

**MEDIATING EFFECT OF ORGANIZATION RESOURCES ON THE RELATIONSHIP
BETWEEN STRATEGY IMPLEMENTATION AND PERFORMANCE OF DEVOLVED
MINISTRIES AMONG SELECTED COUNTIES IN NORTHERN KENYA**

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Master Degree in Business Administration of Kenya Methodist University**

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Declaration and recommendation

This thesis is my original work and has not been presented in any other university for academic credit.

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Dedication

I dedicate this study to my family and friends.

Acknowledgement

I am grateful to many people who have accompanied me through the journey of this study. A heartfelt thank you to my supervisors, Dr. Clement Nkaabu (PhD) and Dr. Nancy Rintari (PhD) for their guidance. Every moment I spent in their offices consulting on this research opened my eyes and made me a better researcher. To my friends and classmates in the School of Economics and Business Studies; thanks for making learning easier by finding fun in the most difficult tasks we embarked as a class. God bless you all.

Abstract

This study investigated the mediating effect of organization resources on the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya. Specifically, the study sought; to determine relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya; to determine relationship between strategy implementation and organization resources among selected counties in Northern Kenya; to determine relationship between organization resources and performance of devolved ministries among selected counties in Northern Kenya; and to determine mediating effect of organization resources on the relationship between strategy implementation and the performance of devolved ministries among selected counties in Northern Kenya. The study was guided by three theories; the general systems theory, the stakeholders' theory and resource-based view theory. A descriptive research design was adopted in this study. The population was the county ministries in both Isiolo and Marsabit Counties. There are a total of 56 departments in all the 10 ministries of Marsabit County, while in Isiolo County; there are a total of 32 departments in all the six ministries. Therefore, the study targeted 88 departments in both counties. A census design was adopted since the population was small. Therefore, 88 department heads were surveyed. Primary data was collected through close-ended questionnaires. Descriptive statistics including frequencies, percentages, means and standard deviations were used. Further, inferential statistics including correlation and regression analysis were also used to test the relationship between independent and dependent variables. Linear regression models were used to link relationship between dependent and independent variables. The study findings were presented using tables and figures. The findings indicated that strategy implementation and performance of devolved ministries related significantly. However, organisational resources did not relate significantly to neither strategy implementation nor performance of devolved ministries. Therefore, the study established no mediation effect of organisational resources on the relationship between strategy implementation and performance of devolved ministries. Further observations indicate that organisational resources augmented the effect of strategy implementation on performance of devolved ministries. This was contrary to the envisaged diminishing effect of organisation resources as a mediator. The study therefore recommends that further research should consider organisational resources as a moderator rather than a mediating variable. Based on the findings, the study recommends that devolved ministries in Isiolo and Marsabit Counties need to improve their strategy implementation aspects as this was significantly related to their performance. The study provides valuable contributions in the devolved ministries and may inform policy formulation on strategy implementation in institutions.

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List of abbreviations and acronyms

GST	General Systems Theory
HEIs	Higher Education Institutions
NCPB	National Cereals and Produce Board
RBV	Resource-Based View
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, devolution is a central initiative by governments that wish to take economic resources and political powers to lower community levels thereby taking services and development close to its citizens. Many governments globally are characterized by devolution (Muringani & Fitjar, 2019). It involves devolving of functions, like decision making, finance and management, from the national government to the County governments (Simiyu & Mweru, 2014). Among the most important arguments on devolution and decentralization is that it enhances economic efficiency by optimizing information flow, bring public services closer to the people and reduce development cost. Furthermore, devolution creates democratic space for institutions of governance to thrive (Opare, 2016). Evidently, devolution aims at enhancing sustained organizational performance.

In Africa, countries such as South Africa have customarily had a central government framework. This was prompted by the need to actualize politically-sanctioned racial segregation at local government level (Picard & Mogale, 2015). In the 1980s the National Party (NP) government discarded some customary politically-sanctioned racial segregation standards and adopted certain restricted changes. In particular, a devolved government system was proposed. The real principle supporting the new system was the need to decentralize power.

A total of 47 Counties were created by the Kenyan constitution, each with its identity or county administration. These county administrations are made up of county lawmakers and representatives. Decentralization and local governance in Kenya received a favorable boost in 2010 when Kenyans voted in a referendum for a landmark 2010 constitution with an affirmative

majority of over two-thirds. The constitution recognizes, among other things, people's sovereignty and enshrines a Bill of Rights. Devolution is the transfer of governance power and resource management to the counties. The devolved governments are expected to have a strategic plan and to work towards its implementation (Barasa, Manyara, Molyneux & Tsofa, 2017).

According to Neumann, Robson and Sloan (2018) a strategy implementation consists of putting into action corporate choices which illuminate and decide vision, mission and targets, characterizing strategies and essential gets ready for accomplishing those objectives, characterizing extent of organization's exercises and indicating the sorts of financial and human kind of the association. Subsequently a technique is an association's approach for rivalry and survival in a turbulent situation. In top administration key, a methodology is a far-reaching explanation concerning the company goals and the future objectives, in both the long run and the short run performance; hence management should set targets and be in a position to achieve its goals and mission.

Successful Implementation of strategies pays attention to creation of a supportive organization climate, development of a system for monitoring and evaluation and development of a strategy implementation program. In creating a supportive climate, management need to identify a suitable organization structure, brand organizational structure, market or customer base organization structure, geographical or territorial structure and matrix organization structure (David, 2017). In order for this to happen, organizational resources must make the connection.

1.1.1 Devolved Ministries Performance

In Kenya, the concept of devolution became life in 2010 after the inauguration of the new constitution. The designers of the new constitution anticipated that devolution would enhance economic performance by raising accountability in the management of resources allocated to the ministries (Finch & Omolo, 2015). However, performance of an institution, which is a precursor

of economic performance, is a consequence of the allocated resources and the management of the said resources within an institution. In this regard, this study examined the connection between strategy implementation and the performance of devolved ministries among selected counties in Kenya. The study used organization resources as the mediating variable.

One perspective used is the objective approach Lewis, Boston and Peterson (2017) which expect that organization seek after extreme and identifiable objectives and along these lines characterizes execution as far as objective fulfillment. An alternate point of view of the framework asset approach Feng, Zhang, Hu and Cheng (2018) stresses the connection between the company and its condition and in this way characterizes performance as far as the association's capacity to secure rare and esteemed assets. Alternately, the procedure approach characterizes execution as far as the conduct of the association members is concerned. Estimating execution stays petulant and has kept on escaping scholars and professionals alike. Most vital administration ponders have estimated execution utilizing traditional measures of monetary thriving in view of the investors approach. The two prevalent measures identified with monetary success of execution are return on resources and development in deals.

Global experience with decentralization bears out the Constitution's emphasis on governance, transparency and participation (McNeil & Malena, 2010). Contrary to common expectations that devolution will improve service delivery, governance factors (such as elite capture, 'clientelism', capacity constraints, competition over power between levels of government, and weaknesses in performance monitoring) often undermine expected performance and accountability gains from decentralization (Finch & Omolo, 2015). Global experience indicates that effective decentralization depends on balancing increased discretion of local governments with increased accountability both upwards and downwards.

The ambitious decentralization defined under Kenya's 2010 Constitution is arguably the most far-reaching of many reforms. Amidst high public expectations, Kenya's devolution is one of the most ambitious underway in the world, involving large-scale political, fiscal, and administrative decentralization (Finch & Omolo, 2015). Since March 2013 elections, Kenyan authorities have established a new subnational level of government, including 47 counties each with an elected Governor and county assembly, responsible for a significant portion of public finances and service delivery. McNeil and Malena (2010) observed that many countries both rich and poor have transferred power and resources to lower levels of government. Few have done so to entirely new subnational units.

The roll-out of devolution, formally underway since March 2013 elections, highlights the major implications that devolution has for poverty reduction, service delivery and economic growth in Kenya (Finch & Omolo, 2015). The reform seeks to address multiple objectives: tackle longterm, deeply entrenched disparities between regions; increase the responsiveness and accountability of government to citizens; allow greater autonomy to different regions and groups, and re-balance power away from a historically strong central government.

In this study, performance of devolved ministries among selected counties was measured using several indicators. The indicators included; proper resource utilization, proper budget utilization, provision of quality services, increased productivity, good image and employee satisfaction. The items were adopted from (Franco, Haase & Perera, 2016).

1.1.2 Strategy Implementation

In Australia, public organizations have been investigating the influence of formal strategy implementation on overall performance in organizations observes (Elbanna, Andrews & Pollanen, 2016). In most of their public organizations, it was found that the relationship between strategy

implementation and performance was not consistent. Despite research by Elbanna et al. (2016) on public organization in Australia that was founded on the critical assumption that strategy implementation is important, the key question was to establish if there was a connection between strategic formulation, implementation and organizational performance. The current study seeks to assess the role of strategy implementation in influencing public organization performance, but with a focus on the Kenyan context.

In Nigeria, Orugun, Nafiu and Aduku (2017) assessed the impact of strategy implementation on superior performance and competitive advantage of SMEs. It was found that strategy implementation of SMEs has significant effect on superior performance relative to other competitors. The study concluded that when strategy is successfully implemented, it has consequences to organizational performance. It was suggested that SME owners ensure successful implementation of their business strategy to outperform other competitors within the same business environment.

In Kenya, Kipkosgei (2016) explored the challenges facing strategy implementation in the national government ministries. It was found that numerous factors hinder successful strategy implementation among the national ministries. These factors include; poor organizational structure, inadequate financial time and human resources, bureaucracy in organizational structure and culture. It was suggested that government ministries needed to formulate clear strategic plans. A good strategy can place a business on the competitive map and boost its efficiency, (Sorooshian, Norzima, Yusuf and Rosnah, 2010). Unfortunately, most businesses are struggling with implementation. Managers need to adapt to changing strategic implementation patterns in a vibrant setting while embracing important implementation success factors; structure, resources, culture, management, systems, individuals, and communication. Implementation of strategies is an action stage of the process of strategic management.

Waititu (2016) noted that strategy in any organization is an important contrivance management. Testing the contemporary company climate and rapidly changing global economy requires high productivity velocity and flexibility for flourishing organizations. Organizations need to alter their structure strategically in order to obtain the necessary efficiency and effectiveness. The author noted that application of policies improves the profitability of organizations. Managers should therefore always offer direction and oversight through various stages of execution of the strategy. Strategy implementation was measured using items adopted from (Vyas & Paige 2017). The items included; implementation timeframe, implementation methods, implementation of outcomes, intended implementation and strategy objectives. Through these indicators, the researcher was able to assess strategy implementation in devolved ministries among selected counties in Northern Kenya.

1.1.3 Organization Resources

Human resources comprise of the expertise, skills and effort offered by employees (Thompson, Strickland III, Peteraf, Janes, Gamble & Sutton, 2013). The RBV perspective makes two assumptions, namely that the resources are heterogeneous among firms and that they are imperfectly immobile. Armstrong and Taylor (2014) argued that firms that possess resources that were valuable and rare, would attain a competitive advantage and enjoy improved performance in the short term. However, he further contends that in order for a firm to sustain these advantages over time its resources must also be inimitable and non-substitutable. Organizational resources can enhance firm performance if well utilized, managed and controlled (Pearce, Robinson & Mital, 2012).

William (2004) observes that allocation of resources is an impact of strategy on performance. However, he does not discuss the catalytic role of resources in the achievement of institutions

goals. Our study will react to the gap which exists in examining the role of resources as one of mediation between the strategy implementation and the performance envisioned by devolution. Considering that Marsabit and Isiolo counties share several things in common which includes religion, culture, economic activities; as well as similar climatic, infrastructural and social challenges, our focus on the two counties is justifiable.

In this study, organization resources were used as a mediating variable on the relationship between strategy implementation and performance of devolved ministries. Strategy implementation is expected to boost organizations resources, which then may enhance performance. Therefore, with proper strategy implementation, organizations may have more resources, and they may be able to enhance their productivity. The use of organization resources as a mediating variable was, therefore, justified. Organization resources were measured using items adopted from Abubakar and Ahamed (2010). The items included; adequate building, strategic location, physical structures, adequate equipment, budget, innovation and adequate personnel.

1.2 Statement of the Problem

The strategic plan is the county government ministries guideline for ensuring development effectiveness and it is aimed at aligning the ministries development priorities, expected outcomes and general results, with budget levels. In revising the strategy implementation, the county government ministries employ participatory approach, relying on the consensus of stakeholder groups, including civil society, the private sector and donor partners. As a government requirement, strategy implementation has to be linked to the Medium-term expenditure framework's budget process; as well as to human resource planning. This will ensure both financial sustainability and human capacity to facilitate successful adoption and implementation. Ideally these plans should provide direction in regard to resource targeting and program implementation (GoK, 2015).

However, a report by Policy Options Kenya (2019) showed that five of six counties in Northern Kenya had less than 50% performance index. Marsabit was placed position 31st with 46.7%, Isiolo was 32nd with 45.2%, Samburu was 38th with 40.7%, Garissa was 42nd with 37.8% while Wajir was position 46 with 32.6%. This is an indication of poor performance among Counties in Northern Kenya. The poor performance could be attributed to lack of strategy implementation. The current study sought to evaluate the importance of strategy implementation on performance of devolved ministries in both Isiolo and Marsabit Counties. Other counties in Northern Kenya including Garissa, Mandera, Samburu and Wajir also share similar characteristics with the selected two counties (Isiolo and Marsabit). It would therefore be justifiable to generalize the findings of the two counties to the rest of the counties in Northern Kenya. Furthermore, the researcher chose the two counties (Isiolo and Marsabit) since they are neighbors and therefore, it was convenient to move from one county to another.

Previous studies have examined the concept of strategy implementation. For example, Zumitzavani and Udchachone (2014) examined the influence of leadership styles on organizational performance in hospitality industry in Thailand. Mshelia (2017) study examined the Effect of Working Capital Management on the performance of small and medium enterprises (SMEs) in Nigeria. Oanda (2013) investigated challenges of strategy implementation in Private Security Companies in Kenya. Chiuri (2015) investigated the challenges of strategy implementation in Higher Education Institutions (HEIs) in Kenya, Achayo (2016) sought to investigate the factors influencing performance management at the national government of Mumias Sub County.

