

**INFLUENCE OF STRATEGIC LEADERSHIP ON STRATEGY IMPLEMENTATION
IN KILIFI COUNTY GOVERNMENT**

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THE CONFERMENT OF A MASTERS OF BUSINESS ADMINISTRATION DEGREE
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DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I dedicate this thesis to the Almighty God, who through by His grace and mercy has been seen me through from the beginning to the end.

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First and foremost, I thank Almighty God for keeping me well during my education. I would like to express my gratitude to my supervisors, Dr. Paul Mwenda and Mr. Martin Nyamongo, for their persistent efforts in providing excellent professional assistance that helped me to complete this research. I'd also like to thank my family for their unwavering support during this time. I also want to thank my family and friends, my Master's level classmates, coworkers, and management for allowing me to do this research in their facility.

ABSTRACT

The fundamental driver of strategy implementation is strategic leadership. The leader's part is vital in determining the strategy execution procedure because it is doable schedule and conclusions about the way it can be fast or hard to drive for change is critical. The focus of the research was on the influence of strategic leadership on strategy execution in Kilifi County. The objective of the study was to assess the influence of strategic thinking, action creation, resource optimization, and technology adoption on strategy implementation in Kilifi county government. Path-Goal Leadership, Transformational Leadership, Resource Based View (RBV), and Social Learning were the theories used in this research. To explain the existing situation and collect data across a number of units, the research utilized a descriptive survey approach. The targeted population was 61 Kilifi County Government officers (11 members of the County Executive Committee, 22 chief officers, and 28 departmental directors). The study used census sample approach, which included all 61 respondents. A questionnaire with closed-ended questions was used to collect data for this study. To ensure the validity of the research instruments, the researcher conducted a pilot study with six Lamu County government officials. Data was examined and analyzed using a Software (SPSS) Version 24.0 through descriptive and inferential statistics. Frequencies, percentages, and cross tabulations was used for presenting the findings. The use of a regression model to determine the type of the link among research variables was included in inferential statistics. It was determined that strategic thinking provided an adequate explanation for how strategies were carried out. Findings revealed that strategic thinking was a reliable indicator of successful strategy execution. According to correlation analysis, the Kilifi county government's strategy execution was favorably and significantly correlated with the development of action plans. The Kilifi county government's resource optimization and plan implementation had a positive and substantial association, according to regression of the coefficient. Results also indicated that strategy implementation is well predicted by technology adoption. Based on the findings, the study concluded that Strategic thinking, Creation of action plans, resource optimization and Adoption of technology have a positive and vital effect on strategy execution in Kilifi county government. This study found that strategic thinking managers and leaders in Kilifi County Government who have the ability to develop an in-depth analysis have influenced strategic implementation in kilifi county government. This study therefore recommends that strategic thinking managers and leaders within the county should time to time monitor and evaluate the progress of already implemented projects.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

1.1.1 Strategic Implementation

Strategic implementation in view of Cândido and Santos (2011), is the practice of translating a selected strategy into corporate action in order to attain strategic objectives and goals. Strategy implementation is the procedure in which corporations' advances, uses, and mix corporate structures, controlling systems, and culture to follow strategy whose outcome is enhanced performance and competitive advantage (Ross, 2021).

A three-part approach to strategy execution is suggested by Kafel and Zibicki (2021): a pay more attention on procedure and the systematic nature of implementation; a focus on the execution of specific actions, whether in sequence or at a time, and how such actions result in organizational conduct; and finally, a hybrid model to both procedure and conduct. Corporate structure offers people high-value-adding duties and roles and stipulates the manner in which such responsibilities and roles can be allied in order to enhance effectiveness, excellence, and client happiness, the three competitive advantage pillars. However, simply having a good organizational structure will not be enough to motivate employees (Ahearne et al., 2013).

The time a firm's assets and interventions are connected to its strategic main concern, when the goals formulated are met, when the major determinants of achievement are recognized, and when configuration reporting and metrics of performance are in place, effective strategy execution occurs (Kaplan & Norton, 2009)

Further, Kazmi, (2008) states that in order for organizational strategies to be executed successfully, there are three issues that must be addressed. Firstly, the transformation process needs to be

systemic, which means that problems affecting the company's processes and employees need to be taken into account. The entire organization must address this important issue. Second, during the transition process, candid conversations about the problems that are preventing the organization from accepting and putting solutions into practice should be had. The most effective technique for ensuring that all employees from all levels of the organization participate completely in open talks is to ensure that all employees are fully engaged. Thirdly, through the building of mutually advantageous alliances, the transformation process should incorporate all essential players.

An organizational control system is necessary for the proper execution of organizational strategy. This management approach provides stewards with incentives for motivation for their staff as well as response on their employees and company's success. Referring to organizational culture, it is about an assortment of morals, attitudes, practices, as well as belief that individuals and groups inside a company hold. In order to successfully execute the plans, it is necessary to establish a unique strategy that is adapted to the external and internal issues. However, in a bid to select the better way, one must first address the issues with the components that influence the strategy's execution (Leonardi, 2015).

Even the most well-crafted methods, as Ahearne et al., (2013) points out, will not materialize when not efficiently executed. It's also paramount to recall that strategy execution is difficult without alignment between the strategy and each corporate component, such as the structure, incentive system, and resource distribution mechanism. The execution of a company's plan is a source of anxiety for many managers and employees. It is expected that new power connections will arise, and this is exactly what will happen. New organizations both formal and informal spring up, with ideals, attitudes, beliefs, and problems that the original members may not be aware of. As a result

of the shift in power and social status positions, managers and workers may engage in aggressive behavior (Wheelen et al., 2015).

According to Rapert et al., (2002), 90% of corporate strategy produced in the United States and Europe are not executed in time and don't produce anticipated results. Further Dhir and Sushil, (2019), 90 percent of well-formulated plans fail during execution. However, Čater and Pučko, (2010) discovered that while eighty percent of businesses have suitable plans in place, just fourteen percent have been effective in putting them into action.

Managers who lack the essential skills and abilities are frequently responsible for strategy implementation failures (Kujala et al., 2014). A lack of competency at the top has repercussions across the organization, affecting the plan execution effort as well. Furthermore, workers' commitment to the strategy will suffer as a result of their lack of trust in management's ability to carry out the plan (Banawi, 2017). Organizations invest a tremendous amount of time and money in strategy formulation, yet only a small part of this effort results in successful execution. To improve the overall efficacy of the implementation process, managers must recognize and anticipate potential traps and obstacles that may develop along the process. Knowing what hazards are likely to arise will help you avoid them and take a more proactive approach to problem solving. In order to overcome hurdles, identification is essential throughout the process (Bamberger & Biron, 2006).

Many underlying factors for poor strategy implementation are identified by Beer, (2017), including insufficient leadership, weak communication, and ineffective delegating strategies. Furthermore, these impediments have an effect on a company's quality standards. The implementation of a strategy refers to the act of actualizing a selected plan. Systems engineering is the process of

designing and managing systems in a bid to attain the highest level of integration of employees, structures, procedures, and assets in order to meet corporate goals.

