciously shaping it to align with their strategic goals. By fostering a culture of learning, adaptability, and continuous improvement, Martinez, Beaulieu, and Pronovost (2015) notes that organizations can create an environment that embraces change and innovation. This cultural transformation may involve implementing new communication channels, establishing feedback loops, providing training and development opportunities, and recognizing and rewarding behaviors that align with the desired culture. The theory highlights the significant influence of culture on strategic implementation. It emphasizes that culture is not a mere backdrop but an active participant in the process. Organizations that proactively manage and align their culture with strategic objectives are more likely to succeed in implementing their strategies effectively. By recognizing the pivotal role of culture, organizations can harness its power to drive successful strategic implementation, foster employee engagement, and enhance overall organizational performance.

Conceptual Framework

Resource allocation
- Human resources
- Financial resources
- Technological resources

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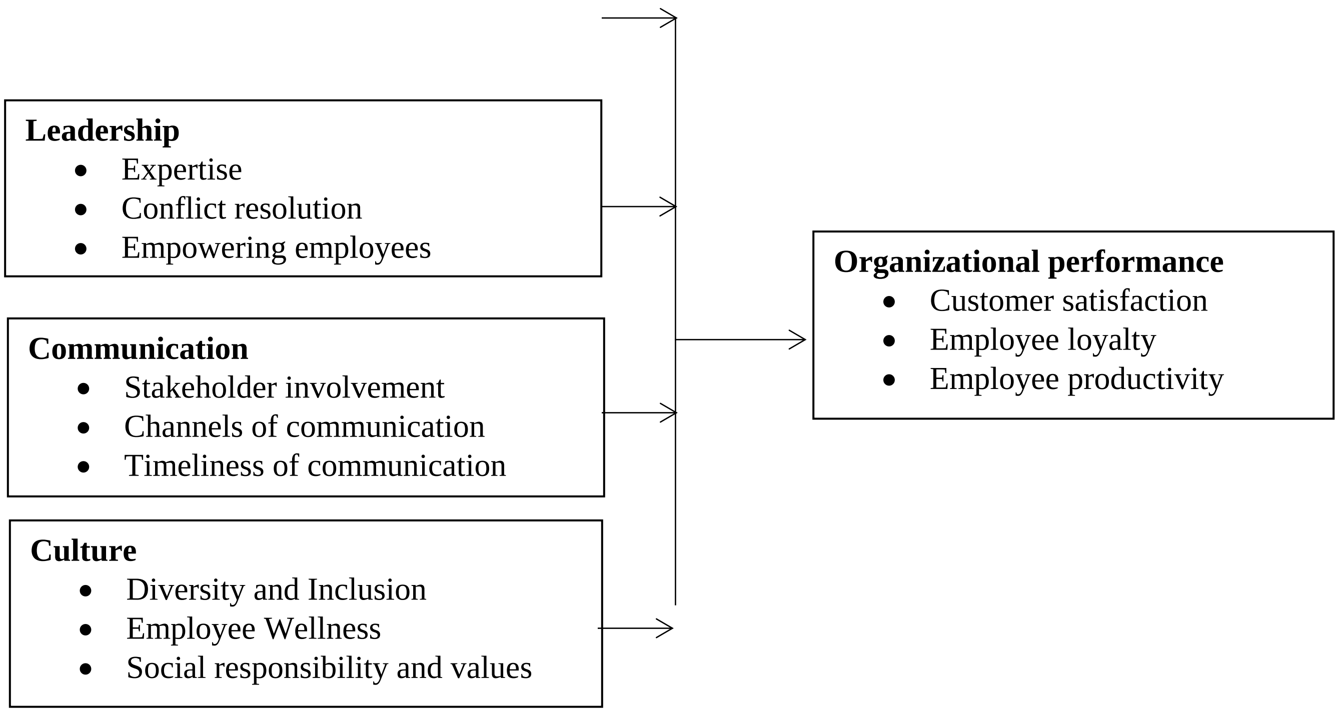

Independent variables **Dependent Variable**

Figure 1: Conceptual Framework

Resource Allocation

Effective resource allocation necessitates a deep comprehension of the strategic direction and priorities of the organization. It entails aligning the allocation of resources with the overall strategic goals, focusing on areas that are critical for success. It involves evaluating the potential returns and risks associated with different resource allocation decisions, allowing for a balanced distribution that maximizes efficiency and effectiveness (Dixon, Asutay, & Al-Kandi, 2013). Strategic implementation entails making tough choices as resources are often scarce and demand is high. Resource allocation involves prioritization and trade-offs and requires evaluating and comparing different projects, initiatives, and departments, and making informed decisions about where to invest resources to yield the greatest impact. Flexibility and adaptability according to Chemwei, Leboo, and Koech (2014) are key elements of resource allocation during strategic implementation. As the organizational landscape evolves and unforeseen circumstances arise, the allocation of resources must be agile enough to respond to changing needs. This may involve reallocating resources from less critical areas to more urgent ones or seizing emerging opportunities that align with the strategic objectives. Moreover, resource allocation in strategic implementation entails effective communication and collaboration across various levels and functions within the organization. It requires open channels of dialogue, allowing stakeholders to provide input, share insights, and contribute to the decision-making process. Collaboration enables a holistic perspective, ensuring that the allocation of resources reflects diverse viewpoints and aligns with the collective vision.