However, none of the reviewed studies have focused on performance of devolved ministries in Isiolo and Marsabit counties. This study sought to fill the existing contextual and conceptual gaps by investigating the mediating effect of organization resources on the relationship between strategy

implementation and performance of devolved ministries among selected counties in Northern Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to investigate the mediating effect of organization resources on the relationship between strategy implementation and the performance of devolved ministries among selected counties in Northern Kenya.

1.3.2 Specific Objectives of the Study

The study was guided by the following specific objectives;

- i. To determine the relationship between strategy implementation and performance of the devolved ministries.
- ii. To determine the relationship between strategy implementation and organization resources in the devolved ministries.
- iii. To examine the relationship between organization resources and performance of the devolved ministries.
- iv. To examine the mediating effect of organization resources on the relationship between strategy implementation and performance of the devolved ministries.

1.4 Research Hypothesis

The following alternative hypotheses were used to guide the study:

H₀₁:Strategy implementation has no significant influence on performance of devolved ministries among selected counties in Northern Kenya

H_{a1}: Strategy implementation has a significant influence on performance of devolved ministries among selected counties in Northern Kenya

H₀₂: There is no significant relationship between strategy implementation and organization resources in devolved ministries among selected counties in Northern Kenya

H_{a2}: There is a significant relationship between strategy implementation and organization resources in devolved ministries among selected counties in Northern Kenya

H₀₃: There is no significant relationship between organization resources and performance of devolved ministries among selected counties in Northern Kenya

H_{a3}: There is a significant relationship between organization resources and performance of devolved ministries among selected counties in Northern Kenya

H₀₄: Organization resources do not mediate the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya

H_{a4}: Organization resources mediate the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya

1.5 Significance of the Study

These research findings may help the administration officials to understand the importance of strategy implementation. Strategy implementation is among the solutions to the problems affecting the county ministries. This research will give recommendations on other ways of keeping the ministries competitive in the dynamic world of changes. The study may benefit other entities both formal and informal sector to understand the challenges hindering strategy implementation and how to address such obstacles. Other stakeholders who are likely to benefit from this study findings include the national government. Strategy implementation is also critical at the national level and

therefore, this study allows the national government agencies to learn among about strategy implementation.

The findings of the research may be used as reference by other researchers when they are carrying out research on related issues and may provide them with relevant information to complete their studies. The research findings may also be beneficial to government ministries in other counties who may be performing dismally due to strategy implementation challenges and inadequate resources.

1.6 Scope of the study

The research aimed at investigating the mediating effect of organization resources on the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya. Two counties were selected, that is, Isiolo and Marsabit Counties. The study covered all management level employees working for the devolved ministries of the two counties. The choice of the two counties (Isiolo and Marsabit) was justified because they both share similar characteristics including religion, culture, economic activities, climate and geography. Furthermore, the two counties face similar challenges including drought, cattle rustling, poor infrastructure, community clashes, lack of education, and early marriages among many others.

1.7 Limitations and Delimitations of the study

Several limitations were encountered during the study period. Some respondents were unwilling to give necessary information. However, this limitation was mitigated by explaining to the respondents the relevance of the study and assuring them of confidentiality. Further, the respondents were given assurance that study was meant for academic purposes.

1.8 Assumptions of the study

It was assumed that all the participants would co-operate by giving reliable feedback and that they would be familiar with the strategy implementation in their organization. The study also assumed that Isiolo and Marsabit Counties face similar challenges in regard to strategy implementation and organization resources.

1.9 Definition of Terms

Devolution-Refers to the transfer or delegation of power to a lower level, especially by central government to local or regional administration (D'Arcy & Cornell, 2016).

Devolved Ministries-Refers to a list of ministries in the Cabinet of Kenya which help lead the Government of Kenya (Allen, Hurcan & Queyranne, 2016).

Mediation-is a dynamic, structured, interactive process where a neutral third-party assist disputing parties in resolving conflict through the use of specialized communication and negotiation techniques (Livingstone, 2017).

Organizational performance- refers to the devolved ministries ability to attain their objectives using their resources in an efficient and effective manner (Daft, 2010).

Organizational resources- refers to assets or inputs (tangible or intangible) acquired, controlled or accessed to on a short-term basis by the devolved ministries (Grant & Jordan, 2012).

Strategy implementation- refers to the communication, interpretation, adoption, and enactment of strategic plans within the devolved ministries (Vyas & Paige, 2017).

Strategy-refers to a high-level plan to achieve one or more goals under conditions of uncertainty (Cândido & Santos, 2015).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical framework and empirical review of the study. Further, it outlines the conceptual framework, where the variables under study are conceptualized. In addition, the section highlights the research gaps arising from the reviewed studies.

2.2 Theoretical Framework

This study is anchored on three theories namely; the general systems theory, stakeholders' theory and resource-based view theory.

2.2.1 The General Systems Theory

According to Chen and Stoup (1993), the General Theory (GST) emerged from the works of an Austrian biologist Ludwig von Bertalanffy in 1930's. The theory studies the structure and properties of a system in terms of relationships and interdependencies among various components from which the properties of the whole emerge. The system theory also views the world in terms of relationships and integration and emphasizes the principle of organization.

Fumagalli, Polenghi, Negri and Roda (2019) define a framework as a gathering of items that are combined in some general connection or relationship toward the achievement of some reason. This suggests a framework is comprised of various segments that cooperate in a regular relationship to accomplish a common goal. The system components include entities, objects of interest within the system, attributes, or defining properties of entities, states of the system's collective descriptive variables at a given time, activities taking place at a given time, and events that have the potential to change the state of the system.

National government ministries qualify as open systems and within an organization as a system; there exist subsystems like human resource, administrative, management information systems, social-technical, structural and others (Cooper& Davis, 2017).The common features of a system include the systems boundary, its external environment, and sensitivity to disturbances both within and outside the system.

From a systems theory point of view, successful strategy implementation requires a well-coordinated effort and harmonious interactions among various components of an organization (Cooper& Davis, 2017). The leadership component in an organization alone may not succeed in strategy implementation effort without creating proper structures and ensuring active participation of other subsystems like human resources (people), social-technical and information subsystem. Moreover, organizations must also continuously interact with the dynamic environment to obtain the required resources that drive implementation of a strategy to success.

The general theory asserts the interrelatedness of components of an organization, and that changing one component of an organization brings changes to other components. In this regard, the theory gives insight to our discussion on correlation between strategy implementation, organizational resources and performance in the selected devolved ministries. In particular, the theory explains strategy implementation variable.

2.2.2 Resource-Based View Theory

The theory as explained by Wernerfelt (1984), states that it is possible to achieve competitiveness by ensuring superior services are delivered to customers. The main emphasis of the extant literature is the strategic capability of the way in which resources are used to achieve a target of the company (Borg & Gall, 2009). According to the perspectives of international business theorists, the success and failure of organizations in different environments can be achieved by understanding the

competitiveness in their environments of operations and their alliance formation strategies in the emerging markets.

Local insight provided by the local alliance constitutes a significant factor in conceptualizing value according to the local demands (Gupta et al., 2011). Resource-based theory is based on the view that resources constitute inputs into production activities of an organization and can be categorized into physical, human, capital, and organizational resources. A capability is a state where a set of resources have the ability to perform a particular task or function (Currie, 2009). Each organization is composed of a number of unique resources and capabilities that are important in achieving a particular return. In the 21st century competitive environment, an organization is composed of a number of improving capabilities under dynamic management for the purpose of achieving above average outcomes. Consequently, different organizations across time are motivated by particular resources and capabilities instead of structures within industries (Currie, 2009).

Organization resources constitute physical, technological, commercial, finances, products, and human resource factors during the performance of particular function. The main areas into which they are classified include: knowledge of employees, experience and skills, employee reputation, and procedures within an organization (Cocks, 2010).

While joining other scholars who have established the function of resources in the development of the organizations, this theory will be critical to our study in explaining the mediating function of the company resources in achieving strategies within the devolved ministries. It is the backdrop against which a discussion on strategic management of resources as affecting strategy implementation in devolved ministries is founded. The theory thus explains the organization resources variable in this study.

2.2.3 Stakeholders Theory

Stakeholders' theory supports the concept of organizational performance (Hubbard, 2009). The author argued that stakeholder theory analyzes organizational performance in regard to the expectations of the shareholders and other stakeholders of the company who have interest in the operations and activities of the company. Stakeholders' theory is the basis of the Balanced Scorecard (BSC) performance measurement system by Kaplan (2005) and its successor Sustainable Balanced Scorecard. Kaplan (2005) argued that most strategic plans were unbalanced because one stakeholder group namely the stockholders were overemphasized. The BSC entails; customer, market, finance, long term and short-term development factors of the company.

Financial determinants are made up of the traditional indicators like sales, cash flows and return on investments. Business processes is made up of the activities such as processing of orders (Borror, 2009). Determinants of customer measures entails satisfying the customer needs or average wait times on telephone hot lines. The learning and growth perspective recognize the human element in an organization and looks at softer measures such as participation in suggestion programs and training. The BSC provides a framework to translate the strategic plan into specific tasks that frontline employees manage (Borror, 2009).

On the other hand, sustainable balanced scorecard has additional measures on social and environmental issues that consider organizational sustainability (Hubbard, 2009). The emergence of concepts such as sustainability of performance has caused a paradigm shift in how organizations measure performance. The concept of sustainability has implication in implementing the strategies of the firm which has an impact on the performance, and organizations need to consider this concept as a way of achieving competitive advantage as opposed to it simply being a compliance issue or a cost minimization exercise.

Performance is a key concern of the all stakeholders. It is a benchmark for the success of an institution. Devolved ministries affect the social, environmental and economic aspects of the people and therefore a sustainable balanced scorecard is a suitable measure for their performance. In this regard, stakeholder's theory measures the success of the devolved ministries, by widening our scope of performance beyond financial performance. The theory therefore supports the dependent variable in this study, which is performance of devolved ministries.

2.3 Empirical Review

Literature related to the current study is organized according to the variables on which the study is hinged.

2.3.1 Strategy Implementation and Performance

Zumitzavani and Udchachone (2014) assessed the impact of leadership styles on the performance of the company in hospitality sector in Thailand and the analysis showed that there was a significant correlation between leadership styles and the performance of the organization. All these studies on leadership styles reinforce the idea that leadership style positively or negatively affects performance in organizations. However, the study was conducted in Thailand, hence presenting a contextual gap.

A solid leadership skill is a critical dynamic capacity required to drive prevalent execution in associations working in a dynamic situation that portrays associations today. Thompson *et al.* (2013) additionally expressed that key organization keeps affiliations innovative and responsive by taking exceptional plans to develop, nourish and support people who will champion new musings, new things and thing applications. Moreover, Griffins (2011) recognized initiative in an association as one of the primary variables affecting system execution by giving an unmistakable course, forward interchanges, persuading staff and setting up culture and qualities that drives

organization to better execution. However, the above-mentioned studies did not concentrate on national government ministries in Isiolo and Marsabit Counties, thus presenting contextual gaps.

Koech and Namsonge (2012) researched the impacts of leadership styles on authoritative execution of state claimed enterprises in Kenya and found a high connection between transformational administration, a low however noteworthy relationship between value-based initiative style and execution and no connection between the aloof avoidant administration (Laissez-faire) style and execution. Further, Okwachi et al. (2013) examined Kenyan SMEs and discovered that initiative practice has an immediate association with procedure usage. The study concluded that managerial practices impact the implementation of strategies in Kenyan organizations.

The organization's performance majorly depends on the human capital which is available within the company, hence it is vital to compensate individuals using best rates and in addition uncovering to them the basic organization data so as to settle on educated choices (Vlachos, 2011). His examination on impacts of human asset hones on association's development centered around six factors to be specific: the pay strategy, decentralization and self-guided groups, data sharing, particular enlisting, preparing and advancement and professional stability. The investigation set up a solid relationship between specific employing and piece of the overall industry development. Remuneration approach was observed to be the most grounded indicator of offers development. Decentralization and group working were additionally observed to be a noteworthy factor on association's development, preparing and advancement was identified with all company's development measures utilized as a part of the investigation and demonstrated a higher connection with the general association's execution change. The investigation likewise found a solid positive relationship between data sharing and deals development, association's development and general firm execution. However, decentralization and information sharing did not contribute significantly

to sales growth while job security was not seen as an important human resource management practice (Vlachos, 2011).

2.3.2 Strategy Implementation and Organization Resources

A study by Ochieng (2013), on the elements that were viewed as vital for the effective usage of data frameworks as a methodology in business banks found that asset portion was the principle determinant. Then again, Oanda (2013), researched difficulties of system usage in Private Security Companies in Kenya, and discovered that the most regular difficulties in procedure execution among the Kenyan private security firms considered were; the usage of methodology took additional time than initially apportioned. Additionally, Madegwa (2014) investigated the role of senior executives in the implementation of a strategy in Parastatals in Kenya with the focus on the National Cereals and Produce Board (NCPB) and established that they are responsible for persuading senior executives in order to implement the ideas of the strategy. However, the reviewed studies did not focus on county government ministries in Isiolo and Marsabit Counties, thus presenting a contextual gap.

It is argued that 90% of vital activities fall, not because of plan but rather to execution troubles. Disappointment of methodology execution endeavors causes huge expenses in the association (Chiuri, 2015). Her examination tried to research the difficulties of procedure usage in Higher Education Institutions (HEIs) in Kenya. The particular goals were to set up the impact of institutional culture; external environment; organizational structure; managerial skills; human resource development and investigate the intervening effect of quality of staff training in the relationship between the independent variables and the dependent variable. The study employed a descriptive survey design. The study revealed that institutional culture on its own explained the highest of the variation in strategy implementation followed by human resource development,

managerial skills, external environment and organizational structure in that order. However, the study revealed that on the overall model, organizational structure and managerial skills had an insignificant effect on strategy implementation resulting to an optimal model made up of organizational culture, external environment and human resource development (Chiuri, 2015).

Magambo (2012) conducted a study on challenges encountered by organizations during strategy implementation in Kenya. It was found that due to inadequate funding and financial allocations to organizations in Kenya, they encountered difficulty to achieve the objective of achieving the expected level of organizational change. Another outcome of the study was that there was a high resistance to change due to lack of skills of implementation of change. On the contrary, inadequate commitment at the top management, cultures within an organization and structures did not constitute a challenge in strategy implementation in organizations.