According to Alkhafaji (2011), organizations struggle to put strategic plans into action because their leaders don't foster a creative culture that enables them to collaborate with their staff members rather than dominating them, show support for them, and provide feedback. County governments have been in charge of administering and launching development projects and initiatives since the announcement of the 2010 Constitution and the foundation of county governments. The World Bank, (2014), on the other hand, portrays a bleak image of development project performance in most county administrations, claiming that project delays are typical. County governments implemented a considerable number of development projects under the Economic Stimulus Program, which was established to encourage economic growth in the country, according to a World Bank, (2014) report. Despite their efforts, the counties continue to face delays in project execution despite strong strategic planning.

Despite the fact that numerous measures have been initiated to enhance the county's residents' living conditions, nothing has been accomplished. Many projects have begun, but they have never been completed (Katamei et al., 2015). Other projects have been put on hold due to a spate of concerns, including repeated claims of money mismanagement, a lack of technical competence, poor planning, and a bevy of other flaws that endanger the fund's overall performance, as well as a slew of other issues (Imaya & Minja, 2020).

1.1.2 Strategic Leadership

According to MacLennan, (2010), strategic leadership is the act of influencing a group towards attainment of objectives. Actual leadership has a strategic vision and is convincing when it comes to putting plans in place with the goal of achieving specific objectives. According to Menguc et

al. (2007), setting strategic pathway, instituting sensible corporate control, handling firm's assets assortment, upholding an efficient corporate culture, and stressing practices that are ethical are some of activities that strategic leadership can positively contribute to in order to ensure effective strategy implementation. The capacity to adapt and incorporate organization's inner and outer enterprise settings, as well as manage and take part in complicated information processing processes, are requirements for strategic leadership (Hitt et al., 2016). Giving an organization strategic leadership helps it cope with change by leading it through the process of managing change or by giving the managers skills required to deal with the consequences of continuous change (Alkhafaji, 2011). Tactical leadership has been highlighted as a crucial driver of strategy implementation, as well as a substantial barrier to strategy implementation (Cândido & Santos, 2015). Determine strategic orientation, including vision and strategic intent; exploit and maintain key strengths; create human capital; develop social capital; maintain an effective corporate culture; and emphasize results are the seven critical actions that constitute strategic leadership (Hitt et al., 2006).

1.1.3 Kilifi County Government

Kenya's Kilifi District and Malindi District merged in 2010, resulting in Kilifi County. Its main town is Malindi, and Kilifi is the country's capital. One of the five counties that make up the Kenyan Coast is Kilifi County. As per the 2019 census, 1,453,787 individuals reside in this county, which has a 12,245.90 km² area (4,728.17 sq mi).

North and northeast of Mombasa is where the county is situated. Though there are less visitors in Kilifi than in Mombasa County, there are still some in Kikambala, Watamu, Malindi, and Kilifi. The county is well-known for the Gedi Ruins, which contain tombs and mosques from the 11th to the 17th.

Kenya's constitution of 2010 established 47 county administrations with the purpose of enhancing service delivery efficiency across the country. Kenya's transition from a central to devolved government has been difficult due to a number of difficulties, including inter-governmental contacts, turf contests among leaders, and strikes, among others, which have hampered devolution. According to a Transparency International research published in 2019, over 51% of respondents are dissatisfied with the quality of service given by county governments. A lack of basic communication and leadership skills has hindered the implementation of various development programs within county governments, according to a Transparency International (2018) report.

1.2 Problem Statement

The process of strategy execution entails designing programs, finances, and processes to put goals, plans, and policies into action (Omeike, 2015). It will be determined if an organization thrives, survives, or dies based on how the strategy implementation process is managed by the stakeholders (Kihara et al., 2016).

The public embraced the concept of devolution government, which was adopted in Kenya in 2013 with the purpose of taking services nearer to the citizens in the most efficient and effective manner. Regardless of the critical role played by county government of Kilifi in the implementation of its strategies, the county is plagued by an inability to do so effectively, resulting in poor performance marked by a slew of issues including embezzlement of funds, corruption, service delays, and poor delivery of services, to name a few (Dubat & Minja, 2020). Disagreements over budget distribution and utilization have frequently developed as a result of a lack of collaboration between the County Executive and the county legislators, leading to poor delivery of services and loss of public resources (Otwal, 2021).

Previous studies on strategic leadership and strategy implementation include: Tek and Deya, (2020) study on the impact of strategic leadership on the execution of environment and natural resource strategy in Nakuru County; Mutuku et al., (2021) conducted a research using data from the Machakos County Government to analyze the effects of internal variables on plan execution. The study's findings revealed that county governments' strategic implementation wasn't influenced by any categorical policy protocols from the state, and that large percentage of those in responsibility of strategy execution lack strategic creation capabilities and knowhow, making them incapable of providing effective leadership to the process.

Chepkwei, (2021) carried out a research study on Strategy implementation in hospitality industry: Global perspective. Strategy implementation, as measured by competency, communication, and people engagement, as well as strategy execution, were seen to have a favorable and statistically weighty association with the study's outcomes.

The Kilifi county administration has launched a number of short- and long-term initiatives. However, some projects were completed successfully, whilst others are abandoned or only partially completed. According to the 2019 Audit Report on County and Constituency Development Projects, almost 40% of projects launched between 2013 and 2018 were not finished, while others were deemed to be inadequate. Conflicts of interest, political motivations, corruption, and financial mismanagement were some of the factors that contributed incompleteness. Therefore, the research assessed the effect of strategic leadership on strategy implementation in Kilifi County government.

1.3 Objectives of the study

The general objective of this research was to evaluate influence of strategic leadership on strategy implementation in Kilifi county government.

The specific objectives of the study were;

- i. To determine the influence of strategic thinking on strategy implementation in Kilifi county government.
- ii. To investigate the influence of creation of action plans on strategy implementation in Kilifi county government.
- iii. To analyze the influence of resource optimization on strategy implementation in Kilifi county government.
- iv. To establish the influence of adoption of technology on strategy implementation in Kilifi county government.

1.4 Research Questions

- i. How does strategic thinking influence strategy implementation in Kilifi county government?
- ii. What is the influence of creation of action plans on strategy implementation in Kilifi county government?
- iii. How does resource optimization influence strategy implementation in Kilifi county government?
- iv. What is the influence of adoption of technology on strategy implementation in Kilifi county government?

1.5 Significance of the Study

This investigation is vital for those individuals in charge of policy making at national and local levels because it will shed light on the challenges that county governments face in implementing strategic plans. Policymakers can use the study's recommendations as way out to challenges facing

county governments in putting strategic plans into action. The study will aid county governments by shedding light on the role leadership plays in strategy execution and educating them how to effectively implement strategies in a bid to attain the best possible results for their goals and objectives. Other researchers that undertake comparable research using the data from this study as an empirical review will benefit from the work.