Resource allocation during strategic implementation should be regularly monitored and evaluated to gauge its effectiveness and make necessary adjustments. It necessitates establishing key performance indicators (KPIs) and metrics to measure the outcomes and impact of resource allocation decisions (Abass, Munga, & Were, 2017). This feedback loop allows for continuous improvement and optimization, ensuring that resources are allocated optimally and delivering the desired results. In essence, resource allocation during strategic implementation requires a strategic mindset, a keen understanding of available resources, thoughtful prioritization, adaptability, collaboration, and continuous evaluation. By effectively allocating resources, organizations can navigate the complexities of strategic implementation and steer towards their desired destination with precision and harmony. The key indicators of resource allocation selected for this study were financial resources, technology resources and human resources. Proper utilization of human capital by employing the right staff in an organization is key. Availability of adequate finances for an organization's activities ensures that an organization can attain its set targets. Similarly, efficient utilization of human capital through on boarding the right staff as well as having market standard technological resources also increases an organization's productivity and efficiency.

Leadership

Komu (2021) suggests that leadership is a process that sees an individual influencing a team or group of persons to move or act in a certain direction. The skills and expertise of the leader along with his ability to empower employees through encouraging their participation in decision making while also adequately resolving any staff conflicts increases motivation staff and keeps employee turnover low. The leader should respond to anger situations in a calm way and remain flexible and innovative in providing acceptable solutions for the arguing parties while remaining impartial. The good relationship between the employer and employee ultimately contributes to a well performing organization (Komu, Muhoho, & Kibuine, 2021). During strategic implementation, leadership assumes a paramount role, guiding organizations through the complex and challenging terrain of executing strategic plans. It embodies the art of inspiring, influencing, and mobilizing individuals towards a shared vision, fostering an environment of productivity, collaboration, and adaptability. Leadership in strategic implementation entails the ability to articulate a compelling vision that resonates with stakeholders at all levels (Capon, 2016). A leader must craft a narrative that outlines the desired future state and elicits enthusiasm, thereby motivating teams to embrace the strategic objectives. By effectively communicating this vision, leaders create a sense of purpose and direction, instilling confidence and inspiring individuals to commit their efforts towards its attainment. Leadership during strategic implementation necessitates an astute understanding of the organizational context. It involves a deep comprehension of the organization's capabilities, strengths, weaknesses, and external environment. A leader must leverage this knowledge to formulate strategies that are realistic, achievable, and tailored to the specific circumstances. Through strategic decision-making, leaders make choices that allocate resources, prioritize initiatives, and navigate potential obstacles, steering the organization towards its goals.

In executing a strategic plan, Rajasekar (2014) posits that a leader assumes the role of a communicator par excellence. Effective communication is crucial for translating the strategic vision into actionable steps, ensuring clarity and alignment throughout the organization. Leaders must disseminate information, clarify expectations, and address concerns, fostering a shared understanding and commitment to the strategic objectives. Additionally, they should encourage open dialogue, actively listen to feedback, and adapt their approach based on the insights gleaned, fostering a culture of continuous improvement. Leadership during strategic implementation requires a deft balance between fostering collaboration and accountability. Leaders must create an environment that encourages teamwork, cross-functional cooperation, and the pooling of diverse perspectives. By promoting collaboration, they facilitate the integration of various expertise, enhance problem-solving capabilities, and drive innovation. Simultaneously, leaders must instill a sense of accountability, establishing clear performance metrics, and holding individuals and teams responsible for their respective roles in executing the strategy. Adaptability stands as a critical quality for leaders during strategic implementation. As external circumstances evolve, leaders must be responsive and agile, capable of adjusting strategies and tactics as needed. They should encourage experimentation, embrace change, and be willing to recalibrate plans when necessary (Ogola, 2020). By embodying adaptability, leaders cultivate a culture that encourages flexibility, resilience, and a willingness to learn from both successes and failures. Leadership during strategic implementation according to Jabbar and Hussein (2017) encompasses the art of inspiring, influencing, and mobilizing individuals towards a shared vision. It involves crafting a compelling narrative, making informed decisions, fostering effective communication, promoting collaboration and accountability, and embracing adaptability. Effective leaders in this realm possess the ability to navigate the complexities of strategy execution, creating a dynamic and forward-thinking organization capable of realizing its strategic goals.