In his study, Kipkosgei (2016) determined the challenges of strategy implementation in National Government Ministries in Kenya. The research adopted a cross-sectional survey. It was found that strategy implementation process in national government ministries in Kenya is faced with numerous challenges including, poor organizational structure, in adequate finance and human resources, bureaucracy in organizational structure and culture. The study recommends that government ministries should formulate clear strategic plan that provides vision and mission, identifies the ministries external and internal opportunities and threats (Kipkosgei, 2016).

2.3.3 Organization Resources and Performance

The prosperity of any public sector depends on the factors influencing performance management. Achayo (2016) examined aspects that affect performance management at the national government of Mumias Sub County. The study focused on reward management, training and communication factors. The study adopted descriptive research design. The study found out that training,

communication and reward management are positively correlated with performance management. The study concluded that training and effective communications help increase effective performance management among employees whereas appointment on merit and recognition of employees efforts increase performance. The research recommends to managers to consider factors influencing performance management as influencers in public sectors growth (Achayo, 2016). However, the study focused on performance management, thus presenting a conceptual gap.

Ndunge (2016) on his study sought to establish the impact on organizational performance and challenges encountered through the implementation of e-procurement in the Government Ministries of Kenya. The study used survey design in conducting the study where all the ministries in the National government were studied. The study found out that e-procurement had a significant impact on performance of government ministries. The study recommended that E-procurement is supposed to be adapted to aid the management staff appreciate the effect of these program.

Njagi (2011) sought to establish how governance influence performance of sugar companies in Kenya. The specific objectives included establishing the relationships between board size and the financial performance, independent directors and the financial performance, ownership structure and the financial performance, corporate disclosure and the financial performance and audit committee and the financial performance. The study was causal and rebuked all the seven sugar firms that were operational in the vicinity of 2005 and 2011. Specifically, the investigation affirmed that money related execution of organizations enhances with increment in budgetary proficiency of the Board Audit Committee, independence of the Board Members as well as the increase in the disclosure of the corporate governance practices at any given point in time. The study also indicated that the financial performance of the sugar companies was not directly affected by the size of the Board and the company's ownership structure. Finally, the study recommends in

part that sugar firms should closely monitor and emphasize on financial literacy of audit committee, independence of the directors and corporate disclosure to be able to report positive financial performance. However, the study presents a contextual gap since it focused on sugar companies in Kenya.

2.3.4 Mediating effect of Organization Resources on the Relationship between Strategy Implementation and Performance

Wachira (2014) examined factors influencing adequacy of management improvement in the civil administration of Kenya. The examination was exploratory utilizing descriptive survey and focused on administration framework staff in the common administration. Stratified and basic irregular examining was done across Ministries/Departments. The examination set up positive straight connections between administration advancement exercises, Management Development strategy, Human Resource Development Expertise, Organization Politics and adequacy of administration improvement. Every one of the components together had a more grounded relationship than any one factor alone. The examination prescribes prioritization of administration improvement, foundation of a Policy Monitoring and Evaluation structure and upgrade of limit of Human Resource advancement (HRD) experts. However, Wachira's study did not use resources as a mediating factor, thus presenting a conceptual gap.

In his study Kihara (2017) sought to establish the influence of strategy implementation on the performance of manufacturing SMEs moderated by age and size of the firm. In particular, the investigation planned to set up whether authority styles, structure, HR, innovation and key bearing impacts the execution of assembling SMEs in Kenya. The examination was secured in the dynamic capability hypothesis. The examination received a blended plan including quantitative and subjective outlines. The examination discoveries uncovered that a positive and significant impact exists between technique execution and execution of the assembling SMEs. What's more, the

investigation noticed that the age and size of the firm does not fundamentally impact on the connection between procedure execution and execution of the SMEs in Kenya. Nonetheless, the study used age and size as the mediating variables and not organization resources.

Datche (2015) paper sought to establish the influence of transformational leader behaviors on organizational performance with an interest on the mediating effect of employee engagement between these relationships in the state corporations in Kenya. The findings indicate that both transformational leadership and employee engagement are significantly related to organizational performance in State Corporations in Kenya. Three out of the four of transformational leader dimensions in this study; inspirational motivation (though weak), scholarly incitement and individualized thought were observed to be altogether identified with both worker commitment and hierarchical execution. Romanticized impact of pioneer was however observed to be contrarily identified with both. Representative commitment was found to halfway intercede the connection between transformational authority and authoritative execution. The study thus recommended that HR managers should develop HR policies and practices for leaders around the three dimensions of transformational leadership dimensions if they are to influence, their subordinates' engagement and subsequent organizational performance (Datche, 2015). However, the study presents a conceptual gap since it used employee engagement as the moderator and not organization resources.

Kubaison (2014) in his study explores the relationship between employee participation and performance of organizations, and tries to demonstrate the mediator role of employee attitude in this relationship. The proposed demonstrate was investigated with an example of 378 employees in 20 state possessed organizations in Kenya. The findings uncovered that customized strengthening plans, work teams, and agent plans impact altogether the execution of state companies in Kenya. Monetary interest conspires however no critical impact had on execution of

state companies. Worker state of mind had a solid intervening impact on money related and circuitous investment plans. Representative state of mind had direct interceding impact on utilization of work groups and execution relationship. Be that as it may, worker demeanor did not have any huge intervening impact on the connection between utilization of customized strengthening plans and execution of state companies in Kenya (Kubaison, 2014). The study presents a contextual gap since it used employee attitude as the moderator.

2.4 Research Gap

Review of existing literature on strategy implementation and performance of national government ministries reveal several research gaps. For example, Zumitzavani and Udchachone (2014) examined the influence of leadership styles on organizational performance in hospitality industry in Thailand. Mshelia (2017) study examined the Effect of Working Capital Management on the performance of small and medium enterprises (SMEs) in Nigeria. These studies reveal a contextual gap since they were conducted in other countries and not Kenya.

Further, Oanda (2013) investigated challenges of strategy implementation in Private Security Companies in Kenya. Chiuri (2015) investigated the challenges of strategy implementation in Higher Education Institutions (HEIs) in Kenya. However, these studies did not focus on county government ministries in Isiolo and Marsabit Counties, thus presenting a contextual gap.

In addition, Achayo (2016) investigated the factors influencing performance management at the national government of Mumias Sub County. Datche (2015) sought to establish the influence of transformational leader behaviors on organizational performance with an interest on the mediating effect of employee engagement between these relationships in the state corporations in Kenya. These studies reveal a conceptual gap since they did not address the objectives of the proposed study.

Despite the existence of past studies on strategy implementation, none of them has focused on the mediating effect of organization resources on the relationship between strategy implementation and the performance of devolved ministries of Isiolo and Marsabit Counties. This study, therefore, sought to fill this gap.

2.5 Conceptual Framework

A conceptual framework is a game plan of wide considerations and norms taken from huge fields of enquiry and used to structure a resulting introduction. Childs (2010) characterize a reasonable system a guessed show recognizing the model under audit and the connection between the dependent and explanatory variables. Below is a figurative representation of the variables explored by this study.

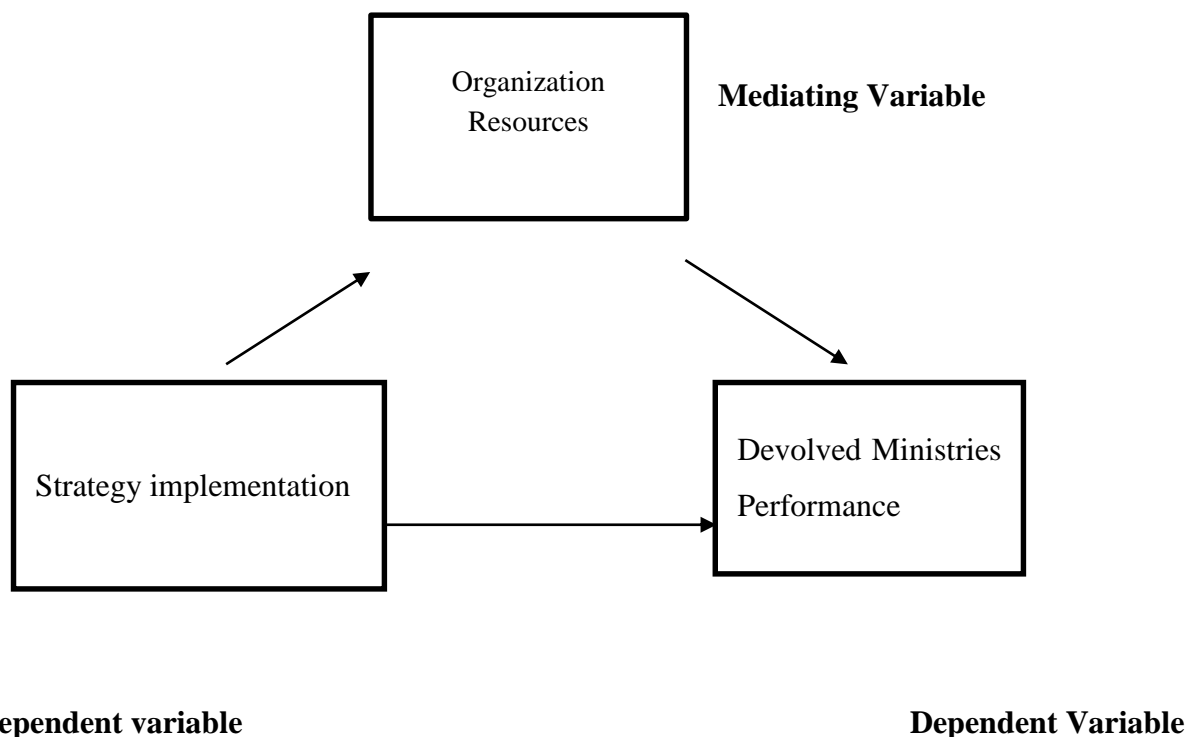


Figure 2.1. Conceptual Framework

Figure 2.1 shows the various relationships that are tested in this study. First is the relationship between strategy implementation and devolved ministries performance. Second is the relationship

between strategy implementation and organization resources. Third is the relationship between organization resources and devolved ministries performance. Finally, the study tests the relationship between strategy implementation and devolved ministries performance, with organization resources as the mediating variable.

2.6 Operational Framework

The Figure 2.2 shows the operationalization of the study variables. It illustrates the independent variable (strategy implementation), mediating variable (organization resources) and dependent variable (devolved ministries performance) and the items used in measuring them.

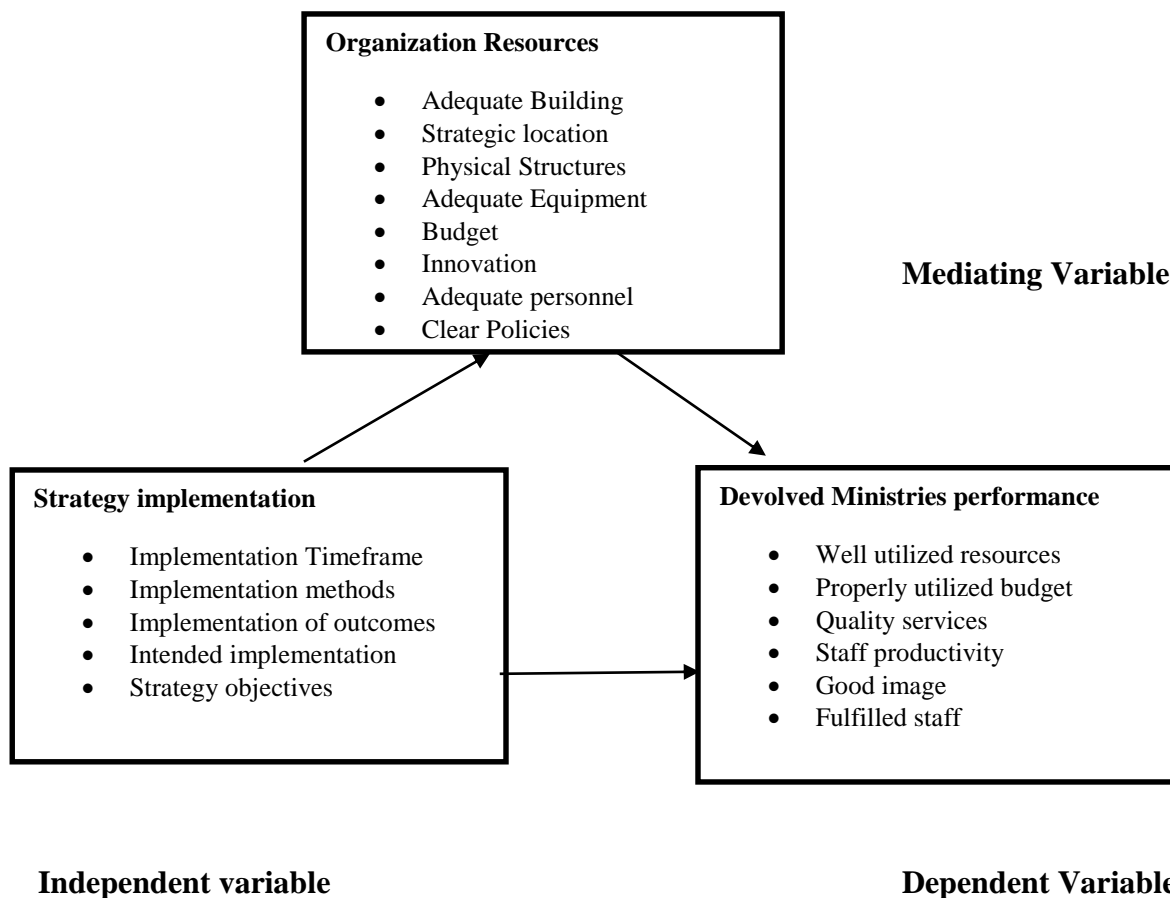


Figure 2.2. Operational Framework

The independent variable in this study was strategy implementation. Its measurements included: implementation timeframe, implementation methods, implementation of outcomes, intended

implementation and strategy objectives. Organization resources were used as mediating variable and were measured using adequate building, strategic location, physical structures, adequate equipment, budget, innovation and adequate personnel. Further, the dependent variable was devolved ministries performance. It was measured using well utilized resources, properly utilized budget, quality services, staff productivity, good image and fulfilled staff. The measurements were appropriate since they have been used by different scholars in the past such as Vyas and Paige (2017), Abubakar and Ahamed (2010) and Franco, Haase and Perera (2016).