1.6 Limitations and Delimitations

During data collection, this study anticipated the limitations imposed by participants' lack of enthusiasm and engagement. This was challenged by the researcher, who first and foremost guaranteed the participants of the confidentiality of their responses, and second told them of the public benefits of the study findings. The investigator came across a problem with a lack of reference materials. In addition, the study required recent materials that have just been released, which were hard to locate. The usage of journals and Kilifi county strategic plan implementation reports was able to get over this restriction.

1.7 Scope of the study

The researcher conducted the investigation in Kilifi county. The investigation emphasized on determining the impact of strategic thinking, action planning, resource optimization, and technology adoption on the execution of strategic plans in the Kilifi county government. Respondents for this researcher included members of the Kilifi County Executive Committee, Chief Officers, and Departmental Directors from all 11 departments of the county administration.

1.8 Definition of terms

Strategic planning - The practice of formulating thorough plans for business, actualizing them, as well as monitoring the end result in light of a corporate's broader long-term

objectives or aspirations. It is a philosophy that emphasizes how a company can achieve its strategic goals by combining numerous divisions

Strategy implementation- it is the process of carrying out plans and strategies in attempt to accomplish the long-term objectives of the company. In order to accomplish the objectives, it transforms the selected strategy into the firm's movements and actions.

Strategic leadership - The ability of a manager to direct a strategic revelation for the firm or a particular division within it, as well as to stimulate and persuade others to accept that revelation.

Strategic thinking- is a mental or cognitive process utilized by an entity to accomplish a goal or series of goals in a competition or other endeavor.

Action planning- Action planning is a strategy, not a process, for organizing thoughts and choosing the actions you should do to achieve specific objectives. It's a statement of what you hope to achieve in a specific amount of time.

Resource optimization - Resource optimization is a collection of procedures and tactics used to match a company's financial, human, and physical resources to its needs in order to meet objectives.

Technology adoption- refers to a sociological model that analyzes how a new idea or product is adopted or accepted depending on the characteristics psychological and demographic of designated adopter groups.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails the theoretical underpinnings of the investigation, as well as previous research studies based on the study's aims and the conceptual framework.

2.2 Theoretical Framework

The focus of this study was on how strategic leadership affects how plans are carried out within the Kilifi county administration. This study will make use of the Path-Goal Leadership Theory, Transformational Leadership Theory, Resource Based View Theory (RBV), and Social Learning Theory.

2.2.1 Path-Goal Leadership Theory (PGT)

According to the Path-Goal model, a leader's behavior must be adapted to the individual and work environment in a bid to attain goals (House, Mitchell, 1974). In order for employees to contribute more effectively to the team, the aim is to increase their motivation, sense of empowerment, and contentment. The foundation of Path-Goal is Vroom's (1964) expectancy theory, which holds that an individual will behave in a given way based on the expectation of a particular result and the appeal of that goal to the person. The path-goal idea was first put forth by Evans in 1970, and House (1971) enhanced it further.

This approach includes both the specific responsibilities a leader must fulfill and the leadership skills managers should hone throughout the course of their employment (House, 1971). House provided instructions for managers to follow in order to close any skill gaps in their personnel. Effective leaders must help in the initial selection of goals and objectives in addition to directing

staff members in the right direction toward their goals. Goals must be reachable, which calls for them to be both realistic and quantifiable.

According to the path-goal theory, leaders select specific conducts most fitting the needs of their team members and the workplace in a bid to better direct people over their daily tasks (Northouse, 2018). One of the independent variables in this theory is the conduct of leaders; leaders' adapt their approach of conduct to the staff and job features such that the staff's inspiration is to shine at their task. The four categories of leadership behaviors or styles outlined by House (1996) are directive, supporting, participatory, and accomplishment. They are based on two trends that a study team from Ohio State University identified (Stogdill, 1974).

This theory assume individuals have flexibility in that they may alter their conduct or approach based on the environment because the behavior of the leaders is the independent variable. Studies show that although nature may be our inner compass, nurture is our explorer and ultimately determines what we do (Ridley, 2004).

The desire to learn more increases as potential learning barriers are removed and workers' confidence is raised. This is made possible by the Path-Goal Theory's participative leadership method, which empowers staff members to oversee their own customized training program after they have gained confidence. Leaders may boost employee confidence by consistently praising them, showing appreciation for their work, and responding to them on a regular basis.

According to Path-Goal Leadership Theory, followers are motivated to finish a task because they have strong self-efficacy, or the idea that their determinations will end in a specific result or incentive, and that the result or incentive is valuable. Path-Goal Theory of Leadership is based on two premises: that leader acts are acceptable and rewarding when subordinates perceive them as a source of immediate pleasure or a way of obtaining future fulfillment. It also indicates that a

leader's behavior will be motivating if it relates subordinate enjoyment to successful performance and if it enhances the work environment of subordinates by providing vital counsel, clarity of direction, and incentives for high performance (Greenberg & Baron, 2010).

According to the theory, a leader will need to use a range of leadership actions, based on the circumstances and demands of the situation, in a bid to attain the said aims. Directional leadership, supporting, participative, and achievement-based leadership are the four forms of leadership behavior identified by Path-Goal Theory (Greenberg & Baron, 2010).

Effective leadership, according to Northouse (2010), happens when a leader correctly assesses the developmental stage of subordinates in a work environment and then employs the recommended style of leadership that is suitable for that circumstance. According to Dixon and Hart (2010), leaders are highly successful than those who do not employ Path Goal Theory to motivate and inspire their teams to achieve their goals. Furthermore, according to Malik (2014), this theory predicts the kind of leader behavior necessary to boost subordinate motivation and is connected to corporate effectiveness.

Goal setting is a tactic that change leaders frequently employ, however other scholars have questioned whether it is appropriate for use in institutional change procedures since this theory is more task-oriented whereas institutional change is generally people-oriented. Furthermore, if objectives are not met as intended, it will result in uncomfortable, unsatisfied, and frustrated work environments, as well as a decrease in productivity. It will also demotivate employees, raise the risk of staff resistance, and lead to the transformation process' failure.

One of the important success factors in organizational change, according to Pollack and Pollack, (2014), is the necessity for a "split and conquer" strategy. This entails breaking down the entire process into smaller stages (milestones), each with its own set of goals to inspire employees to go

from one stage to the next while also allowing for process review at each stage. Organizational leaders should not celebrate and declare change success too soon, before the end goals have been met, doing so may demotivate team members, resulting in change failure (Pollack & Pollack, 2014).

Leadership qualities and styles have been thought to have the potential to make a significant and beneficial contribution to corporate achievement by influencing others to follow the similar strategic path as the leader. This theory is essential in this study because it emphasizes the leader's role in the motivation of juniors to attain the institution's goals as expected.

Critiques leveled against Path-Goal Theory is that, despite its complexity, it is frequently presented in a straightforward manner. The link amongst conduct of the leader and performance of follower and satisfaction has been found to be moderated by task structure, which has been the subject of the great majority of Path-Goal Theory research (Nicolopoulou et al., 2016).