Communication

Strategic implementation requires effective communication to navigate the complexities inherent in executing strategies (Chirwa & Boikanyo, 2022). Communication serves as the bridge that connects visionaries and implementers, ensuring a shared understanding of objectives, responsibilities, and timelines. Without this bridge, strategies may crumble under the weight of misalignment, confusion, and missed opportunities. Clear and concise communication is the foundation upon which strategic implementation thrives. It begins with leaders articulating their vision, sharing the strategic goals and desired outcomes with the entire organization. By doing so, they set a compelling direction that inspires and motivates teams to embrace the strategy wholeheartedly. Through open and transparent communication, leaders cultivate a sense of purpose, instilling confidence in their teams and fostering a collective ownership of the strategy. In addition to top-down communication, strategic implementation necessitates effective horizontal and bottom-up communication channels (Jenipher & Daniel, 2014). Collaboration between different teams and departments is vital, as it enables the exchange of information, expertise, and insights. By fostering an environment where ideas flow freely, organizations can harness the collective intelligence of their workforce, allowing diverse perspectives to shape and refine the strategy. During strategic implementation, communication acts as a compass, ensuring that everyone is on the same path and moving towards the intended destination. Regular updates, progress reports, and milestones play a crucial role in keeping stakeholders informed and engaged. They provide a clear line of sight into the progress being made, enabling timely adjustments, mitigating risks, and capitalizing on emerging opportunities.

However, Omondi, Onyango, and Museve (2020) notes that effective communication is not limited to disseminating information; it also encompasses active listening and feedback mechanisms. Encouraging an open dialogue allows for the identification of potential roadblocks, bottlenecks, and concerns that may impede the implementation process. By valuing and incorporating diverse perspectives, organizations can refine their strategies and address any unforeseen challenges more effectively. Moreover, communication serves as a conduit for organizational learning during strategic implementation. By fostering a culture of continuous improvement, where successes and failures are openly discussed and shared, organizations can leverage insights gained throughout the implementation process. This valuable feedback loop enables adjustments to strategies, tactics, and processes, enhancing future implementations and fostering a culture of adaptability. Communication lies at the heart of strategic implementation, acting as the lifeblood that sustains and guides the entire process. Through clear, transparent, and inclusive communication, organizations can align their workforce, foster collaboration, and navigate the complexities of implementation (Mapetere & Manhiwa, 2021). By valuing both the exchange of information and active listening, they empower stakeholders and harness collective intelligence to achieve strategic objectives. Ultimately, communication during strategic implementation breathes life into plans, propelling organizations towards their desired future. This research study selected stakeholder involvement, the available channels of communication and the timeliness as the indicators of communication as independent variables of the study. Communication within an organization should be effected through the proper established channels, it should be done in a timely way without any delay and should be managed by the stakeholders so as to ensure effective organizational performance.

Culture

Culture shapes the beliefs, values, norms, and behaviours within an organization. It forms the collective identity and guides the way individuals perceive, interact, and operate within the strategic framework. As strategic implementation unfolds, culture becomes a critical force that can either fuel or hinder progress (Brenes & Schnidt, 2014). A harmonious alignment between the strategic objectives and the organizational culture is imperative for success. When culture and strategy are in sync, they form a powerful synergy, fostering a sense of shared purpose and commitment. Employees become custodians of the strategy, embracing it as a collective responsibility rather than an imposed mandate. The organizational culture acts as a catalyst, amplifying the impact of strategic initiatives and driving them forward with enthusiasm and dedication. However, when culture and strategy clash, discord and resistance emerge, impeding progress. Misalignment can occur when the organizational culture fails to embrace or adapt to the strategic changes. In such cases, the deeply rooted cultural norms and practices may hinder the implementation process, creating roadblocks and inhibiting the desired transformation (Saad & Kaur, 2020). Resistance to change, lack of buy-in, and the perpetuation of outdated habits can impede the effectiveness of strategic implementation efforts. To navigate these challenges, strategic leaders must actively cultivate a culture that embraces change, innovation, and continuous improvement. They must foster an environment where open communication, collaboration, and learning thrive. By nurturing a culture of agility, adaptability, and resilience, organizations can better respond to the dynamic and unpredictable nature of strategic implementation.