2.7 Chapter Summary

This chapter reviewed the various theories that explain the study variables. The key theories discussed include; the general systems theory, the stakeholders' theory and resource-based view theory. It also reviewed the relevant literature informing the variables of the study. The chapter also posits the conceptual framework which presented diagrammatically the variables under study (independent, mediating and dependent variable).

Local and global studies that have been done on strategy implementation did not focus on the mediating effect of organization resources on the relationship between strategy implementation and the performance of devolved ministries of Isiolo and Marsabit Counties. This study, therefore, sought to fill this gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology, procedures and modalities that will be used in this study. It covers research design, population, sample size and sampling procedure, data collection methods and data analysis.

3.1 Research Design

Yang (2010) states that the expression "research design" indicates both a procedure and an item went for encouraging the development of sound contentions. Research design is the arrangement, structure of examination imagined in order to get answers to research addresses and to control fluctuation. This study employed a descriptive research design. This is because the study provides a description that is factual and accurate. Descriptive research design is utilized as a part of preparatory and exploratory reviews, to permit analysts to accumulate data, abridge, presents information and decipher it with the end goal of elucidation (Creswell& Clark, 2017). The design was appropriate since it provides sufficient information on the relationship between the independent and the dependent variables.

3.2 Study Population

Ayub, Onditi and Michael (2017) depict population as every one of the components that meet the criteria for incorporation in a study. Population is along these lines the whole gathering of people, occasions or protests having a typical perceptible trademark. On the other hand, a target population is the particular population from which data is required. Target population alludes to a whole gathering of people who have normal discernible attributes (Ayub, Onditi& Michael, 2017). The more specifically a population of interest is defined, the better the ability to describe and explain

the behavior intended to be studied. Therefore, the population ought to fit a specific particular, which the researcher is considering and the population ought to be homogenous. This study focused on all the department heads of Isiolo and Marsabit Counties. There are a total of 56 departments in all the 10 ministries of Marsabit County, while in Isiolo County; there are a total of 32 departments in all the 6 ministries. Therefore, the study population was 88 department heads or their equivalent in both counties.

Table 3.1 shows the number of departments in each of the devolved ministries in both Marsabit and Isiolo Counties.

Table 3.1.***Target Population***

Devolved Ministries (Marsabit)	Departments
1. Agriculture Livestock and Fisheries Development	5
2. Culture and social services	4
3. Education, skills development and youth and sports	7
4. Finance and Economic development	7
5. Health services	6
6. Land, energy, housing and urban development	5
7. Water, environment and natural resources	5
8. Public Administration ICT and Disaster Management	5
9. Roads and public works; and Trade	6
10. Tourism, Industry and Enterprise	6
Devolved Ministries (Isiolo)	
11. Finance and economic planning	7
12. Tourism, Trade, cooperative and enterprise development	6
13. Education, sports, culture, gender and social services	5
14. Agriculture, livestock and Fisheries development	4
15. Lands and physical planning, works and urban development	5
16. Water, energy, environment and natural resources	5
Total	88

Source: (County Directorate, 2018)

3.3 Census Design

The study adopted a census design since the target population was small. Hopkins (2017) supports the use of census and argues that the greater the number of observations, the lesser the research errors. Therefore, all the 88 department heads from all the 16 devolved ministries in both Isiolo and Marsabit Counties were surveyed. The choice of department heads was justified because they are concerned with administration of the various County ministries.

3.4 Data Collection Instruments

Primary data was collected using questionnaires that were administered to the selected respondents. Gerald and Allan (2018) defines a questionnaire as an instrument used to gather data, which allows a measurement for or against a particular viewpoint. The questionnaire contained two parts. The first part sought demographic information while the second part measured the study variables. The items used to measure the variables were adopted from previous studies. The questionnaire comprised of 5 point -likert scale questions, where (1) denoted strongly disagree and (5) denoted strongly agree.

3.5 Data Collection Procedure

Data collection procedure is an essential element in the gathering data and production of useful data for analysis and is subject to empirical studies that are informed by theories (Groves, Sketris, &Tett, 2013). The researcher obtained a letter of introduction from the university which was presented to the management of the various ministries. The questionnaires were administered using the drop and pick later method. Control was exercised to ensure that all questionnaires issued to the respondents were received by maintaining a register of questionnaires which were issued and which were received. The researcher engaged the assistance of two research assistants during data collection. The research assistants were taken through a thorough induction on how to carry out

the data collection exercise before starting the process. The training involved how to respond to the respondents' queries and what to do when the respondent is not around to fill the questionnaire.

3.6 Measurements of Variables

Strategy implementation was measured using six items adopted from Vyas and Paige (2017). The key variables included: implementation timeframe, implementation methods, implementation of outcomes, intended implementation and strategy objectives. Organization resources were measured using eleven items adopted from (Abubakar and Ahamed 2010). The key variables included: adequate building, strategic location, physical structures, adequate equipment, budget, innovation and adequate personnel. Performance was measured using nine items adopted from Franco, Haase and Perera (2016). The key variables included: resources, budget, quality services, staff productivity, good image and fulfilled staff.

3.7 Validity & Reliability

3.7.1 Validity Test

Riff, Lacy and Fico, (2014) noted that validity is the exactness and significance of inferences, which depend on the research results. Validity refers to the extent to which an instrument measures what is supposed to measure (Remenyi, 2015). To ensure content and construct validity, nine (9) questionnaires were pre-tested using department heads from neighboring County of Wajir. According to Riff, Lacy and Fico (2014) 5 to 10% of the population sample is adequate for piloting the research instruments. Research supervisors also went through the questionnaire to enhance content validity.

3.7.2 Reliability Test

Reliability is the consistency of estimation or how much an instrument measures a similar way every time it is utilized under a similar condition with similar subjects. To put it plainly, it is the

repeatability of estimation (Sheth & Naik, 2016). Other methods of testing for reliability include; test-retested method, alternate or parallel forms methods and split-half method. The study used the most common internal consistency measure known as Cronbach's Alpha (α) which was generated by SPSS. It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). Nine (9) questionnaires were pre-tested by issuing them to respondents from neighboring County of Wajir. These respondents were not included in the final study to avoid bias. Riff, Lacy and Fico (2014) postulate that 10% of the sample population is adequate for pre-testing.

The questionnaires were then coded and input into SPSS version 21.0 which was utilized to produce the unwavering quality coefficient. The recommended value of 0.7 was used as a cut-off of reliability for this study. The value of Cronbach alpha must be at least 0.7 or higher for the research instrument to be reliable.

3.8 Data Processing and Analysis

According to Zikmund and d'Amico (2010) data analysis alludes to the use of thinking to comprehend the information that has been accumulated with the point of deciding reliable examples and outlining the important subtle elements uncovered in the examination. This includes coding, altering, data entry, and checking the entire data handling process. To decide the patterns uncovered in the data gathered in regards to the chosen factors, data analysis will be guided by the research design.

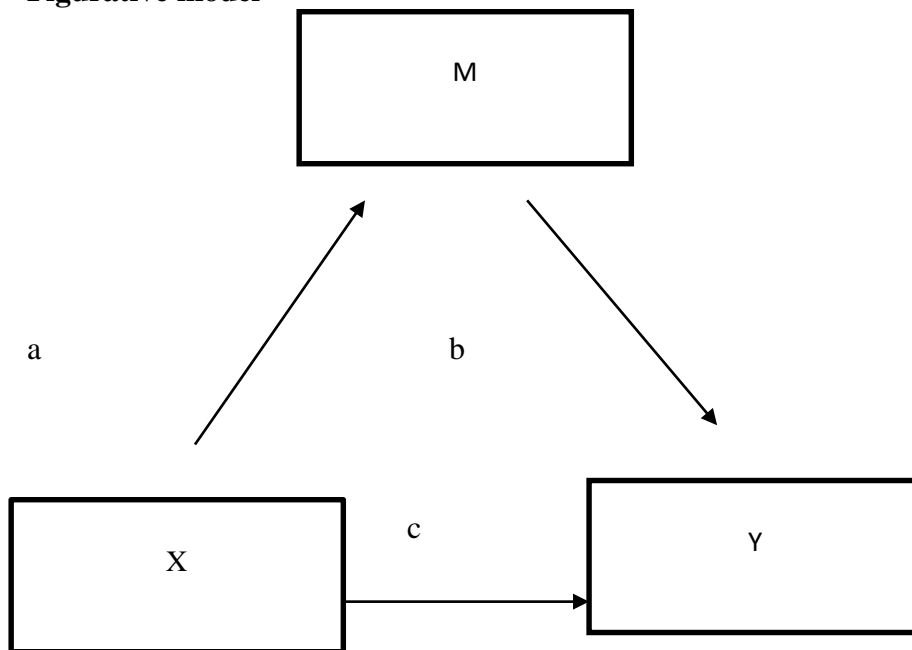
The data and information obtained through the questionnaires was first checked for completeness. Quantitative data gathered from correctly filled questionnaires was coded, tabulated and analyzed using SPSS version 21.0. Descriptive statistics such as mean, percentage and standard deviation were computed to capture the characteristics of the variables under study while inferential

statistics, specifically the Pearson correlation and regression coefficient which was used to assess the relationship of the dependent and the independent variables.

3.8.1 Research Model

Data analysis was done guided by figurative model.

Figurative model



Where:

X=the independent variable (Strategy implementation).

Y= the dependent variable (organization performance)

M= the mediator (Organization Resources)

a=the relationship between the independent variables and the mediator.

b=the relationship between the mediator and the dependent variable.

c=the direct relationship between the independent variable and dependent variable

3.8.2 Statistical Model

The following linear regression models were used to test the relationships. The models enabled the researcher to test the relationship between the study variables.

Model 1

$$Y = \beta_0 + \beta_1 X + e$$

Model 2

$$M = \beta_0 + \beta_1 X + e$$

Model 3

$$Y = \beta_0 + \beta_1 M + e$$

Model 4

$$Y = \beta_0 + \beta_1 M + \beta_2 X + e$$

3.9 Testing of Regression Assumptions

The study conducted diagnostic tests in order to avoid spurious results including outliers, normality, linearity, multicollinearity, heteroscedasticity and autocorrelation. Normality is important in knowing the shape of the distribution and helps to predict dependent variables scores (Paul & Zhang, 2010). The normality of data was tested using the Kolmogorov-Smirnov test and the Shapiro-Wilk test. If the probability is greater than 0.05, then the data is normally distributed (Saunders & Thornhill, 2012). Linearity means that the two variables have straight line relationship. In Statistic P-P plot assess how closely two data sets agree, which plots two cumulative distribution functions against each other, P-P plots are used widely to evaluate the skewness of a distribution.

Multicollinearity refers to when two or more variables are highly co-related with each other. The researcher will test multicollinearity using Variance Inflation Factor (VIF). A VIF for all the independent variables less than 3 ($VIF \leq 3$) indicate no multicollinearity while a VIF of more than 10 ($VIF \geq 10$) indicated a problem of Multicollinearity. Multicollinearity is the undesirable situation where the correlation among the independent variables is strong (Martz, 2013).

Heteroscedasticity refers to a situation where the error term varies across observations. The Breusch-Pagan/Cook-Weisberg test was used in the study where the null hypothesis of the test was that error terms have a constant variance (should be Homoskedastic). Finally, autocorrelation is the situation where the residual are serially correlated over time. Durbin-Watson test for autocorrelation was used. The Durbin Watson test reports a test statistic, with a value from 0 to 4, where: 2 denotes no autocorrelation; 0 to $2 < 2$ denotes a positive autocorrelation; while > 2 denotes a negative autocorrelation. The decision rule is that test statistic values in the range of 1.5 to 2.5 are relatively normal. Values outside this range could be cause for concern (Field, 2009).

3.10 Ethical consideration

The researcher sought permit from the National Commission for Science, Technology and Innovation (NACOSTI) before commencing the data collection exercise. Further the researcher obtained a letter from the University authorizing data collection.

In this research three key ethical principles were used namely; beneficence, respect and justice. The study considered the respondents' feelings. Secondly, the informants were notified that the information they gave would only be adopted for academic purposes. Contact time was also observed to avoid inconveniencing the respondents work schedules. This was achieved by contacting the respondents during lunch breaks. Utmost level of honesty was observed and level of integrity was maintained, for example, the researcher communicated to the respondents the

purpose for the study verbally and through a cover letter. The researcher assured the respondents of anonymity and confidentiality; this was achieved by not taking the names of the respondents. The exercise was voluntary, there was no coercion whatsoever.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the analysis of data and the discussion of the findings based on the hypotheses tested. The results include descriptive statistics in the form of frequencies and percentages presented in tables. The descriptive statistics form the summary of responses to each of the questionnaire item. The results also include inferential statistics, which formed the basis various assumptions of linear regression as well as testing the study's hypotheses. The assumptions of linear regression tested are outliers, linearity, normality, multicollinearity and heteroscedasticity. The hypotheses of the study were tested using t-test generated in the linear regression results. Other sections in the study include reliability of the questionnaire instrument as well as chapter summary.

4.2 Response Rate

The study envisaged a sample size of 88 respondents but managed to collect 71 valid questionnaires. This formed 80.68 percent of the targeted respondents hence the return rate. According to Saldivar (2012), a response rate of 70 percent and above reduces the risk of sampling bias sufficiently in order to have correct inference.

4.3 Demographic Characteristics

This section presents findings regarding gender distribution of the respondents, their age distribution according to age groups chosen by the study, their education level and their level of experience at work.

4.3.1 Gender Distribution

Table 4.1.

Gender Distribution

Gender	Frequency	Percent
Male	46	64.8
Female	25	35.2
Total	71	100.0

Source (study data 2019)

According to Table 4.1, majority of the respondents were male forming 64.8 percent, whereas 35.2% were female. This statistic is line with the gender third rule of the constitution of Kenya. Furthermore, the representation of both gender minimizes bias in this regard.

4.3.2 Age Distribution

Table 4.2.

Age Distribution

Years	Frequency	Percent
less than 30 years	6	8.5
31-40 years	30	42.3
41-50 years	32	45.1
Above 50 years	3	4.2
Total	71	100.0

Source (study data 2019)

The study sought to know the age distribution of the respondents. As shown in Table 4.2 above, majority of the respondents were in the age group of thirty to fifty years, which proved that they were mature enough and they could cooperate well during the research period.