Researchers have generally concentrated on two categories of leadership behavior: directive and supportive leadership, with little emphasis paid to the other types of leadership behavior for which the theory predicts results. It is required to evaluate all of the predicted linkages in order to perform a full review of Path-Goal Theory (Hughes et al., 2018). A further criticism leveled towards Path-Goal Theory research is that it has failed to look into the theory's core motivating assumptions, which are critical to its comprehension.

The scholars also argue that simply setting goals is insufficient, because employees will only buy in if they believe that achieving those goals will benefit them now or in the future. As a result, in order to inspire and encourage workers, the effective target must be linked with their incentive requirements in order to achieve goal achievement. By explaining the paths along which organizational achievement is achievable, Path-Goal Theory promotes subordinate motivation.

Because a good leader will motivate staff to work hard and attain the corporate's objectives in the shortest period possible, leadership styles practice plays a crucial part in execution of strategy in the county government.

2.2.2 Transformational Leadership Theory

James MacGregor Burns created this Theory. This idea states that companies can improve their ability to drive change by acknowledging the need for change, developing and conveying a shared future vision or objective, and successfully collaborating across departments while utilizing systems and people to alter the organization (Northouse, 2010).

According to Northouse and Lee (2015), transformational leadership theory encompasses a peculiar type of impact that encourages supporters to perform extra than what is normally anticipated of them. The researchers believe that applying the theory to businesses, which are significant and vibrant settings with opposing goals and ambitions, is possible since transformational leadership puts a strong focus on human nature and difference. Transformational influences behaviors connected to the efficacy of leadership in bringing about change and successfully transforming organizations (Jordan et al., 2015).

In view of Northouse and Lee (2015), leaders who have the capacity to engage and persuade people can apply the transformational leadership theory to advance organizational objectives. He gives these leaders the trait of charisma, which he defines as the capacity to move others and defends as being essential for establishing dynamic relationships between leaders and followers. According to Northouse, transformational leadership is characterized by idealistic effect, stimulating inspiration, intelligent inspiration, and tailored thoughtfulness. Such variables need a particular set of conduct from leaders in a bid to formulate a common vision and accomplish business goals.

To successfully implement transformational leadership, corporate leaders must embrace specific traits and actions that promote teamwork among their subordinates. Putting one's own self-interest aside and realizing the need for change are the first steps in team building, according to Alsaeedi and Male (2013), who are wary about viewing personality as a requirement for transformational leadership. The characteristics necessary for transformative leadership, such as inspiration, motivation, and charisma, were examined by Sun and Leithwood (2012).

Before undergoing the change process, leaders should acknowledge the demand for backing and inspiration and develop a shared vision that encourages individual leaders and team members to be innovative. Global leadership involves training in solving problems and the production of novel know-how through human and social capital, much as transformational leadership requires these same skills. The development of new knowledge from many viewpoints and opinions is necessary since transformational leadership is all about change and innovative ideas. Therefore, it's essential to connect people's demands to the end goal (Ehsan, 2021).

Trait theory states that effective leaders have a set of qualities and attributes. Physical qualities, social characteristics, and task-related attributes that are innate and contribute to a leader's performance are the main characteristics of outstanding leaders. Certain qualities contribute to an organization's efficacy and success, according to empirical evidence confirming the validity of trait theory (Northouse, 2010).

It is taught to transformational leaders that when their activities are focused on the team as a whole, team performance improves. When leaders concentrate just on a few critical individuals, however, the unintended consequence may be a decrease in team potency and effectiveness. As a result,

team leaders can improve team performance by integrating the "parts" into the "whole" and engaging in team-oriented rather than individual-oriented behaviors (Burns, 2010).

Second, transformative leaders value education, empowerment, and collaboration above all else. The following are the characteristics of transformational leadership: the organization's goals should be expressed and epitomized in its cultural context; communication is paramount and must be undertaken out by leaders who are influential in permeating the vision across the company's different hierarchical levels (Grant, 2016).

Individualized leadership focuses on the needs of followers for growth and self-development, acting as a mentor and teacher through appreciation, respect, open communication, and complete support. By explaining the abilities, talents, and knowledge of a leader that contribute to strong strategy execution and hence to an organization's performance, this theory contributes to the fundamentals of effective strategic management practice.

2.2.3 Resource Based View Theory (RBV)

In 1991, Barney proposed the Resource Based View idea. This perspective on the business is designed to give the company a competitive edge over its rivals. Pfeffer, (2010) defines resource as inputs into the process of production that can be physical or immaterial in character. Physical resources are easy to track and assess, as well as easy to recognize. A company's financial statement includes and evaluates financial and physical assets like capital, plants, equipment, raw materials, and land. Quantifying, assessing, and transferring intangible resources is more challenging than quantifying, assessing, and transferring physical resources (Peteraf & Bergen, 2003).

The resources of an organization are the primary emphasis of a resource-based perspective approach. The significance of essential assets and competences that a firm control in generating

competitive edge and better it's achievement is explored in the RBV theory. Organizational efficiency and effectiveness are determined by their resources and capabilities. On the specifics, the measures of corporation's overall achievement are found. The extent to which they have gathered resources and skills Developing a long-term competitive edge (Koh et al., 2018).

The RBV is a valuable technique for explaining value generation in government firms. It gives an inner-out view on how to analyze and anticipate strategy creation in firms (Grant, 1996). Resource Based View has been utilized to comprehend value generation in public sector companies despite the fact that it has nothing to do with competition. It proposes that performance success comes from within, regardless of how it is measured (Matthews & Shulman, 2005). To summarize, valuable, rare, inimitable, and organizable resource mixtures give the firm with distinct and distinct traits that contribute to competitive edge and value generation. Strategic variables that focus on competing resource inputs, such as dynamic capacities and the organization's capability to suitable precious, scarce, and unique resources as a basis of an edge over rivals for the similar asset (Martin & Eisenhardt, 2004).

Assets, in view of resource-based theory, are inputs into an organization's producing activities and can be divided into physical, human, capital, and institutional resources. Physical, human, capital, and organizational resources are the four types of resources. When a set of resources has the ability to do a specific job or function on a regular basis, this is an example of capacity (Currie, 2009). Each firm is made up of a variety of resources and abilities that are vital to its development in order to attain a specified return. In the twenty-first century's competitive environment, an organization is made up of a variety of growing capabilities that are dynamically managed with the purpose of achieving above-average results. As a result, rather of being driven by the

architecture of industries, many organizations throughout history have been driven by diverse resources and abilities (Currie, 2009).

An organization's resources comprise physical, technical, commercial, financial, and product elements, as well as human resource components, when performing a certain duty. The key areas into which they are categorized are worker knowledge, experience and talents, employee reputation, and internal company processes.

Resources are critical to an institution's operation, and distributing these assets to a firm must be done with caution. Although distributing these assets can be challenging, businesses can get the assets they require by adopting a systematic approach. Organizational resources include things like technology, people, and money, to name a few. The availability of all organizational resources determines an institution's potential to succeed and expand. As per Wernerfelt, (2003), the Resource Based View examines an organization's internal capabilities while designing strategy in a bid to attain a long-term competitive edge in its sector.