The cultivation of culture during strategic implementation demands a multi-faceted approach. It involves clearly articulating the strategic vision and objectives, ensuring that they resonate with the values and aspirations of the organization. Additionally, leaders must actively engage employees, empowering them to contribute their ideas, insights, and perspectives (Ireland & Hitt, 2019). Through effective communication and transparency, leaders can foster a culture of trust and shared ownership, encouraging employees to embrace the strategic journey. Moreover, organizational structures, processes, and systems must be aligned with the desired culture. Incentives and rewards should reinforce behaviours that support strategic goals, encouraging individuals to embody the desired values and norms. By weaving the strategic objectives into the fabric of day-to-day operations, organizations can embed the culture necessary for successful implementation. Culture plays a profound role in strategic implementation. It can either propel or impede progress, depending on the alignment between strategy and the collective beliefs and behaviours within an organization. By consciously cultivating a culture that embraces change, fosters innovation, and supports the strategic vision, organizations can enhance their ability to navigate the complexities of implementation and achieve sustainable success. The key indicators of organizational culture that were selected for this study were diversity and inclusion, employee wellness and social responsibility and values. Proactive organisations support their people by catering for their physical, emotional, and mental well-being. Similarly, organisations with a positive and healthy culture have to ensure all individuals are respected, treated fairly and have equal access to resources and opportunities within the organisation. Most Individuals are highly interested not only in the businesses their organisations deliver, but its contribution and impact to the wider society (Lehman, 2017).

Organizational Performance

Organizational performance emerges as a vital concept, encapsulating the effectiveness and efficiency with which an organization executes its strategic plans. It encompasses the achievement of objectives, the utilization of resources, and the overall success of the organization in attaining its desired outcomes (Conţu, 2020). Organizational performance is like a symphony, with strategic implementation as the conductor, orchestrating the various elements within the organization. It signifies the harmonious alignment of strategies, processes, structures, and people, all working together in pursuit of a common purpose. At its core, organizational performance reflects the extent to which strategic objectives are met. These objectives can encompass a wide array of dimensions, ranging from financial targets, market share expansion, and customer satisfaction to operational excellence, innovation, and employee engagement. The organization must continuously monitor, evaluate, and adjust its performance against these objectives, ensuring they remain relevant and aligned with the ever-evolving strategic landscape. Efficiency is a fundamental aspect of organizational performance, representing the optimal utilization of resources to achieve desired outcomes. This involves streamlining processes, eliminating waste, and maximizing productivity. Efficient organizations strive to do more with less, utilizing their resources judiciously and optimizing cost structures while maintaining high-quality outputs. Effectiveness is equally crucial, as it reflects the extent to which the organization achieves its intended outcomes. An effective organization not only efficiently executes its plans but also ensures that its actions have a positive impact on the desired results. It focuses on delivering value to stakeholders, whether they are customers, employees, shareholders, or the broader community. Effectiveness is not confined to short-term gains but encompasses long-term sustainability and the ability to adapt to changing circumstances (Brumback, 2011).

To foster organizational performance, strategic implementation necessitates strong leadership, effective communication, and a supportive culture. Leaders must articulate the strategic vision, set clear objectives, and empower employees to contribute their knowledge and skills. Communication channels must be open, facilitating the dissemination of information, fostering collaboration, and enabling timely decision-making. Additionally, an organizational culture that values continuous learning, innovation, and adaptability provides a fertile ground for performance improvement (Conţu, 2020). Organizational performance is not a static state but an ongoing journey. It requires a commitment to learning, agility, and continuous improvement. Regular monitoring, evaluation, and feedback mechanisms enable organizations to identify areas for enhancement and take corrective actions promptly. Moreover, benchmarking against industry peers and best practices can provide valuable insights and fuel a culture of excellence. Organizational performance within in strategic implementation encapsulates the effectiveness and efficiency with which an organization executes its strategic plans. It embodies the alignment of strategies, processes, structures, and people to achieve desired outcomes. By striving for both efficiency and effectiveness, fostering strong leadership, effective communication, and a supportive culture, and embracing a mind-set of continuous improvement, organizations can

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enhance their performance and achieve sustainable success in today's dynamic and competitive landscape. This study selected the following indicators to measure organizational performance; employee productivity, customer satisfaction and employee loyalty.

Research Methodology

This study used descriptive research design to obtain both quantitative and qualitative data. The target population comprised of 147 managers from Kenya Rural Roads Authority operating in Mount Kenya Region. Due to the manageable population of the target study area, the study employed a census. The data was collected using a questionnaire that had both open and closed ended type of questions. Primary data received from the questionnaires was analyzed using Statistical Package for the Social Sciences (SPSS) software. Thereafter, the analyzed data was presented in the form of tables and figures. The following was the model for the research::

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

Y = Organizational performance, B_0 = Constant, X_1 = Resource allocation, X_2 = Leadership, X_3 = Communication, X_4 =Culture, $\beta_1, \beta_2, \beta_3$ and β_4= coefficients of the variables and $\mathcal{E}$= Error term.

Results

Response Rate

The study issued 147 questionnaires to the target respondents. 133 questionnaires were fully filled and returned for analysis. This represented a response rate of 90.5%. The response rate was considered appropriate for the study. The appropriateness of the response rate was supported by Mugenda and Mugenda (2013) who stated that a response rate of 50% is sufficient, a response rate of 60% is good, and a response rate of 70% or above is very good. The high response rate was ascribed to the researcher closely monitoring the respondents and calling them to remind them to complete the questionnaires.