4.3.3 Education Level of Respondents

Table 4.3.

Education Distribution

Education Level	Frequency	Percent
College	21	29.6
Graduate	35	49.3
Post Graduate	15	21.1
Total	71	100.0

Source (study data 2019)

According to Table 4.3, 29.6 percent of the respondents reported to have college education level, 49.3 percent had graduate education level while 21.1 percent had postgraduate education level. The results show that the respondents had good education background which made them able to understand and interpret the questions well and also, they were able to understand that the research was meant for academic purpose hence them giving out the correct information.

4.3.4 Experience of Respondents

Table 4.4.

Experience Level of Respondents

Years	Frequency	Percent
less than 5 years	47	66.2
5 -10 years	24	33.8
Total	71	100.0

Source (study data 2019)

Table 4.4 shows the experience level of the respondents. It is evident that majority of the respondents, 66.2 percent had less than five years of experience while 33.8 percent had around five to ten years of experience. The results indicate that the respondents had worked for the company for some period hence them being able to learn and understand their working environment clearly. This proves that the respondents had knowledge on what was being asked in relation to their place of work, hence give out the correct information.

4.4 Reliability Statistics

Reliability relates to the consistency of a measure. According to Haele & Twycross (2015), the internal consistency of an instrument can be approximated using item-to-total correlation, split-half reliability, Kuder-Richardson coefficient and Cronbach's alpha (α). This study used Cronbach's alpha (which varies between 0 and 1) which is the most commonly used test of internal consistency of an instrument. Cronbach's test found to be most appropriate in this case because the questionnaire had likert scale type of questions (questions had more than two responses).

Bonett & Wright (2014) express that there is fixed rule of the cut of Cronbach score in determining acceptable reliability. An alpha value between 0.6 and 0.9 would not differ significantly in terms of accuracy of reported results. In this study, an alpha value of above 0.6 is considered to be reliable (Haele & Twycross, 2015).

4.4.1 Reliability Analysis of Strategy Implementation

Results in Table 4.5 show that the overall alpha for strategy implementation was 0.858 which is more than the minimum acceptable score of 0.6 as decided in the study. This means that the questionnaire was reliable in this particular section for giving accurate information. A corrected item correlation of less than 0.3 is an indicator of is a weak question that needs to be removed because it may not belong on the scale.

Table 4.5.***Reliability Analysis of Strategy Implementation***

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Over all the ministry strategy are implemented	20.36	9.855	0.884	0.784
The ministry strategies are implemented within the anticipated time frame.	19.64	15.855	0.471	0.866
The ministry objectives are met.	20.36	9.855	0.884	0.784
The methods of implementations are satisfactory to those involved	19.64	15.855	0.471	0.866
Implementation of outcomes is satisfactory to those involved.	20.36	9.855	0.884	0.784
The strategies of the ministries are implemented as intended	19.64	15.855	0.471	0.866
Overall Reliability				0.858

The corrected item - total correlation column tells how much each item correlates with the overall questionnaire score. Table 4.5 shows that no correlation item was below 0.3 meaning that all the

questions belonged to that section. In the final column of Cronbach's alpha if item deleted shows that no item would have increased the overall alpha significantly.

4.4.2 Reliability Analysis of Organizational Resources

Results in Table 4.6 show that the overall alpha for organisational resources was 0.629 which is more than the minimum acceptable score of 0.6 as decided in the study. This means that the questionnaire was reliable in this particular section for giving accurate information. The corrected item - total correlation column shows that the last item in this section had a correlation of - 0.113 and if deleted would give 0.808 as the section alpha score. Therefore, this question was included in generating descriptive statistics for organisational resources but excluded in generating inferential statistics.

Table 4.6.***Reliability Analysis of Organizational Resources***

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The ministry has adequate building	29.27	9.218	0.464	0.579
The ministry building is allocated strategically.	28.36	9.455	0.385	0.592
Physical structures are good.	29.27	9.218	0.464	0.579
We have adequate equipment in the working environment	28.36	9.455	0.385	0.592
Our budget is well funded	29.27	9.218	0.464	0.579
Our ministry embraces innovation.	28.36	9.455	0.385	0.592
We have a good organization structure.	29.27	9.218	0.464	0.579
We have clear policies	28.36	9.455	0.385	0.592
We embrace technology	29.27	9.218	0.464	0.579
Our ministry has adequate personnel	28.36	9.455	0.385	0.592
Personnel are well trained	30.00	10.000	-0.113	0.808
			Overall Reliability	0.629

4.4.3 Reliability Analysis of Performance of Devolved Ministries

Table 4.7 shows that the overall alpha for performance of devolved ministries was 0.761, which is more than the minimum acceptable score of 0.6 as decided in the study. This means that the

questionnaire was reliable in this particular section for giving accurate information. The corrected item - total correlation column shows that the first item in this section had a correlation of -0.06 and if deleted would give 0.801 as the section alpha score. Therefore, this question was included in generating descriptive statistics for performance of devolved ministries but excluded in generating further inferential statistics.

Table 4.7.***Reliability Analysis of Performance of Devolved Ministries***

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
The resources of the ministry are utilized well.	35.00	10.200	-0.060	0.801
The objectives of the ministry are attained	35.36	7.655	0.676	0.700
The ministry operate within the budget	35.09	8.291	0.381	0.749
The people we serve are happy with our services	35.00	8.600	0.457	0.737
The county government is happy with our ministry does	35.36	7.655	0.676	0.700
Well compared with other ranked high	35.09	8.291	0.381	0.749
Our staff are very productive	35.36	7.655	0.676	0.700
Our ministry has a good image	35.09	8.291	0.381	0.749
Our staffs are happy working here.	35.00	8.600	0.457	0.737
Overall Reliability				0.761

4.4.4 Summary of Reliability Analysis

A summary of reliability analysis has been given in Table 4.8 for strategy implementation, organizational resources and performance of devolved ministries.

Table 4.8.

Summary of Reliability Analysis

Variable	Number of items	Cronbach's Alpha	Conclusion
Strategy Implementation	6	0.858	Reliable
Organizational Resources	11	0.629	Reliable
Performance of Devolved Ministries	9	0.761	Reliable

Source: Field Data (2019)

4.5 Discussion of the Variables

This section describes the responses of the questionnaire items with regard to the three variables of the study, which were Strategy Implementation, Organizational Resources and Performance of Devolved Ministries. The questionnaire was structured in Likert scale format whereby 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree and 5 represented strongly agree.

4.5.1 Strategy Implementation

Table 4.9.

Descriptive Data for Strategy Implementation

Questions		1	2	3	4	5	Mean	Standard Deviation	
Over all the ministry strategy are implemented	F	1	11	1	24	34	4.11	1.115	
	%	1.4	15.5	1.4	33.8	47.9			
The ministry strategies are implemented within the anticipated timeframe.	F	4	6	0	27	34	4.14	1.15	
	%	5.6	8.5	0.0	38.0	47.9			
The ministry objectives are met	F	2	6	0	29	34	4.23	1.017	
	%	2.8	8.5	0.0	40.8	47.9			
The methods of implementations are satisfactory to those involved	F	2	5	0	26	38	4.31	0.994	
	%	2.8	7.0	0.0	36.6	53.5			
Implementation of outcomes is satisfactory to those involved.	F	1	8	0	33	29	4.14	0.990	
	%	1.4	11.3	0.0	46.5	40.8			
The strategies of the ministries are implemented as intended	F	1	9	0	29	32	4.15	1.037	
	%	1.4	12.7	0.0	40.8	45.1			
Average (%)		2.6	10.6	0.2	39.4	47.2	4.18	1.0505	
Summary		13.4			86.6				
		(disagreement)			(Agreement)				

The findings in Table 4.9 shows that majority of the respondents (86.6 percent) agreed that there was strategy implementation while (13.4 percent) did not agree to the same. Overall Likert findings indicate that strategy implementation had an overall score of 4.18 in the Likert scale, which indicates that majority of the respondents agreed regarding the assertion that the devolved ministries implemented strategies. This indicates that the company has been able to come up with strategies and to implement them. Strategy implementation was measured by whether the ministry's strategies are implemented and whether the implementation was punctual.

This variable also considered the achievement of ministry's goals and the whether such achievements were satisfactory.

4.5.2 Organizational Resources

Table 4.10.

Descriptive Data for Organizational Resources

Questions		1	2	3	4	5	Mean	Standard Deviation	
The ministry has adequate building	F	32	34	0	3	2	1.72	0.897	
	%	45.1	47.9	0.0	4.2	2.8			
The ministry building is allocated strategically	F	0	5	7	32	27	4.14	0.867	
	%	0.0	7.0	9.9	45.1	38.0			
Physical structures are good.	F	22	26	12	11	0	2.17	1.042	
	%	31.0	36.6	16.9	15.5	0.0			
We have adequate equipment in the working environment	F	0	7	6	27	31	4.15	0.951	
	%	0.0	9.9	8.5	38.0	43.7			
Our budget is well funded	F	2	11	0	31	27	3.99	1.127	
	%	2.8	15.5	0.0	43.7	38.0			
Our ministry embraces innovation	F	2	6	0	32	11	4.18	1.004	
	%	2.8	15.5	0.0	43.7	38.0			
We have a good organization structure	F	1	4	0	41	25	4.20	0.821	
	%	1.4	5.6	0.0	57.7	35.2			
We have clear policies	F	1	8	0	30	32	4.18	1.004	
	%	1.4	11.3	0.0	42.3	45.1			
We embrace technology	F	0	6	0	32	33	4.30	0.852	
	%	0.0	8.5	0.0	45.1	46.5			
Our ministry has adequate personnel	F	2	6	1	30	32	4.18	1.019	
	%	2.8	8.5	1.4	42.3	45.1			
Personnel are well trained	F	34	23	1	8	5	1.97	1.265	
	%	47.9	32.4	1.4	11.3	7.0			
Average (%)		12.3	18.1	3.5	35.4	30.9	3.56	0.986	
Summary		33.8 (disagreement)			66.2 (Agreement)				

From Table 4.10, it was observed the ministry has organizational resources. This is due to the high level of agreement (66.2 percent) in regards to whether the ministry has organizational resources. Organizational resources was operationalized using adequacy of buildings, strategic location of ministry buildings, goodness of physical structures, adequacy of equipment, funding of budget, embracing of innovation, organizational structure and embracing of technology. The study established that the ministry had inadequate structures that were dilapidated.

The study also established that the funding of budget was not adequate while the ministry also suffered from lack of well-trained personnel because the average Likert score on these parameters was less than four. Despite the challenges of infrastructure and budget funding, the ministry embraced innovation and technology. The ministry also enjoyed a good organizational structure with clear policies in place. Its buildings were also located strategically despite being old. In overall, the score for organizational resources was not average indicating inadequate resources.

4.5.3 Performance of Devolved Ministries

Table 4.11.

Descriptive Data for Performance of Devolved Ministries

Questions		1	2	3	4	5	Mean	Standard Deviation
The resources of the ministry are utilized well.	F	2	6	2	25	36	4.23	1.045
	%	2.8	8.5	2.8	35.2	50.7		
The objectives of the ministry are attained	F	2	6	2	27	34	4.20	1.037
	%	2.8	8.5	2.8	38	47.9		
The ministry operate within the budget	F	1	7	0	39	24	4.10	0.928
	%	1.4	9.9	0.0	54.9	33.8		
The people we serve are happy with our services	F	1	4	0	38	28	4.24	0.836
	%	1.4	5.6	0.0	53.5	39.4		
The county government is happy with our ministry does	F	0	13	6	23	29	3.69	1.114
	%	0	18.3	8.5	32.4	40.8		
Well compared with other ranked high	F	0	10	1	34	26	4.07	0.976
	%	0	14.1	1.4	47.9	36.6		
Our staff are very productive	F	2	5	3	29	32	4.18	1.004
	%	2.8	7.0	4.2	40.8	45.1		
Our ministry has a good image	F	1	3	4	24	39	4.37	0.882
	%	1.4	4.2	5.6	33.8	54.9		
Our staffs are happy working here.	F	1	6	2	30	32	4.21	0.955
	%	1.4	8.5	2.8	42.3	45.1		
Average (%)		1.6	9.4	3.1	42.1	43.8	4.14	0.975
Summary		14.1			85.9			
		(disagreement)			(Agreement)			

Findings in Table 4.11 show that each aspect of performance of devolved ministries had a mean Likert scale of at least four out of five. The average score was 4.14, which shows that performance of devolved ministries was good with 85.9 percent of the respondents agreeing on this conclusion about performance. This indicates that the staff are very productive, the ministry has a good image, County government is happy with the work of the ministry, the ministry properly utilized resources and that the ministry attained its objectives. The ministry properly utilized its budget, compared well with other ministries and motivated its staff.

4.6 Linear Regression Diagnostics

This section covers the linear regression assumptions that include testing for outliers, normality of residuals, multicollinearity of independent variables, homogeneity of variance, inherent linearity and lack of serial (auto) correlation.

4.6.1 Outliers

To test for outliers, the study adopted three distances computed in SPSS: Mahalanobis distance, Centered Leverage distance and Cook's Distance statistics. An initial regression run of the dependent variable (performance of devolved ministries) against strategy implementation and organizational resources generated the three sets of distances. In order to determine outliers, cutoff of points were computed for each of the three distances. The cutoff for mahalanobis statistics was read in the chi-square distribution tables, $\chi (5\%, 3 \text{ variables}) = 7.815$; cut-off for Leverage distance values was $2*k/ n$ where 'k' was number of independent/ mediating variables and n was 71 cases, $2*2/71 = 0.0563$; cut off value for Cooks distance value was $4/(n-k-1) = 4/(71-2-1) = 0.0588$

Table 4.12.***Filtering Outliers***

		Frequency	Percent
Valid	Selected	59	83.10
MAH_1 < 7.815 & COO_1 < 0.0588 & LEV_1 < 0.0563 (FILTER)			

The study identified twelve outliers that were not selected for subsequent tests. Table 4.12 shows that 59 cases were selected as they were within the boundaries of the computed cutoff points of mahalanobis distance, centered leverage distance and cook's distance.