When we think of an enterprise as an assortment of assets and competences that can be customized to give it a competitive edge, we perceive it from the inside out, rather than the other way around. To put it another way, its internal capabilities have an impact on the strategic decisions it makes while it competes in its external environment. A resource, according to this literature, is an asset that is semi-permanently attached to a corporation and includes both physical and intangible assets. The basic idea is that the way a firm's resources are divided has an impact on the strategy that is ultimately followed by the company. Knowing how plans are generated can be aided by understanding the resource allocation process. According to RBV, an enterprise's persistent competitive advantage is obtained by the exploitation of rare and valuable resources that are also inimitable, neither transferable or substitutable, and exclusive to the organization.

RBV has come under criticism for lacking managerial application (Priem & Butler, 2001). It purports to give managers instructions on how to create and acquire VRIN resources and set up a suitable structure, but it is mute on how to do so (Connor, 2002). Another complaint is that the Resource Based View exaggerates managers' ability to control resources or predict their future value, trivializing property-rights issues, and gives the "illusion of ultimate control" (McGuinness & Morgan, 2000).

Because any struggle or effort by any firm to enforce its strategy will involve assets, that can include both tangible resources such as finances and human resources as well as intangible resources such as buildings and other forms of infrastructure, as demonstrated in this study, RBV theory will be significant to this study. Intangible resources like talents, on the other hand, come in handy when it comes to putting plans into reality.

2.2.4 Social Learning Theory

More and more, the principle of social learning is cited as being essential to long-term management of assets and the inspiration of anticipated changing behavior (Muro & Jeffrey, 2008). This theory's underlying premise is that we learn things through social interactions with other individuals. Separately, individuals acquire comparable tendencies through emulating the actions of others. People often adopt and copy another person's conduct after witnessing it, particularly if the observed encounter is rewarding or includes benefits associated with the observed conduct. According to Bandura, imitation involves accurately replicating observed motor actions (Bandura 1977).

In 1977, Bandura developed the concept of Social Learning Theory for the first time. According to the Social Learning Theory, people learn norms of conduct vicariously (by watching others and

imitating their example), orally (by persuasion), and physically (through physical contact) (Bandura, 1977).

According to Bandura's theory, behaviors are impacted not only by internal causes, but also by external processes such as observational learning, vicarious learning, and reinforcement, as well as social contact. Indeed, he claims that humans can learn new behavioral models through direct experience or observation of others' actions, and that this can happen in a variety of ways (Mitchell & Palmer, 2015).

According to author Albert Bandura, a significant portion of moral motivation and control comes from personal morals self-regulatory devices, or procedures that comprise the stimulation and disconnection of self-reactions to moral challenges. The social cognitive theory's concept of moral agency depends on these self-regulatory mechanisms (Bandura, 1986). According to social cognition theory, moral behavior, personal traits including moral reasoning and emotional self-reactions, and environmental factors all serve as interacting variables that affect one another in a bidirectional way (Bandura, 1991). Through observation, one forms opinions about what is morally right or wrong, and these opinions support the growth of the self-control needed to form opinions and govern subsequent action.

A person who exhibits interpersonal behaviors is considered as caring, sensitive, and passionate about relationships, as well as accepting responsibility. An ethical role model, according to Kim and Yun, (2015), is someone who advocates for his or her employees and sees their relationship as crucial to their ethical role model. Ethical role models have high ethical standards of themselves because of their interpersonal traits. The ethical role model's actions and expectations in this scenario could be described as acting with honesty, trust, and integrity, among other qualities. These three features have been found as being explicit in ethical role models. An ethical role

model, often known as "fairness to others," is a person that handles other people with respect, listens to their perspectives, and inspires others to offer their own. To clarify ethical standards, a long-term stakeholder perspective is employed, which aids the ethical role model in adhering to a recognized ethical vision that is free of conflict and conveys a high level of ethics that extends well beyond personal and institutional desires (Lu & Lin, 2013).

According to the ethical leadership perspective, ethical leaders have an impact on their employees' self-efficacy because workers learn how to execute their jobs best by following their supervisors. Ethical managers are also attractive and respected role models for their workforce. Ethical leaders have a significant impact, in part through mirroring, which is seen as a teaching tool, since they genuinely care about their staff' well-being and want to see them succeed and realize their full potential. Employees' self-confidence is boosted by ethical leaders, who also assist them maintain their motivational and behavioral patterns and make it clear how their tasks and efforts will help the county carry out its strategic goals.

2.3 Empirical Review

The section analyses the previous researches based on the objectives guiding this investigation.

2.3.1 Influence of strategic thinking on strategy implementation

In the context of the strategic management process, Asobee (2021) examined how crucial strategic thinking is to strategic planning. Significant studies demonstrated the significance of strategic thinking at three distinct levels of strategic planning: Prioritizes carefully, makes reasonable trade-offs, and intelligently distributes scarce resources during the course of the project. After the project is complete, selects significant milestones to gauge success. To profit from the unique contributions of each of them in the pursuit of individual or organizational goals, it is crucial for both individuals and corporations to employ strategic planning and thinking as two separate but complementary ideas.

In 2020, Al Zu'bi looked on how Strategic Thinking Affected Al Manaseer Group Entrepreneurship Success. A questionnaire with 26 items was created for research purposes. To find and remove pointless variables, reliability analysis was first used. Additionally, the researcher performed the Kolmogorov-Esmirnov test to look at the normality of the distribution of the variables. Finally, simple and multiple linear regressions were carried out to examine the influence of Strategic Thinking and its dimension on the success of entrepreneurship. In view of the findings, Strategic thinking and its elements significantly improve entrepreneurship success.

At the Kenya Revenue Authority in the southern region of the country, Nyong'a and Maina (2019) conducted research to investigate how strategic leadership influences the implementation of a strategy. The descriptive research design was adopted for this particular investigation. The total of 245 personnel in the Southern Region of the Kenya Revenue Authority, ranging in rank from supervisor to deputy commissioner, comprised the study's target population. The sample size for

the study was 49 participants because only 20% of the total responders were included in the sample. To gather primary data, the researcher employed an open-ended, structured questionnaire. The drop and pick approach was employed by the researcher to collect data, and regression analysis was utilized to assess the association among the variables. The results showed that strategic leadership and strategy execution have a favorable and significant association. The study came to the conclusion that strategic leadership approaches such as management pledge, democratic leadership, employee motivator systems, and delegation had a good and significant impact on the KRA, Southern Region's ability to implement strategy. The investigation came to the conclusion that the KRA's staff motivating programs fall short and impede effective plan implementation. According to the study, the Kenya Revenue Authority should increase personnel capability and desire to boost performance, which will lead to better strategy execution.