Descriptive Results

According to Cooper and Schindler (2010), descriptive statistics allow researchers to use data to describe the distributions of measurements or scores. The study's results were presented using averages, standard deviations, and mean values. The study provided the mean response per statement for all the study variables after rating the responses on a scale of 1 to 5, with 5 denoting Strongly Agree (SA), 4 denoting Agree (A), 3 denoting Neutral (N), 2 denoting Disagree (D), and 1 denoting Strongly Disagree (SD). In this study, a mean response of 2.5 and below denoted disagreed, between 2.6 and 3.5 Neutral while above 3.5 was considered as agreed.

Resource Allocation

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The researcher requested respondents to rate their level of agreement with statements on resource allocation. According to the results outlined in table 1, respondents agreed with the statements that staff recruitment process is conducted in a free, open, and fair manner (mean=3.541, std.dev=1.034), that staff promotion process is conducted in a free, open, and fair manner (mean=3.785, std.dev=0.942) and that the organization has adopted the use of Information and Communications Technology (I.C.T.) (mean=3.723, std.dev=0.810). Respondents further agreed with the statements that some of the organization's tasks are automated (mean=3.752, std.dev=0.656) and that the organization provides staff with necessary tools and equipment needed to perform (mean=3.984, std.dev=1.163). Respondents were however neutral of the fact that staff receive rewards for successfully completed projects and exemplary work done (mean=3.426, std.dev=1.284). On average, all respondents were in agreement with the statements on resource allocation as depicted by average response mean of 3.702 and a standard deviation of 0.982. The results are in line with Cruz and Haugan (2019) who noted that resource allocation is a crucial requirement for successful execution of an organization's strategic plans and that it is extremely difficult for an organization to achieve its goals and targets when the required resources are inaccessible.

Table 1: Descriptive Statistics on Resource Allocation

Resource Allocation	Mean	Std.Dev
Staff recruitment process is conducted in a free, open, and fair manner	3.541	1.034
Staff promotion process is conducted in a free, open, and fair manner	3.785	0.942
Staff receive rewards for successfully completed projects and exemplary work done	3.426	1.284
The organization has adopted the use of Information and Communications Technology (I.C.T.)	3.723	0.810
Some of the organization's tasks are automated	3.752	0.656
The organization provides staff with necessary tools and equipment needed to perform	3.984	1.163
Average	**3.702**	**0.982**

Leadership

The researcher requested respondents to rate their level of agreement with statements on leadership. According to the results outlined in table 2, respondents agreed with the statements that managers easily handle conflict resolution within the organization (mean=4.012, std.dev=0.528), that managers have demonstrated problem solving skills (mean=3.945, std.dev=0.762), and that managers have the knowledge and ability to help their teams and the overall organization succeed (mean=4.231, std.dev=0.364). Consequently, respondents agreed with the statement that the organization offers adequate opportunities for career development (mean=3.504, std.dev=1.091) and that managers delegate tasks to their subordinates (mean=3.985, std.dev=1.044). On the

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023
www.carijournals.org

statement on whether staff receive recognition for successfully completed projects / exemplary work done, respondents were neutral (mean=3.459, std.dev=1.404). On average however, all respondents agreed with the statements on leadership as shown by a mean of 3.856 and std.dev of 0.866. The results concur with Capon (2016) who noted that good leadership has a strategic vision and ensures implementation is done without any obstacles to achieve tangible outcomes.

Table 2: Descriptive Statistics on Leadership

Leadership	**Mean**	**Std.Dev**
Managers easily handle conflict resolution within the organization	4.012	0.528
Managers have demonstrated problem solving skills	3.945	0.762
Managers have the knowledge and ability to help their teams and the overall organization succeed	4.231	0.364
The organization offers adequate opportunities for career development	3.504	1.091
Managers delegate tasks to their subordinates	3.985	1.044
Staff receive recognition for successfully completed projects / exemplary work done	3.459	1.404
Average	**3.856**	**0.866**

Communication

The researcher requested respondents to rate their level of agreement with statements on communication. According to the results outlined in table 3, respondents agreed with the statements that staff always receive their assignments directly from the immediate supervisor (mean=4.128, std.dev=0.753), that staff clearly understand the organization's goals and objectives (mean=3.609, std.dev=1.029) and that there exist open communication lines between staff and their supervisors (mean=3.632, std.dev=0.839). Respondents remarkably agreed with the statements that company news is communicated to the staff in a timely manner (mean=3.869, std.dev=1.085) and that managers provide prompt feedback to staff comments (mean=3.716, std.dev=1.002). On the statements on whether information is shared to clients without delays, the respondents were neutral as shown by a response mean of 3.466 and std.dev of 1.118. On average, all respondents were in agreement with the statements on leadership as shown by average response mean of 3.737 and std.dev of 0.971. The results are in tandem with Manafzadeh *et al*., (2018) who noted that for strategies to be effective and meaningful, effective communication must be employed through its strategy implementation else the entire process may result in achieving nothing.