4.6.2 Normality

Linear regression assumes the regression residuals are distributed normally with skewness and kurtosis that fall within tolerance. The following tests determined normality: skewness statistics, Kolmogorov-Smirnov and Shapiro-Wilk statistics, which tests the null hypothesis that the data is normal. The findings of these tests were corroborated with normal Q-Q plot, normal P-P plot and histogram of standardised residuals.

Table 4.13.***Tests of Normality***

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	p-value	Statistic	df	P-value
Unstandardized Residual	0.079	59	0.200*	0.974	59	0.235

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Both Kolmogorov-Smirnov and Shapiro-Wilk statistics test the null hypothesis that the unstandardized residuals are normally distributed. In this study, a significance level of 5 percent was the probability of making type one error. Table 4.13 shows that both tests had p-values (probability values) of 0.200 and 0.235 respectively, which were both more than 0.05 (5 percent). Therefore, the null hypotheses were retained indicating normality in the unstandardized residuals. Furthermore, the statistic of Shapiro-Wilk test was 0.974 and being closer to unity (1.000), it showed that the unstandardized residuals were normally distributed (Osborne , 2013).

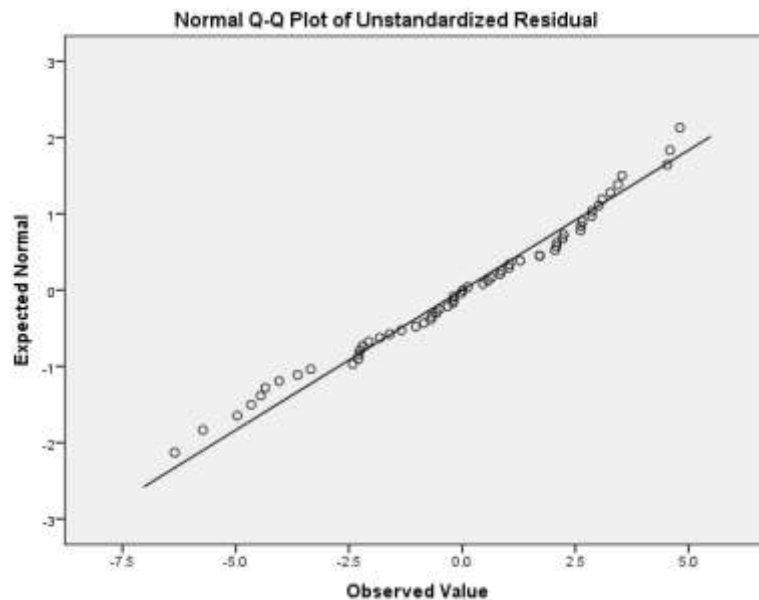


Figure 4.1. Normal Q-Q Plot of Unstandardized Residuals

According to Loy, Follet, & Hoffman (2014), a quantile-quantile (Q –Q) plot must be rendered to support the findings of Shapiro_Wilk test because the latter test might not indicate the features of the distribution that are not normal. A Q-Q plot is a scatterplot created by plotting one set of a standard normal quantile against one another observed quartile. If both quartiles come from the same norma distribution, the points should form a roughly straight line. Figure 4.1 shows that the

values were distributed along the expected normal curve indicating normality in the unstandardized residuals.

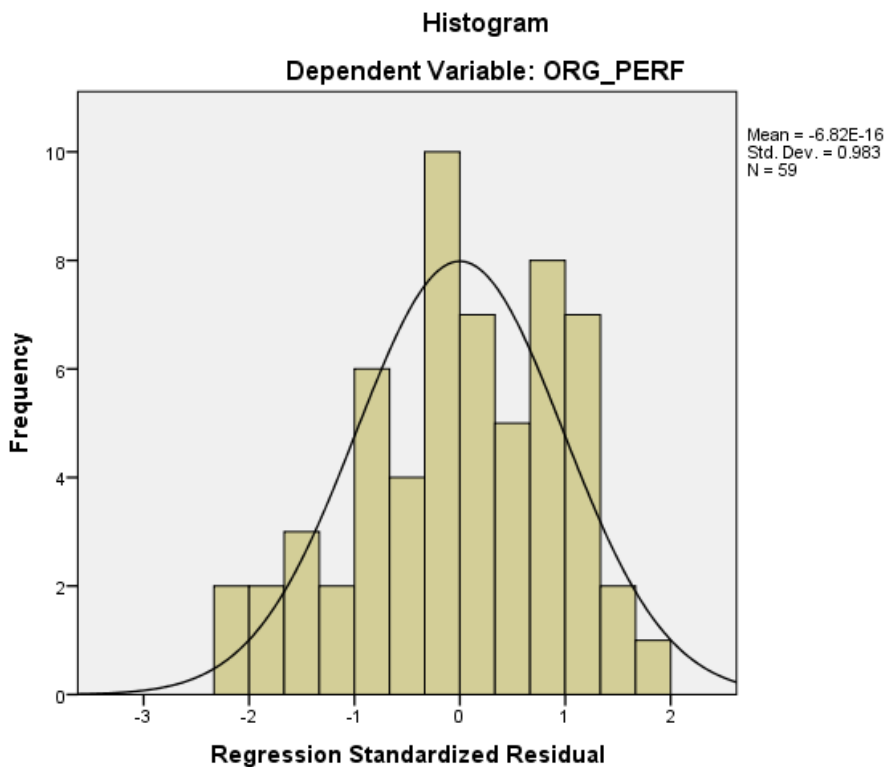


Figure 4.2. Histogram of Regression Standardized Residuals

The histogram of standardised residuals in Figure 4.2 shows that the residuals spread normally and with a symmetrical curve about the zero-residual mark. Visual inspection of the normal curve in Figure 4.2 further reveals that there was no visible outright skewness nor skewness in the data. Table 4.14 provides further statistical evidence on skewness and kurtosis in the normal curve in Figure 4.2 of the regression-standardised residuals.

Table 4.14.

Skewness and Kurtosis of Residuals

	Score	Std. Error	Quotient = score/std.error
Skewness	-0.375	0.311	-1.206
Kurtosis	-0.509	0.613	-1.204

The quotients column shows the values of Skewness and kurtosis divided by their respective standard errors. The quotients were -1.206 and -1.204 which fell within ± 1.96 limits. Hence, this shows that there was no significant departure from normality.

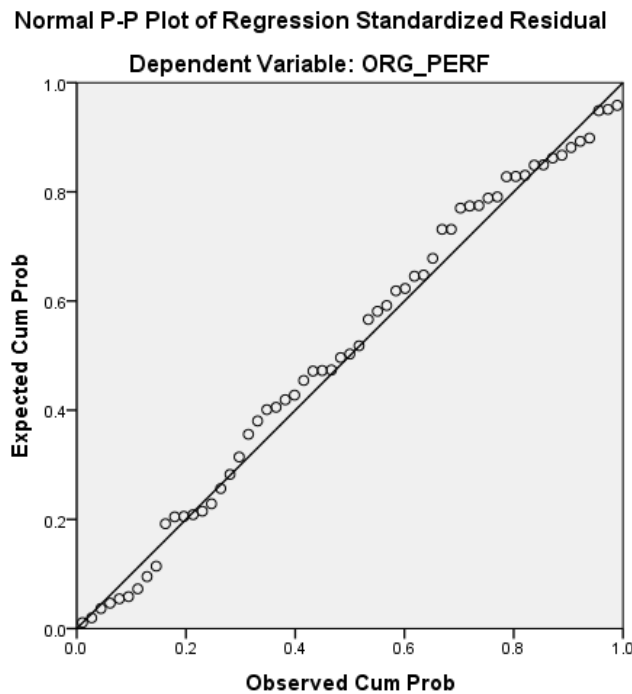


Figure 4.3. Normal P-P Plot of Standardized Residuals

Figure 4.3 shows the normal p-p plot, which is a plot of expected cumulative probability against observed cumulative probability. It shows that the observed cumulative probability values were closely following the expected cumulative probability. This is evidence of a normal distribution of the standardized residuals.

4.6.3 Multicollinearity

Independent variables should have low correlation amongst each other in order to avoid increasing the standard error and to avoid making the independent variables redundant.

Table 4.15.

Correlational Matrix

		Performance of devolved ministries	Strategy implementation	Organizational resources
Performance of devolved ministries	Pearson Correlation	1	0.362**	0.123
	P-value		0.005	0.353
	N	59	59	59
Strategy implementation	Pearson Correlation	0.362**	1	-0.087
	P-value	0.005		0.514
	N	59	59	59
Organizational resources	Pearson Correlation	0.123	-0.087	1
	P-value	0.353	0.514	
	N	59	59	59

** . Correlation is significant at the 0.05 level (2-tailed).

According to the Pearson’s correlation matrix in Table 4.15, strategic implementation and organizational resources had weak negative correlation with a Pearson’s coefficient of -0.087 that was approaching zero to indicate absence of correlation between the independent variable and the mediator. Therefore, there was reduced likelihood of increasing standard error due to significant correlation between the predictor variables. In addition, the p-value associated to the correlation

between strategic implementation and organizational resources was 0.353, which was more than 0.05 (chosen significance level of the study). It is therefore concluded that there was no significant correlation between the latter variables.

Table 4.16.

Collinearity Statistics

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Strategy Implementation	0.992	1.008
Organizational Resources	0.992	1.008

The Variance Inflation Factor (VIF) in Table 4.16 is 1.008, which is less than five as recommended by Ombaka (2014). This means that the variables lack multicollinearity between strategic implementation and organizational resources. The Tolerance was also near unity (that is, 0.992) which mirrors the conclusion of VIF values.

4.6.4 Linearity

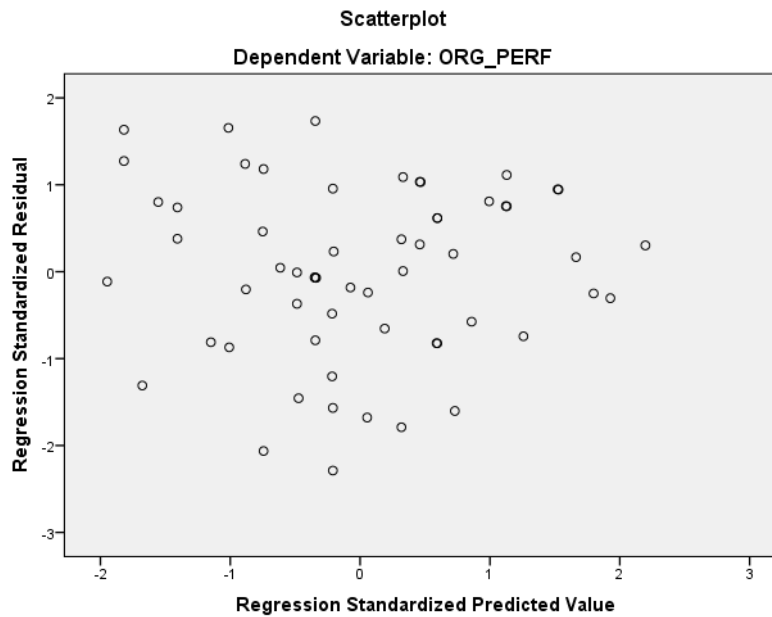


Figure 4.4. Scatter Plot of Regression Standardized Residuals against Regression Predicted Values

Figure 4.4 shows the plot of Regression Standardized Residuals against Regression Predicted Values. Visual inspection shows that the unstandardized residuals spread evenly about the zero mark horizontal level on the y-axis without any visible increasing pattern. The absence of an extreme outlying residual also indicated that the observed values were close to the predicted values of the linear regression. This is evidence of linearity of the initial observed values because their plot does not differ much from the linear predicted plot.

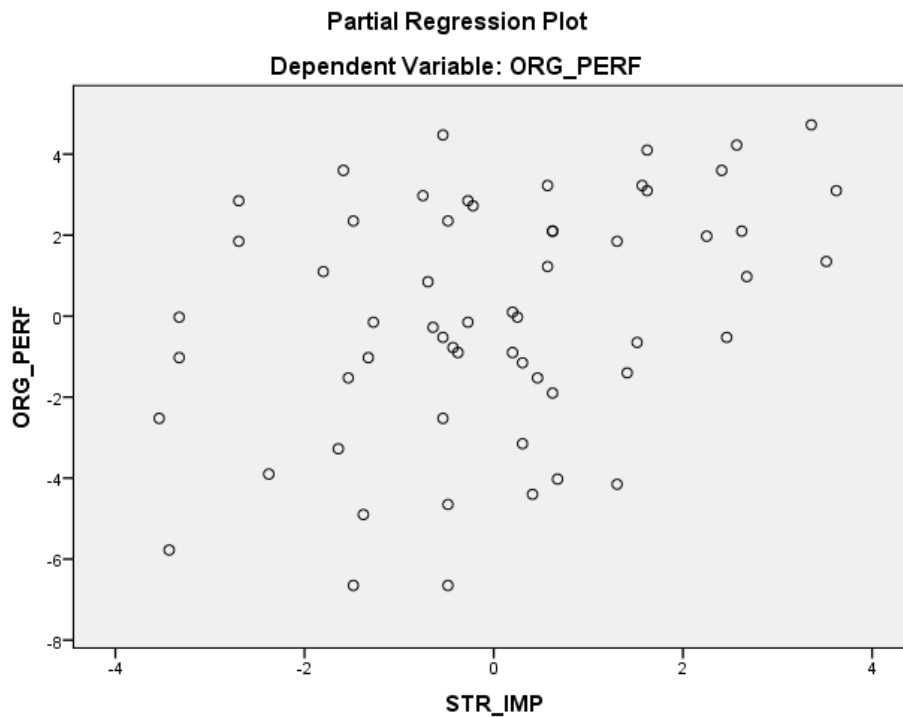


Figure 4.5. Scatter plot of performance of devolved ministries against strategy implementation

According to Figure 4.5, there is a visible positive relationship between organisational performance and strategy implementation. This shows linearity between these two latter variables in the study. Table 4.15 further shows that the Pearson's correlation coefficient between organisational performance and strategy implementation was 0.362 with a p-value of 0.005 that is less than 5 percent significance level, hence indicating a positive significant relationship.