Salih and Alnaji (2014) looked at the impact of strategic thinking and strategic agility on strategic performance using a case study of companies in the Jordanian insurance sector. There were 182 people in the sample who worked for the 25 insurance companies. Those in management roles were polled. Questionnaires were utilized to obtain information. Results show that research assumptions are valid and that independent variables such as strategic agility and strategic thinking have an effect on strategic performance, which is a measurable criterion. By combining intellectual and application methodologies, we were able to find the weakest link between the two independent variables and their impact on strategic performance. The strongest association was found in the sequential relationship. Enterprises must first take advantage of a systematic advantage in looking forward and comprehending staff roles, as well as build logical procedural processes that can be followed in practice, in order to fully profit from strategic performance and intellectual approach (strategic thinking). This process will produce strategic outcomes.

Juma and Minja (2016) conducted a case study of Uchumi Supermarket Limited to examine the impact of strategic thinking on company performance. All 1,073 employees of Uchumi Supermarket Kenya Limited were surveyed in this study. Management staff from 116 companies were the focus of the study. Participation in the study was sought from 64 managers in Nairobi County. Surveys and a one-on-one interview with a senior management were used to acquire primary data. Data from the Statistical Package for the Social Sciences (SPSS) were examined in an Excel spreadsheet. Senior executives should make sure that all stakeholders, including employees, are involved in the planning process, according to the study, since this greatly enhances psychological connection, strategic thinking, and job satisfaction.

Rahnama and Rahpeyma (2015) conducted research to discover the characteristics that influence organizational strategic thinking. It was determined that 150 out of 270 top and mid-level managers in Shiraz were selected to complete a survey. To ensure the validity of the questionnaire, we used factor analysis and the expert opinion of a professor. The questionnaire's alpha cronbach reliability score came out to be 0.71. empirical analysis shows how risk-taking attitudes in management, CEO focus on strategic thinking, inter-departmental teams in the company structure, incentive schemes and marketing/technological competencies help to promote strategic thinking, while formalization and centralized control in the company structure hinder it. According to the findings, market and technological uncertainty might promote company strategic thinking.

An analysis of Moghadam et al.'s (2018) research on the effect of strategic thinking on innovation performance (Case Study: Sistan and Baluchestan Customs Administration) reveals the following. 90 percent of the study's statistical population consisted of the 70 office administrators from the customs administrations of Sistan and Baluchestan province. Using a strategic thinking framework established by the researcher and an innovation performance scale, the data was collected. The

study's objectives and results were validated using descriptive and inferential statistics in SPSS. Research shows that all strategic thinking components have a significant impact on innovation success, according to the findings

Using a new model of strategic thinking, Nuntamanop et al., (2013) examined the ability to think strategically. To gather data, the researchers used a range of approaches including in-depth interviews, observations, a literature review and associated public documents under the Straussian grounded theory research approach. Executives of well-known, high-growth organizations from eleven distinct Thai industries were used as case studies for the study. Conceptual, visionary, analytical and synthesizing abilities are just a few examples of the seven strategic thinking attributes that have been found to influence strategy development and firm performance. There are a number of skills and abilities that fall under the umbrella of strategic thinking.

It was the aim of Mohammad, (2022) to investigate the link between strategic thinking, tactical adaptability, and optimal performance. Jordanian insurance companies played a role in the research. Strategic thinking and adaptability were found to have an impact on the performance of Jordanian insurance companies. Using the Pearson moment correlation coefficient, Olaniyi and Lucas (2016) also discovered a link between strategic thinking and company performance. Strategic agility was determined to be the most important mediator in the link between strategic thinking and strategic performance.

Yousefi and Mousavi (2018) looked into how strategic thinking affected the effectiveness of Mashhad municipal managers. Descriptive statistics were used to evaluate the data, while correlation analysis was used for inferential analysis. The 90 highest-ranking employees of Mashhad Municipality make up the study's statistical population. The study discovered that Mashhad City municipal managers' performance was improved by strategic thinking, as

demonstrated by conceptual thinking, systematic approach, foresight, opportunism, cognition, and transformational leadership.

Partidário, (2021) looked into the importance of sustainability in strategic planning. The research was conducted in the shipbuilding sector in Norway. The goal of the study was to bridge the gap between strategic thinking and long-term sustainability. The data was collected using an interviewing method, and a case study approach was applied. The findings revealed the need for innovation in manufacturing procedures in order to improve financial and environmental performance. The focus of the research was on creative production concepts that may be used in the sector. Nevertheless, the methodological dimension of the study differs in that a case study was adopted.

Fereidooni, (2019) used a case study of Boogaart Betonpompen in Holland to explore strategic thinking and strategic management practices. An interview guide was used to acquire the CEO's data. It was found that strategic thinking has an impact on the company's strategic management practices and that employees play a significant role in the strategy method. Adaptability to changing environmental conditions was shown to be critical in the study's findings. Good decision-making relied heavily on the use of newly developed techniques. Results showed the importance of constantly scanning the surroundings and taking action based on real-time information. As discussed, it was revealed that strategic thinking and strategic management practices were linked... Most senior executives agree that strategic thinking is the most important leadership talent, according to a 2013 study by Wolters and colleagues that was published in the Harvard Business Review. Another study discovered that a strategic leadership approach was superior to other qualities like innovation, persuasion, communication, and results oriented. Every company understands the value of strategic thinking.

In the strategic management process, strategic thinking is critical at three stages, according to a study by Asobee (2021), who looked at the role it plays in the process of strategic planning. As a precursor to strategic planning, it provides the necessary context; during the process, it sets priorities, weighs trade-offs in order to allocate precious resources; and at the end of the process, it sets key metrics to measure progress. In order to benefit from the unique contributions of each, strategic thinking and strategic planning must be seen as two separate but complimentary ideas.

According to studies on the effects of strategic management and strategic thinking methods on the effectiveness of the retail industry's business operations, senior management in retail organizations can make a significant contribution by integrating the institution's business strategy with its strategic thinking to create a path to success with the efficient use of its financial resources. (Lonar, (2017)). It is more likely to be successful to create goals, distribute resources, organize, and coordinate business activities using strategic management and thinking.

Al-Hawary and Hadad (2016) looked at the effect of strategic thinking philosophies on the growth of the competitive skills of commercial banks in Jordan and discovered that the realistic thinking and synthetic thinking dimensions of strategic thinking had a statistically significant impact. There is no statistically significant relationship between the strategic thinking elements of ideal and practical thinking. As a result of their positive effects on boosting competition in these banks, the researcher suggests that synthetic thinking and realistic thinking be adopted. Giving sections that examine the strategic thinking styles of recent graduates, people with advanced degrees, and the experienced is another way to keep these sections actively contributing to the success of the company.

Lowder, (2009) conducted research on strategic thinking and strategic planning, which he described as "two pieces of the same puzzle." First, the strategist must recognize that strategy is a

"wide based formula" that covers several multi-faceted factors, according to the study. Second, the strategist must be well-versed in both strategic planning and strategic thinking, which are two distinct aspects of strategic management. Thirdly, the strategist must understand that although these two facets of strategic management are separate, they are yet interrelated. The understanding of the strategist of the broad-based character of strategy and the numerous actions contained in strategic management is crucial for organizational sustainability, both from a strategic thinking and planning perspective.