Table 3: Descriptive Statistics on Communication

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023 www.carijournals.org

Communication	Mean	Std.Dev
Staff always receive their assignments directly from the immediate supervisor	4.128	0.753
Staff clearly understand the organization's goals and objectives	3.609	1.029
There exist open communication lines between staff and their supervisors	3.632	0.839
Company news is communicated to the staff in a timely manner	3.869	1.085
Managers provide prompt feedback to staff comments	3.716	1.002
Information is shared to clients without delays	3.466	1.118
Average	**3.737**	**0.971**

Culture

The researcher requested respondents to rate their level of agreement with statements on culture. According to the results outlined in table 4, respondents agreed with the statements that staff with unique characteristics are welcomed and celebrated (mean=3.632, std.dev=1.017), that the company does not discriminate against disabled persons (mean=3.835, std.dev=0.889) and that there are policies that foster equity in the company (mean=3.669, std.dev=0.983). Respondents additionally agreed with the statements that staff are provided adequate work breaks (mean=3.617, std.dev=0.624), that workload does not interfere with employee personal activities and hobbies (mean=3.684, std.dev=0.7) and that staff have flexible work arrangements (mean=3.602, std.dev=0.816). All respondents agreed with the statements on culture as shown by average response mean of 3.673 and std.dev of 0.838. According to Lehman (2017), organisations with a positive and healthy culture have to ensure all individuals are respected, treated fairly and have equal access to resources and opportunities within the organisation.

Table 4: Descriptive Statistics on Culture

Culture	Mean	Std.Dev
Staff with unique characteristics are welcomed and celebrated	3.632	1.017
The company does not discriminate against disabled persons	3.835	0.889
There are policies that foster equity in the company	3.669	0.983
Staff are provided adequate work breaks	3.617	0.624
Workload does not interfere with employee personal activities and hobbies	3.684	0.7
Staff have flexible work arrangements	3.602	0.816
Average	**3.673**	**0.838**

Organizational Performance

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023 www.carijournals.org

The researcher requested respondents to rate their level of agreement with statements on organizational performance. According to the results outlined in table 5, respondents agreed with the statements that staff show pride when representing the organization in public (mean=3.931, std.dev=0.946), that staff do not frequently leave the organization(mean=4.192, std.dev=0.327) and that staff are not criticized in front of others (mean=3.789, std.dev=1.085). In addition, respondents agree with the statements that customers provide positive feedback about the service provided (mean=3.571, std.dev=0.797), that the organization has many repeat clients (mean=3.639, std.dev=0.582) and that the organization frequently receives new clients (mean=3.961, std.dev=0.582). An average response means of 3.847 and std.dev of 0.720 shows that all respondents agreed with the statements on organization performance. The results tallies with Almatrooshi (2016) who noted that the corporate goals are generally themed to increase profits, promote business expansion and pursue efficiency in operations.

Table 5: Descriptive Statistics on Organizational Performance

Organizational Performance	Mean	Std.Dev
Staff show pride when representing the organization in public	3.931	0.946
Staff do not frequently leave the organization	4.192	0.327
Staff are not criticized in front of others	3.789	1.085
Customers provide positive feedback about the service provided	3.571	0.797
The organization has many repeat clients	3.639	0.582
The organization frequently receives new clients	3.961	0.582
Average	**3.847**	**0.720**

Inferential Statistics

Correlation Results

Correlations between the independent variables (resource allocation, leadership, communication, and culture) and the dependent variable (organizational performance of KeRRA) was established in the study. The analysis's findings are displayed in table 7. According to the results, there exist a positive significant correlation between resource allocation and organizational performance of KeRRA (r=0.556, sig=0.000). The results bears the implications that enhancing resource allocation culminates into enhancement of organizational performance of KeRRA. The results are in line with Cruz and Haugan (2019) who noted that resource allocation is a crucial requirement for successful execution of an organization’s strategic plans and that it is extremely difficult for an organization to achieve its goals and targets when the required resources are inaccessible. The results also shows that leadership bears a positive significant correlation with organizational performance of KeRRA (r=0.394, sig=0.000). The results bear the implications that enhancing leadership practices culminates into enhancement of organizational performance of KeRRA. The results concur with Capon (2016) who noted that good leadership has a strategic vision and ensures implementation is done without any obstacles to achieve tangible outcomes.