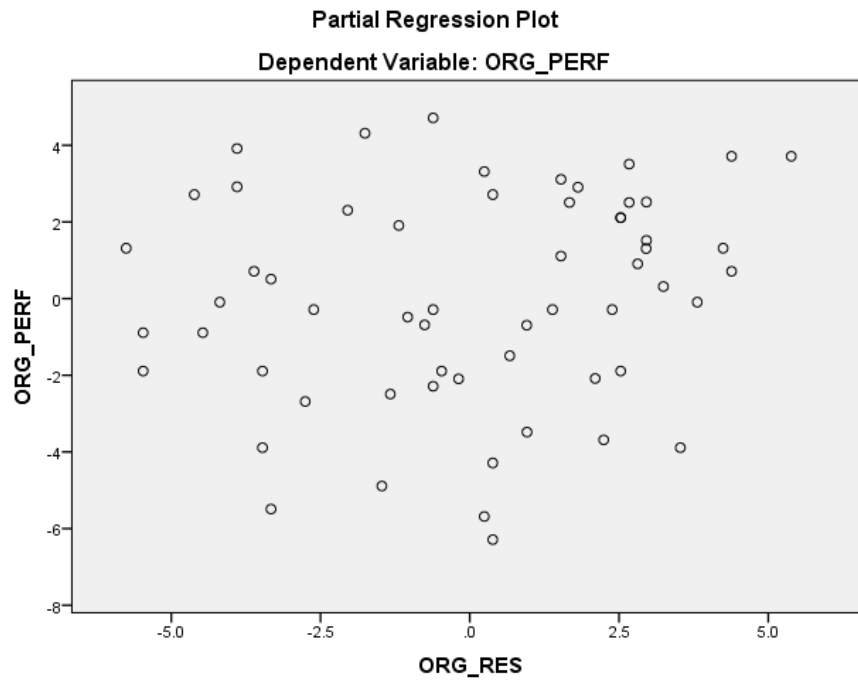


Figure 4.6. Scatter plot of performance of devolved ministries against organizational resources

Figure 4.6 shows there is a visible but weak positive relationship between organisational performance and organisational resources. From Table 4.15, the Pearson's correlation coefficient between organisational performance and organisational resources was 0.353 with a p-value of 0.123, which is more than 5 percent significance level, hence indicating a positive insignificant relationship. Despite the insignificance of this relationship, the latter relationship was nevertheless linear.

Table 4.17.

ANOVA Table for Performance of Devolved Ministries against Strategy Implementation and Organizational Resources

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	79.226	2	39.613	5.147	0.009 ^b
Residual	431.012	56	7.697		
Total	510.237	58			

a. Dependent Variable: performance of devolved ministries

b. Predictors: (Constant), organizational resources, strategy implementation

The Analysis of variance in Table 4.17 tests the null hypothesis that organizational resources and strategy implementation are not linear to Performance of devolved ministries at 5% significant level. The F statistic had a corresponding p-value of 0.009, which was less than 0.05 leading to rejection of the null hypothesis. Therefore, there is a significant linear relationship between the predictors and the dependent variable.

4.6.5 Heteroscedasticity

This study tested for homogeneity of variance using Breusch-Pagan (BP) and Koenker Test as seen in Table 4.18 while more evidence was provided by visual inspection of Figure 4.4, which is the scatter plot of Regression Standardized Residuals against Regression Predicted Values.

Table 4.18.

Breusch-Pagan (BP) and Koenker Test

	LM – Statistic	P- Value
BP	1.824	0.402
Koenker	2.544	0.280

Both statistics test the null hypothesis that there is homogeneity of variance in the data against the alternate hypothesis heteroscedasticity. The p-values of Breusch-Pagan (BP) and Koenker Test were 0.402 and 0.280 respectively, which were less than 0.05 indicating homoscedasticity (constant variance) in the data. The regression-standardized residuals in Figure 4.4 were randomly and evenly spread around regression predicted values thereby indicating that there was no pattern in the residuals.

4.6.6 Autocorrelation

The Durbin Watson statistics (d) is in Table 4.29 of this study. Serial correlation increases as Durbin Watson statistics becomes smaller. If $d < 2$, there is positive serial correlation and if $d > 2$, there is negative serial correlation. From the observed Durbin Watson statistic, there was no serial correlation. This study found a Durbin Watson statistic of 2.106 and being approximately equal to two, it indicated absence of serial correlation.

4.7 Testing for Mediation Effects of Organizational Resources on the Relationship between Strategy Implementation and Performance of Devolved Ministries

The study Baron and Kenny (1986) model to test for the mediating effect of organizational resources on the relationship between strategy implementation and performance of devolved ministries. The study used the following steps also used by Iacobucci (2012) and Hsu, Wang, & Hsu (2012) in testing for mediation:

1. How strategy implementation predicts performance of devolved ministries
2. How strategy implementation predicts organizational resources
3. How organizational resources predicts performance of devolved ministries
4. How both strategy implementation and organizational resources predicts performance of devolved ministries

All the four tests should yield significant relationships in order to infer a significant mediation effect (Baron & Kenny, 1986; Iacobucci, 2012; Hsu, Wang, & Hsu, 2012).

4.7.1 Performance of Devolved Ministries against Strategy Implementation

According to the mediation steps listed above, this is the first relationship to be investigated. It involves running a linear regression analysis of performance of devolved ministries against strategy implementation.

Table 4.19.

Model Summary of Performance of Devolved Ministries against Strategy Implementation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.362 ^a	0.131	0.116	2.789

a. Predictors: (Constant), strategy implementation

b. Dependent Variable: organizational performance

From the coefficient of determination (R Square) in Table 4.19, 13.1 percent of the variations in performance of devolved ministries was due to variations in strategy implementation. The square root of the R square derives the Pearson's correlation coefficient 0.362 also in Table 4.19 and Table 4.15 that shows moderate strong positive correlation between strategy implementation and

performance of devolved ministries. Table 4.15 also showed this relationship to be significant at a p-value of 0.005, which was less than 5 percent significance level.

Table 4.20.

ANOVA Statistics for Performance of Devolved Ministries against Strategy Implementation

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	66.936	1	66.936	8.607	0.005 ^b
Residual	443.301	57	7.777		
Total	510.237	58			

a. Dependent Variable: performance of devolved ministries

b. Predictors: (Constant), strategy implementation

Table 4.20 shows the ANOVA table, which tests the null hypothesis that there is no linear relationship between Strategy Implementation and Performance of Devolved Ministries. The alternate hypothesis is that there is a linear relationship between the two latter variables. The results show that F statistic had a p-value of 0.005, which is less than 0.05, hence rejecting the null hypothesis and concluding that there was a significant linear relationship between Strategy Implementation and Performance of Devolved Ministries.

Table 4.21.***Regression Coefficients for Performance of Devolved Ministries against Strategy Implementation***

Model	Unstandardized		Standardized	T	p-value	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	22.239	5.246		4.239	0.000	11.733	32.744
Strategy implementation	0.602	0.205	0.362	2.934	0.005	0.191	1.013

a. Dependent Variable: organizational performance

Table 4.21 shows the linear regression results of performance of devolved ministries against strategy implementation. A marginal increase in strategic implementation leads to 0.602 increase in performance of devolved ministries holding other factors constant. Strategy implementation also had an observed p-value of 0.005, which was less than 5 percent. The t-statistic was 2.934, which was more than 1.96 (as observed in the t-tables at 5 percent significance level). Therefore, strategic implementation significantly affects performance of devolved ministries. This implies that there is an effect that can be mediated (Hsu, Wang, & Hsu, 2012).

Further, the findings led to the rejection of the null hypothesis (**H₀₁**) that strategy implementation has no significant influence on performance of devolved ministries among selected counties in Northern Kenya. This finding was consistent with Zumitzavani and Udchachone (2014) conclusion that there is a significant correlation between strategy implementation and performance of the organization.

4.7.2 Organizational Resources against Strategy Implementation

In accordance to the mediation steps of Baron and Kenny (1986), the second regression involves testing the relationship between the independent variable (organizational resources) and the mediator (strategy implementation).

Table 4.22.

Model Summary of Organizational Resources against Strategy Implementation

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.087 ^a	0.008	-0.010	2.941

a. Predictors: (Constant), strategy implementation

b. Dependent Variable: organizational resources

Table 4.22 shows that the coefficient of correlation (R) and determination (R Square) were 8.7 percent and 0.8 percent respectively. Therefore, there was a weak correlation with 0.8 percent of the variations in organizational resources being due to variations in strategy implementation. Table 4.15 of the correlation matrix further indicates that the relationship between organizational resources against strategy implementation is negative.

Table 4.23.

ANOVA Statistics of Organizational Resources against Strategy Implementation

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	3.736	1	3.736	0.432	0.514 ^b
Residual	492.908	57	8.648		
Total	496.644	58			

a. Dependent Variable: organizational resources

b. Predictors: (Constant), strategy implementation

The weak correlation expressed in Table 4.22 shows lack of a linear relationship corroborated by evidence in Table 4.23 of the ANOVA test. The latter tests the null hypothesis of a non-linear relationship between organizational resources and strategy implementation. The p-value in Table 4.23 was 0.514, which is more than 5 percent significance level. Therefore, there is no significant linear relationship between organizational resources and strategy implementation.

Table 4.24.

Regression Coefficients for Organizational Resources against Strategy Implementation

Model	Unstandardized		Standardized	t	P-value.	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	43.170	5.532		7.804	0.000	32.092	54.247
Strategy implementation	-0.142	0.216	-0.087	-0.657	0.514	-0.575	0.291

a. Dependent Variable: organizational resources

Table 4.24 shows a decrease in organizational resources by 0.142 due to the marginal increase in strategy implementation while holding other factors constant. However, the t-statistic associated with this relationship shows that the decrease is insignificant. The study found an absolute t-statistic of 0.657 while 0.514 was the corresponding p-value. The second null hypothesis in this study according to Baron & Kenny (1986) mediation tests was that there is no significant relationship between strategy implementation and organisational resources.

Because the absolute value of t-statistic (0.657) was less 1.96 (critical value of t-statistic at 5 percent significance level), the null hypothesis was rejected. A similar inference is also made by observing the p-value found to be 0.514 which is more than 0.05, the chosen significance level of the study. Therefore, is concluded there is no significant relationship between strategy implementation and organisational resources. This means that the there is no mediation effect of organisational resources on strategy implementation (Hsu, Wang, & Hsu, 2012; Iacobucci, 2012; Baron & Kenny, 1986).

Further, the findings led to the acceptance of the null hypothesis (**H₀₂**) that there is no significant relationship between strategy implementation and organization resources in devolved ministries among selected counties in Northern Kenya. However, this study findings were contrary to Magambo (2012) study, which identified several challenges encountered by organizations during strategy implementation including inadequate funding and financial allocations to organizations.

4.7.3 Performance of Devolved Ministries against Organizational Resources

The third condition in testing mediation involved testing the relationship between performances of devolved ministries and organizational resources. The results are presented in Table 4.25, Table 4.26 and Table 4.27

Table 4.25.

Model Summary of Performance of Devolved Ministries against Organizational Resources

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.123 ^a	0.015	-0.002	2.969

a. Predictors: (Constant), organizational resources

b. Dependent Variable: performance of devolved ministries

Table 4.25 shows weak positive correlation between performances of devolved ministries and organizational resources with a Pearson’s correlation coefficient of 12.3 percent. The coefficient of determination (R Square) was 1.5 percent meaning that 1.5 percent of the variations in performances of devolved ministries is due to variations in organizational resources. Table 4.15 of the correlation matrix also shows that this relationship was positive.

Table 4.26.

ANOVA Statistics for Performance of Devolved Ministries against Organizational Resources

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	7.744	1	7.744	0.878	0.353 ^b
Residual	502.493	57	8.816		
Total	510.237	58			

a. Dependent Variable: organizational resources

b. Predictors: (Constant), performance of devolved ministries

Table 4.26 shows the results of analysis of variance, which tests the null hypothesis that there is no significant linear relationship between performances of devolved ministries and organizational resources at 5% percent significance level. The observed p-value was 0.353, which was more than 0.05 hence rejecting the null hypothesis. Therefore, the observed weak correlation in Table 4.25 was in deed an evidence of no significant linear associations between performances of devolved ministries and organizational resources.

Table 4.27.***Regression Coefficients for Performance of Devolved Ministries against Organizational Resources***

Model	Unstandardized		Standardized	T	P- value	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	32.655	5.282		6.182	0.000	22.078	43.233
Organizational resources	0.125	0.133	0.123	0.937	0.353	-0.142	0.392

a. Dependent Variable: performance of devolved ministries

Table 4.27 shows an increase in performance of devolved ministries by 0.125 due to the marginal increase in organizational resources while holding other factors constant. The study found an absolute t-statistic of 0.937 while 0.353 was the corresponding p-value. The observed t-statistic was less than 1.96, which is the critical value at 5 percent significance level. The p-value on the other hand was less than 0.05, the significance level of the study. Therefore, the third null hypothesis according to Baron & Kenny (1986) mediation tests was rejected meaning that there was no significant relationship between performances of devolved ministries and organizational resources. This further confirms the absence of significant mediation of organizational resources on the relationship between strategy implementation and performance of devolved ministries.

Further, the findings led to the acceptance of the null hypothesis (**H₀₃**) that there is no significant relationship between organization resources and performance of devolved ministries among

selected counties in Northern Kenya. However, this result disagrees with Ndunge (2016) assertion that organizational performance is affected by several factors including organizational resources.

4.7.4 Performance of Devolved Ministries against Organizational Resources and Strategy Implementation

The fourth condition of the mediation involved testing the relationship between performance of devolved ministries and strategy implementation after controlling for the effect of organizational resources. According to Hsu, Wang, & Hsu (2012), if the effect of strategy implementation on performance of devolved ministries is diminished after controlling for organisational resources, there is a mediation effect. However, since two conditions (second and third tests) have already being violated, there cannot be a significant mediation effect.

Table 4.28.

Model Summary for Performance of Devolved Ministries against Strategy Implementation and Organizational Resources

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.394 ^a	0.155	0.125	2.774	2.106

a. Predictors: (Constant), organizational resources, strategy implementation

b. Dependent Variable: performance of devolved ministries

Table 4.28 shows moderate positive correlation between strategy implementation, organizational resources and performance of devolved ministries with a Pearson’s correlation coefficient of 39.4 percent and coefficient of determination (R Square) of 15.5 percent. This means that 15.5 percent of the variations in performance of devolved ministries is due to variations of strategy implementation after controlling for the effect of organizational resources. Table 4.17 further that

there is a significant linear relationship between performance of devolved ministries and strategy implementation after controlling for the effect organizational resources. The observed p-value was 0.009, which was less than 0.05, the chosen significance level of the study.