Mryan (2012) investigated the connection between the competitiveness of Jordanian banking companies and strategic planning based on strategic management and strategic thinking. Using strategic planning as an example, the researcher discusses how an organization can establish an effective business strategy that is more flexible than its rivals'. To ensure that Jordanian financial and banking operations expand steadily and sustainably, the committee also discussed steps to reinforce and improve the systems employed by those institutions 138 firms and a few of Jordanian banks listed on the Amman Stock Exchange were surveyed on strategic management and strategic planning as they relate to corporate performance and competitiveness in Jordan. A questionnaire with 48 items was used to acquire this information. Strategic planning (also known as strategic management or strategic thinking) and Jordanian banks' competitiveness were found to be highly correlated.

Ismail et al., (2012) investigated the interaction between an organization's competencies, resources, and systems, as well as strategic management thinking, in a bid to gain a competitive advantage over others. achieving a competitive advantage over competitors has become a major goal for any organization. The use of resources wisely, an increase in staff competency, and the implementation of technologically sophisticated systems like an information system, a successful

networking system, and an employee management system are all requirements for succeeding businesses to rise to the top of other institutions. It is only achievable if the management of firms uses strategic thinking to govern their company operations. According to the research's general conclusions, organizations' strategic management and thought processes must be closely linked to their resources, systems, and competencies in order to improve their competitiveness against other market participants. According to the study, strategic management and thinking interact with organizational resources, capabilities, and systems to provide crucial business information to both practitioners and policymakers (Ismail et al., 2012).

According to Omotayo (2015), knowledge management is regarded as being extremely important for firms in creating effective business strategies in order to enhance their performance across a range of industries. Both the strategic management and strategic thinking domains support this. Omotayo (2015) claims that as business competition has increased, businesses must now plan strategically in order to remain competitive with other market players.

For strategically minded firms to build a long-lasting competitive advantage within a particular industry, knowledge sharing across their internal culture is essential. According to Omotayo (2015), strategic managers and thinkers in various businesses were in charge of effectively managing and disseminating information because it was a crucial tool for the survival, competitiveness, and profitability of the organization. To fully benefit from informed and technically qualified personnel working for better performance and competitiveness of the organizations, businesses must effectively develop, manage, share, and utilise knowledge throughout the internal culture of the organization. Strategic management approaches that are creative and innovative are used to generate successful corporate strategies.

The importance of strategic planning and its connection to greater corporate success in highly competitive and changing contexts were examined by Munene and Nyaga in 2021. The author examined how strategic planning has evolved into a crucial component of critical business activities in order for firms to achieve their desired goals. This is done within the context of strategic management and thinking. The author, Julian, emphasizes the significance of strategic planning for businesses in four key areas: environmental scanning, business strategy formulation, connecting corporate goals to strategic planning, and budgeting for institutions. These areas are essential for the effective operation and expansion of enterprises. Finding out whether strategic planning and thinking may improve the success of the company's numerous activities and enterprises was the study's main goal.

Dionisio's (2017) study, *Strategic Thinking: The Role in Successful Management*. According to the study, strategic thinking is a more original, imaginative, and introspective approach that enables a deeper understanding of the company and its operations as well as an overall enhancement in management, especially over time. The study found that when these many strategic concepts were properly aligned with an emphasis on the growth of strategic thinking, it led to better decisions and better outcomes, especially when it was implemented at all levels of the enterprise, both collectively and individually.

2.3.2 Influence of creation of action plans on strategy implementation

Strategic planning is organized by the department of planning and environment, which is led by the General Manager, according to a study by Wanjira and Ngari, (2018) on the impact of strategy execution on performance at Kenya urban roads authority. To inform its strategic planning process, the Kenya Urban Roads Authority conducts environmental scanning using SWOT and PESTEL analysis. In strategic planning, stakeholders are also consulted. The chosen strategies are put into

action by breaking them down into more specific implementation matrixes and work plans, which include periodic targets and budgeted resources. Individual targets are selected from the primary implementation matrix and sent to all members of the team for implementation. According to the report, plans should be evaluated on a regular basis to ensure that aims stay feasible throughout the fiscal year. The study also suggests that lower-level employees be included in strategy design to ensure that all employees own the tactics chosen, which would ensure effective implementation and improved performance.

In their investigation of the connection between organizational planning and strategic planning in Kenyan non-governmental organizations, Oracha et al. (2021) found that strategic planning had a critical role in enhancing performance at Action Aid Kenya. According to Aziz (2019), strategic planning fosters effectiveness, creates powerful teams, and results in a good fit amid a firm's outer environment and inner abilities, which improves its achievement.

Researchers in Kenya's newly established public institutions, led by Joram (2018), looked into the roadblocks to strategic planning execution. The results of the study showed a significant relationship between organizational culture and leadership, organizational structure and administrative systems, as well as effective communication and consensus building, and the effective execution of strategic plans at Kenya's newly established public universities.

Uster et al (2018) studied the key institutional factors that influenced the previous Kenyan local governments' total effort toward their strategic goals. In this study, we looked at the company's culture, organizational structure, and leadership. The effectiveness of Kenya's prior local governments' strategic plans was influenced by four factors. To make matters worse, cultural factors such as inadequate internationalization of the company's mission and strategy content and a lack of operational manuals inhibited the capacity of the company's personnel to put its strategic

objectives into action. The efficiency with which strategic plans were carried out was affected by the division of responsibilities, delegation of authority, scope of control, hierarchical depth, coordination and integration of staff, and the structural flexibility of local government institutional structures.

Kenya's independent election and boundary commission (Sesa) conducted a study in 2017 on the elements that influence their strategic plans' implementation. The study concludes that the adoption of information technology, stakeholder engagement, internal resources like policies and processes for efficient and effective enterprise operations and commission independence, performance contracting policy, and medium-term spending framework policies all have a weighty effect on the actualization of strategic plans. According to the survey, the commission must follow timelines and make sure that deadlines are fulfilled; if they are not, strict action should be taken against the person in charge, in order to strengthen strategic planning and execution to better serve the IEBC. To achieve complete implementation, all relevant conditions must be met. The study also suggests that the IEBC show all stakeholders that it is an autonomous body and that the government accept it as such.

Ogaja and Kimiti, (2016) looked into the effects of control, communication, and leadership on the execution of a strategic plan at Caritas in the Nyeri Archdiocese. According to the research, the approach was largely successfully implemented. Leaders from the Caritas Nyeri Archdiocese were excited about the project and had the necessary skills and knowledge. Despite the fact that most workers were aware of the strategic plan's existence, few were aware of its contents as a result of the occasional or nonexistent sessions for staff involvement in the plan's execution and content transmission. On the other hand, no suggestions were made for carrying out the strategy. The implementation of the strategic plan is governed by policies and performance goals. While many

employees were ignorant of whether or not plan adjustments had been made in regard to input, performance was not measured against targets.