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023
www.carijournals.org

The results further shows that communication bears a positive significant correlation with organizational performance of KeRRA (r=0.308, sig=0.006). The results bear the implications that enhancing communication practices culminates into enhancement of organizational performance of KeRRA. The results are in tandem with Manafzadeh *et al*., (2018) who noted that for strategies to be effective and meaningful, effective communication must be employed through its strategy implementation else the entire process may result in achieving nothing. The results finally shows that culture bears a positive significant correlation with organizational performance of KeRRA (r=0.177, sig=0.012). The results bears the implications that enhancing culture practices culminates into enhancement of organizational performance of KeRRA. The results are consistent with Lehman (2017) who revealed that organisations with a positive and healthy culture have to ensure all individuals are respected, treated fairly and have equal access to resources and opportunities within the organisation.

Table 7: Correlation Analysis

		Resource Allocation	**Leadership**	**Communication**	**Culture**	**Organizational Performance**
Resource Allocation	Pearson Correlation	1				
	Sig. (2-tailed)					
Leadership	Pearson Correlation	0.181	1			
	Sig. (2-tailed)	0.141				
Communication	Pearson Correlation	0.139	0.173	1		
	Sig. (2-tailed)	0.421	0.096			
Culture	Pearson Correlation	0.107	0.128	0.101**	1	
	Sig. (2-tailed)	0.581	0.088	0.110		
Organizational Performance	Pearson Correlation	.556**	.394**	.308**	.177**	1
	Sig. (2-tailed)	0.000	0.000	0.006	0.012	
	N	133	133	133	133	133

Regression Analysis

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023
www.carijournals.org

A multiple linear regression analysis was adopted in the study to assess the statistical relationships between independent variables (resource allocation, leadership, communication, and culture) and the dependent variable (organizational performance of KeRRA). The multiple regression analysis comprised of Model Summary, ANOVA and Model Coefficient. The study used a confidence level of 95% (α = 0.05). The study utilized the model summary to assess the degree of relationship between the combined independent variables with the dependent variable. Additionally, the model summary was further utilized to show the percentage accounted by the combined independent variables on the dependent variable. The results outlined in Table 8 shows that R-value was 0.804 implying existence of a high relationship between the combined independent variables with the independent variable. The R-Square value representing the coefficient of determination was 0.646 implying that 64.6% of variations in the levels of organizational performance of KeRRA can be attributed to resource allocation, leadership, communication, and culture.

Table 8: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.804[a]	0.646	0.583	0.04578128

The ANOVA was employed in the study to assess the statistical significance of the model linking the independent variables with the dependent variable. The statistical significance level is arrived at by comparing the F-calculated values with the F-Critical values. If the F-Calculated value is more than F-Critical value, the model is considered to be statistically significant. The ANOVA results outlined in table 9 shows that F-Calculated was 14.884. From the F-Statistic tables, the F-Critical value at (4,128) and at 5% significant level was 2.45. The results shows that the F-calculated value exceed the F-Critical value implying that the model was statistically significant in assessing the relationship between the independent and dependent variables thus a good fit for the study. The significance level is supported by Dye (2009) who postulated that a model becomes statistically significant if the value of F calculated exceeds the value of F critical from f-statistical tables.

Table 9: ANOVA (Model Significance)

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023

	Sum of Squares	df	Mean Square	F	Sig.
Regression	133.651	4	33.4128	14.884	0.000
Residual	287.341	128	2.2449		
Total	420.992	132			

The study incorporated the model coefficients to shows how the dependent variable varies with a variation in the independent variables. The results outlined in table 10 shows that resource allocation bears a positive and significant influence on organizational performance of KeRRA. This is shown by a beta value of 0.439 and sig value of 0.000<0.05. The results implies that increasing resource allocation with one unit results to 0.439 units increase in the organizational performance levels of KeRRA. The results are consistent with Cruz and Haugan (2019) who noted that resource allocation is a crucial requirement for successful execution of an organization's strategic plans and that it is extremely difficult for an organization to achieve its goals and targets when the required resources are inaccessible. The results also shows that leadership bears a positive and significant influence on organizational performance of KeRRA. This is shown by a beta value of 0.354 and sig value of 0.000<0.05. The results implies that increasing aspects of leadership with one unit results to 0.354 units increase in the organizational performance levels of KeRRA. The results concurs with Capon (2016) who noted that good leadership has a strategic vision and ensures implementation is done without any obstacles to achieve tangible outcomes.

The results further shows that communication bears a positive and significant influence on organizational performance of KeRRA. This is shown by a beta value of 0.246 and sig value of 0.003<0.05. The results implies that increasing aspects of communication with one unit results to 0.246 units increase in the organizational performance levels of KeRRA. The results are in tandem with Manafzadeh *et al*., (2018) who noted that for strategies to be effective and meaningful, effective communication must be employed through its strategy implementation else the entire process may result in achieving nothing. The results finally shows that culture bears a positive and significant influence on organizational performance of KeRRA. This is shown by a beta value of 0.173 and sig value of 0.012<0.05. The results implies that increasing aspects of culture with one unit results to 0.173 units increase in the organizational performance levels of KeRRA. The results are consistent with Lehman (2017) who revealed that organisations with a positive and healthy culture have to ensure all individuals are respected, treated fairly and have equal access to resources and opportunities within the organization.