Table 4.29.

Regression Coefficients of Performance of Devolved Ministries against Organizational Resources and Strategy Implementation

Model	Unstandardized		Standardized	T	P-value.	95.0% Confidence	
	Coefficients		Coefficients			Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	15.422	7.506		2.055	0.045	0.386	30.459
Strategy implementation	0.624	0.205	0.376	3.048	0.004	0.214	1.035
Organizational resources	0.158	0.125	0.156	1.264	0.212	-0.092	0.408

a. Dependent Variable: performance of devolved ministries

Table 4.29 shows an increase in performance of devolved ministries by 0.624 due to the marginal increase in strategy implementation after controlling for the effect of organizational resources while holding other factors constant. In a similar way of observation, a marginal increase in organizational resources leads to 0.158 increase in performance of devolved ministries after controlling for the effect of strategy implementation and holding other factors constant.

The study also found that strategy implementation had an observed t-statistic of 3.048, which was more than the critical value of 1.96 (at 5 percent alpha level). The observed p-value of strategy implementation was 0.004 which also less than 5 percent significance level. Therefore, there was a significance relationship between strategy implementation and performance of devolved ministries after controlling for the effect of organizational resources. More observations show that the effect of strategic implementation did not diminish after controlling for the effect of organizational resources. The initial effect of strategic implementation on performance of devolved ministries was 0.624 before mediation effect. The effect after mediation effect of organizational performance was 0.602, which means that effect actually increased rather than diminished. Therefore, there was no mediation effect as hypothesized in the study.

Further, the findings led to the acceptance of the null hypothesis (**H₀₄**) that organization resources do not mediate the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya. None of the reviewed studies including Datche (2015) and Kubaison (2014) had used organization resources as a mediating variable.

Table 4.30.

Summary: Mediation Results

	Analysis	P value	Verdict
Step 1	Performance against strategy implementation	0.005<0.05	Significant
Step 2	Organization resources against strategy implementation	0.514>0.05	Not significant
Step 3	Performance against organization resources	0.353>0.05	Not significant
Step 4	Performance against organization resources and strategy implementation	0.004<0.05 0.212>0.05	Significant Not significant

4.7.5 Conclusion of Mediation Test

After testing all the four conditions of the mediation test as stipulated in Baron and Kenny (1986) model, it has been concluded that organization resources does not mediate the relationship between strategy implementation and performance of devolved ministries. Only the first condition was not violated in the mediation steps, that is, the relationship between strategy implementation and performance of devolved ministries. The other three conditions for mediation test were violated hence the study concludes that organizational resources does not mediate the relationship between strategy implementation and performance of devolved ministries.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results on the mediating effect of organizational behavior on the relationship between strategy implementation and performance of devolved ministries. The results include descriptive data on the questionnaire items for each variable. The descriptive data was presented in tables in the form of percentages and frequencies. Inferential data was used to test the assumptions of linear regressions as well as testing the various hypotheses of the study.

5.2 Objectives of the Study

The study tested four relationships to establish whether there was a mediating effect as envisaged. The relationships were in line with the four objectives of the study. The first objective was to determine the effect of strategy implementation on performance of devolved ministries. The second objective was to determine the effect of strategy implementation on organizational resources. The third objective was to determine the effect organizational resources on performance of devolved ministries. The fourth objective was to determine the effect on strategy implementation and organizational resources on performance of devolved ministries. These objectives are formulated in line with Baron and Kenny (1986) model for testing mediation effect.

5.2.1 Strategy Implementation and Performance of Devolved Ministries

The first objective was to determine the effect of strategy implementation on performance of devolved ministries. Strategy implementation had moderate Pearson's correlation of 36.2 percent with a p-value of 0.005, which was significant at 5 percent significance level. This shows that there was a significant positive linear relationship between the dependent and the dependent variable. In regards to the magnitude of the influence of strategy implementation on the performance of

devolved ministries, the study fitted a linear curve and established a slope of 0.602, which was the increase in performance due to a marginal increase in strategy implementation. This slope was significant with a p-value of 0.005, which is less than 5 percent significance level. This means that there was a strong relationship that could be mediated and these findings validated the first among four steps of testing mediation effect as also used (Baron & Kenny, 1986).

5.2.2 Strategy Implementation and Organizational Resources

The second objective of the study was to determine the effect of strategy implementation on organizational resources. The study found that the Pearson's correlation was only 8.7 percent with coefficient of determination of 0.8 percent. This means that strategy implementation hardly contributed to the variation in organizational resources. Table 4.23 further shows that the linear relationship between strategy implementation and organizational resources was insignificant with a p-value of 0.514, which was more than 0.05 (the chosen significance level). An important information was that strategy implementation negatively affected organizational resources with regression coefficient of -0.142, which means that a marginal increase strategy implementation leads to a decrease in organizational resources by 0.142 units. This corresponds with the observations made in the descriptive section for the two variables. Strategy implementation had a mean Likert score of 4.18 out of 5.00 as observed in Table 4.9 with an agreement of 86.6 percent. Therefore, devolved ministries implemented strategies largely as observed in the study. Contrariwise, the average Likert score in Table 4.10 of organizational resources was 3.50 out of 5.00 which means that the level of organizational resources was low according to the respondents of the study. In the backdrop of high and low agreement in strategy implementation and organizational resources respectively, there is low correlation between the two and hence the low level of significance. In addition, the more respondents affirmed implementation of strategy in the

devolved ministries, the lower the acknowledgement of organizational resources hence the negative relationship.

5.2.3 Organizational Resources and Performance of Devolved Ministries

The third objective of the study was to determine the effect of organizational strategy on the performance of devolved ministries. The study found that the Pearson's correlation for these two variables was 12.3 percent with a coefficient of determination of 1.5 percent. Organizational resources were only able to account for 1.5 percent of the variations in performance of devolved ministries. This relationship was not significant given that the p-value associated with the F-test and t-test was 0.353 and this was less than 5 percent significant level. Table 4.27 shows that organizational resources had a regression coefficient of 0.125, which means that a marginal increase in organizational resources leads to 0.125 increase in performance of devolved ministries.

The study has observed that organizational resources had a low score of 3.50 out of 5.00 in the Likert scale. Performance of devolved ministries on the other hand had a mean Likert scale of 4.14 and 85.9 percent agreement with performance. While performance rated high, the rating on organizational resources remained low hence the low observed correlation. Therefore, organizational resources had little influence on how the devolved ministries performed.

5.2.4 Organizational Resources, Strategy Implementation and Performance of Devolved Ministries

The fourth objective of the study was to determine the influence of organizational resources and strategy implementation on the performance of devolved ministries. The study has already established that strategy implementation has positive significant effect on performance of devolved ministries and it has negative insignificant effect on organizational resources. Organizational

resources on the other hand have insignificant positive effect on performance of devolved ministries. When organizational resources and strategy implementation are in controlling of each other (combined effects), both have a strong linear relationship to performance of devolved ministries as measured by a Pearson's correlation coefficient of 39.4 percent and a coefficient of determination of 15.5 percent.

Table 4.17 shows that there was a significant linear relationship between these two variables and performance of devolved ministries with a p-value of 0.009 which was less than 5 percent significance level. Therefore, 15.5 percent of the variation in performance of devolved ministries accounted for by the predictor and the mediator was meaningful. The study also established that the effect of strategy implementation on performance of devolved ministries increased from 0.602 to 0.624 as measured by the unstandardized regression coefficient in Table 4.29 column (B). The effect of strategy implementation on performance of devolved ministries therefore remained significant with a p-value of 0.004, less than 5 percent significance level.

The effect of organizational resources on the other hand remained insignificant with a p-value of 0.212, which was more than 0.05 significance level. This implies that organization resources do not diminish the effect of strategy implementation as envisaged for a mediation effect. Therefore, while the mediation test collapsed when the independent variable (strategy implementation) was not significantly related to the mediator (organization resources), it also did not have any diminishing effect on the influence of strategy implementation on performance of devolved ministries.

5.3 Conclusion

The study aimed at determining the mediating effect of organizational resources on the relationship between strategy implementation and performance of devolved ministries. Descriptive statistics

show that devolved ministries implemented strategies largely and this coincided with observed high performance of these ministries. However, devolved ministries lacked sufficient organizational resources as observed in the study. Inferential statistics show that neither strategy implementation nor performance of devolved ministries significantly related to organizational resources. However, strategy implementation related significantly to performance of devolved ministries. Therefore, the study concludes that there was no mediating effect of organizational resources on the relationship between strategy implementation and performance of devolved ministries. The implication of this conclusion is that other variable excluding organizational resources could explain the inherent significant connection between strategy implementation and performance of devolved ministries.

5.4 Recommendations

Despite the dilapidated nature of the devolved ministry's building as well as inadequacy of its resources, what seems to matter for their performance is how well they implemented strategies. Therefore, this study recommends that the devolved ministries should continue with the excellent work of implementing its strategies as well as formulating more actionable long-term strategies for sustainable performance in the future. The study also recommends that the devolved ministries should look into improving its resources because it was observed that it had insufficient resources. This status of these resources can be detrimental to other aspects of the organizational operations not studied in this research.

5.5 Areas for Further Research

The study found that organizational resources did not mediate the relationship between strategy implementation and performance of devolved ministries. However, there was another twist to the results in that when the strategy implementation and organizational resources were in controlling

of each other in the joint effect, their several influences on performance of devolved ministries augmented. The regression coefficient of strategy implementation increased from 0.602 (individual effect) to 0.624 (joint effects) while the regression coefficient of organizational resources increased from 0.123 (individual effect) to 0.158 (joint effects). Therefore, organizational resources could actually be positively moderating the relationship between strategy implementation and performance of devolved ministries. Following the emergence of the latter trend, this study recommends further study on the moderating effect of organizational resources on the relationship between strategy implementation and performance of devolved ministries.

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APPENDICES

Appendix I: Cover letter

I am student of MBA at Kenya Methodist University. I am conducting a research on the mediating effect of organization resources on the relationship between strategy implementation and performance of devolved ministries among selected counties in Northern Kenya. I have identified you as a resourceful person in this study. Kindly fill up the attached questionnaire and return to me. Any information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard.

Thank You!

Yours truly

SalimN.Kato

Appendix II: Questionnaire

This questionnaire seeks to establish the mediating effect of organization resources on the relationship between strategy implementation and the performance of the devolved ministries among selected counties in northern Kenya. Please answer the questions honestly and diligently following the instructions given. The answers you give will be treated with outmost confidentiality.

Section A: Demographic Information

1. What is your Gender?

a). Male

b). Female

2. How old are you? (Years)

a). Less than 30:

b). 31-40:

c). 41-50:

d). Above 50:

3. What is your level of education?

a). College

b). Graduate

c). Post Graduate

4. For how long have you worked in your organization?

a). Less than 5 years

b). 5-10 years

c). More than 10 years

Section B: Measurement of Variables

Strategy Implementation

This section is concerned with assessing the influence of strategy implementation on performance of devolved ministries of Marsabit and Isiolo counties. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements. The respondents will be guided by following key: **1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly Agree.**

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
5.	Over all the ministry strategy are implemented					
6.	The ministry strategies are implemented within the anticipated time frame.					
7.	The ministry objectives are met.					
8.	The methods of implementations are satisfactory to those involved					
9.	Implementation of outcomes is satisfactory to those involved.					
10.	The strategies of the ministries are implemented as intended					

Organization Resources

This section is concerned with assessing the influence of Organization Resources on performance of devolved ministries among selected counties in Northern Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements. The respondents will be guided by following key: **1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly Agree.**

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
11.	The ministry has adequate building					
12.	The ministry building is allocated strategically.					
13.	Physical structures are good.					
14.	We have adequate equipment in the working environment					
15.	Our budget is well funded					
16.	Our ministry embraces innovation.					
17.	We have a good organization structure.					
18.	We have clear policies					
19.	We embrace technology					
20.	Our ministry has adequate personnel					
21.	Personnel are well trained					

Organization Performance

This section is concerned with assessing performance of devolved ministries among selected counties in Northern Kenya. Please mark (x) in the box which best describes your agreement or disagreement on each of the following statements. The respondents will be guided by following key: **1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly Agree.**

	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
22.	The resources of the ministry are utilized well.					
23.	The objectives of the ministry are attained					
24.	The ministry operate within the budget					
25.	The people we serve are happy with our services					
26.	The county government is happy with our ministry does					
27.	Well compared with other ranked high					
28.	Our staff are very productive					
29.	Our ministry has a good image					
30.	Our staffs are happy working here.					

Appendix III: Research Permit

**THIS IS TO CERTIFY THAT:
MR. SALIM N. KATO
of KENYA METHODIST UNIVERSITY,
0-60500 Marsabit,has been permitted to
conduct research in Marsabit County**

**on the topic: THE MEDIATING EFFECT
OF ORGANIZATION RESOURCES ON THE
RELATIONSHIP BETWEEN STRATEGY
IMPLEMENTATION AND THE
PERFORMANCE OF THE DEVOLVED
MINISTRIES AMONG SELECTED
COUNTIES IN NORTHERN KENYA**

**for the period ending:
17th August,2019**

.....
**Applicant's
Signature**

**Permit No : NACOSTI/P/18/38403/24740
Date Of Issue : 18th August,2018
Fee Received :Ksh 1000**



.....
**Director General
National Commission for Science,
Technology & Innovation**

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH CLEARANCE
PERMIT

Serial No.A 20236

CONDITIONS: see back page



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

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When replying please quote

NACOSTI, Upper Kabete,
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref No: **NACOSTI/P/18/38403/24740**

Date: **18th August, 2018**

Salim N. Kato
Kenya Methodist University
P.O. Box 267- 60200
MERU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*The mediating effect of organization resources on the relationship between strategy implementation and the performance of the devolved ministries among selected Counties in Northern Kenya*" I am pleased to inform you that you have been authorized to undertake research in **Marsabit County** for the period ending **17th August, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Marsabit County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Marsabit County.

The County Directors of Education
Marsabit County.