Table 10: Model Coefficients

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023 www.carijournals.org

	Unstandardized Coefficients		Standardized Coefficients		
Predictors	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	0.785	0.131		5.989	0.000
Resource Allocation	0.439	0.086	0.374	5.105	0.000
Leadership	0.354	0.106	0.311	3.340	0.000
Communication	0.246	0.129	0.193	1.907	0.003
Culture	0.173	0.182	0.113	0.951	0.012

The regression model is as shown below:

Organizational Performance of KeRRA = 0.785+ 0.439(Resource Allocation) + 0.354 (Leadership) + 0.246(Communication) + 0.173 (Culture)

From the model, holding other factors constant, organizational performance of KeRRA stands at 0.785 units. Resource allocation bears the highest influence on organizational performance of KeRRA, followed by leadership, them communication and finally culture. However, all the variables had a positive and significant influence on organizational performance of KeRRA.

Conclusion

The findings of the study culminated into conclusions that resource allocation positively and significantly influences organizational performance of KeRRA in Kenya. Additionally, resource allocation practices such as having staff recruitment and promotion process conducted in a free, open, and fair manner, issuing rewards to staff for successfully completed projects and exemplary work done, adopting the use of Information and Communications Technology that automates tasks and providing staff with necessary tools and equipment needed to perform further enhances organizational performance of KeRRA. The findings of the study also culminated into conclusions that leadership positively and significantly influences organizational performance of KeRRA in Kenya. Additionally, leadership aspects such as managers being able handle conflict resolution within the organization through demonstration of problem solving skills, having managers with knowledge and ability to help teams and the overall organization succeed, providing adequate opportunities for career development by the organization, delegation of task to subordinates and staff receiving recognition for successfully completed projects / exemplary work done further enhances organizational performance of KeRRA.

The findings of the study further culminated into conclusions that communication positively and significantly influences organizational performance of KeRRA in Kenya. Additionally, communication practices such as staff always receiving their assignments directly from the immediate supervisor, having staffs who clearly understand the organization's goals and objectives, having an open communication lines between staff and their supervisors, relaying organization communication in a timely manner, providing prompt feedback to staffs and sharing information to clients without delays further enhances organizational performance of KeRRA. The

Journal of Business and Strategic Management
ISSN 2520-0402 (online)
Vol.8, Issue No.4, pp 54 – 78, 2023 www.carijournals.org

findings of the study finally culminated into conclusions that culture positively and significantly influences organizational performance of KeRRA in Kenya. Additionally, organizational cultural practices such as welcoming staff with unique characteristics in the organization, practicing fair treatment of all employees without discrimination, having policies that foster equity in the company, providing staff with adequate work breaks, having workloads that do not interfere with employee personal activities and hobbies and having flexibility in working arrangements amongst staff further enhances organizational performance of KeRRA.

Recommendations for the Study

The study provides recommendations to the management of KeRRA in Kenya to enhance the levels of resource allocation during strategic implementation since the practice positively and significantly contributes to increased organizational performance of the authority. These can be realized by endeavoring in resource allocation practices such as having staff recruitment and promotion process conducted in a free, open, and fair manner, issuing rewards to staff for successfully completed projects and exemplary work done, adopting the use of Information and Communications Technology that automates tasks and providing staff with necessary tools and equipment needed to perform. The study also provides recommendations to the management of KeRRA in Kenya to enhance the levels of leadership during strategic implementation since the practice positively and significantly contributes to increased organizational performance of the authority. These can be realized by endeavoring in leadership practices such as managers being able handle conflict resolution within the organization through demonstration of problem solving skills, having managers with knowledge and ability to help teams and the overall organization succeed, providing adequate opportunities for career development by the organization, delegation of task to subordinates and staff receiving recognition for successfully completed projects / exemplary work done.

The study further provides recommendations to the management of KeRRA in Kenya to enhance the levels of communication during strategic implementation since the practice positively and significantly contributes to increased organizational performance of the authority. These can be achieved through endeavoring in communication practices such as staff always receiving their assignments directly from the immediate supervisor, having staffs who clearly understand the organization's goals and objectives, having an open communication lines between staff and their supervisors, relaying organization communication in a timely manner, providing prompt feedback to staffs and sharing information to clients without delays. The study finally provides recommendations to the management of KeRRA in Kenya to enhance the levels of organizational culture in the strategic plan implementation since the practice positively and significantly contributes to increased organizational performance of the authority. These can be achieved through endeavoring in organizational cultural practices such as welcoming staff with unique characteristics in the organization, practicing fair treatment of all employees without discrimination, having policies that foster equity in the company, providing staff with adequate work breaks, having workloads that do not interfere with employee personal activities and hobbies and having flexibility in working arrangements amongst staff.

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