Thomas, (2020) explored the influence of leadership approaches on strategic plan implementation in Nairobi's Small and Medium Enterprises. According to their findings, firms should employ all three leadership types; autocratic, democratic, and laissez-faire to enhance strategic plan implementation. Their research discovered that the fate of SMEs was intimately linked to the manager's leadership style and the strategies they decided to implement.

Jung, (2021) investigated the implementation of strategic plans and delivery of service at the National Hospital Insurance Fund. The survey used a case study approach, with data obtained via formal interviews. Content analysis was used to assess the data, which was then presented in prose format. According to the findings, leadership played a key effect in the organization's service delivery. It also came to the conclusion that resource allocation influenced the ability and speed with which strategic plans were implemented.

Kim and Thapa (2018) looked into the elements that affect how Ontario, Canada's park and recreation strategy plans are carried out. The study identified both the obstacles and factors that are necessary for successful implementation. Staff dedication to the plan, knowledge of the program's justification, and involvement of the public and general interest organizations were all crucial elements of the planning process and human execution factors that contributed to the strategy's success. Key policy leaders working on the plan's favor, as well as staff agreement on recommendations, were also cited as important factors in its effective execution. According to the study, a lack of resources and employee opposition to the approach are the main obstacles to execution. Absence of employee engagement and a high employee attrition rate were other problems brought up.

In Kenya's Homabay County, Mulandi (2021) looked into the factors that affect how strategic plans are implemented in public secondary schools. The execution of strategic plans in secondary schools was influenced by communication, allocation of resources, and corporate structure. The results show that secondary school strategic plan implementation is influenced by school leadership.

Messah and Mucai (2011) looked into the variables that affect how well government tertiary institutions execute strategic plans. The research focused on top management, distribution of resource, and corporate policies. The investigation came to the conclusion that managerial behavior only had a small amount of strategic influence. However, because institutional leadership decisions were primarily motivated by a desire to appear helpful, the implementation of the strategic plan was significantly impacted by the limited influence of managerial actions on resource allocation. Since the teacher's professional ethics supplied more intrinsic motivation than extrinsic incentive in the form of physical rewards from management, the influence of reward management was shown to be quite small. Due to a lack of knowledge and infrequent implementation of the service charter, a fundamental "barometer" of strategy execution efficacy and efficiency, institutional rules have demonstrated to be only marginally effective at influencing strategy execution.

According to Hitt et al., (2014), adopting a strategy without the resources of the organization is impossible. The researcher added that organizations have access to at least four different types of resources, including financial, physical, human, and technical ones, all of which can be used to further their stated goals. Strategic strategies must take into account human resources when developing and implementing them. To determine whether a company's assets strengths match the resource requirements of its current needs, a resource fit test should be conducted. It is crucial to

specify each form of resource required as well as the numerous activities required to carry out any significant plan. The resources required to carry out each level's mission must be provided for each level in charge of a strategic plan component.

2.3.3 Influence of resource optimization on strategy implementation

Muthiora and Moronge (2018) examined how corporate resources affected the way Kenyan government firms implemented their strategies. The examination was done using a descriptive research design. The census was utilized to conduct the study. It's crucial to remember that the dependent variable and the independent variables have a significant positive association. The dependent variable plus the four other factors under investigation accounted for 62.20 percent of state enterprise strategy adoption. This implies that additional variables not considered in this study are responsible for 378.0% of the strategy adoption in state-owned firms. These factors are so crucial and must be taken into account in any endeavor to enhance strategy implementation in state firms. The outcomes of this survey provide a beneficial guide for Kenyan state businesses looking to improve their human resources because doing so would help them implement their strategies. It was recommended that businesses concentrate on making an effort to invest and allocate more money in order to enhance plan execution. According to the report, businesses should invest in modern, effective, and efficient production facilities and procedures if they want to increase plan implementation. They should also be placed strategically to make them more approachable to clients and business associates.

The effect of allocation of resources on strategy execution in Nairobi County's police force in Kenya was examined by Lemarleni et al. in 2017. A descriptive research design was used to carry out the investigation. A group of 56 police officers working in Nairobi County's thirteen police divisions and forty-three police stations, with the ranks of OCPDs and OCSs, were the subject of

the study. Using a stratified sampling technique, 49 Nairobi police officers with the ranks of OCPDS and OCS were selected as a sample for the study. Primary data were gathered through a questionnaire. To determine reliability, the test-retest method was utilized. For the pilot study, ten respondents were chosen at random from Nairobi County headquarters. The dependability of data was calculated using Cronbach's alpha formula. A coefficient of 0.8 or above was considered acceptable. The study employed descriptive statistics, including frequency distribution tables and percentages. Inferential statistics were also used to measure the quantitative variables in the study. Models for multiple regression analysis were utilized. The results show that there is a significant and advantageous relationship between the predictor and dependent variables. Organizational culture and strategy execution had the best and most beneficial correlations, with financial resources and strategy execution coming in second. There were also significant and favorable links between people and technological resources. Despite this, the study demonstrates that organizational culture in the Kenyan police force has no appreciable moderating impact on the impact of allocation of resources on plan execution.

Gitau et al. (2020) looked into how corporate allocation of resource and communication of strategy affected the performance of corporate of a few supermarkets in Nairobi County. The study concentrated on 27 supermarkets in Nairobi County, as well as their management teams, which included managers of operations and human resources. Two respondents from each supermarket made up the 54 total target respondents. The study used a census, thus all 54 respondents were taken into account. As a result, the study's unit consisted of the 27 stores in Nairobi County, and its accessible population was made up of operations and human resource managers. For the study, structured questionnaires were employed to collect data. The gathered data were described in terms of patterns using the mean, standard deviation, frequencies, and percentages. Regression analysis

was used to determine the relationship between plan execution and the performance of the chosen supermarkets in Nairobi County. The results were presented via presentations, tables, figures, and charts. The results showed that strategy monitoring and control, communication of strategy, corporate allocation of resource, and support from top management had the biggest effects on corporate performance. The research discovered that putting a strategy into action has a positive and significant influence on organizational performance. The research recommends that Nairobi County's supermarket management ensure that strategy controls aim to maximize the performance of their stores while strategy execution actions aim to help stores squander as little of their available resources as feasible.

Corporate assets and strategy execution in non-profit corporations were the focus of Ngui and Maina, (2019). Kenya Medical Research Institute was the case study. KEMRI Kilifi 60 management workers made up the population. Because there was a tiny population, censuses were used. To gather primary data, self-administered semi-structured surveys were used. Using the Statistical Package for the Social Sciences, descriptive statistics, including graphs, diagrams, charts, frequencies, and percentages, as well as the standard deviation, were used to analyze the data. The key findings of the study were that the KWTRP Plan was strongly and significantly influenced by human resources, financial resources, and technical capabilities. Staff are significant assets, according to the study, because they contribute to an organization's production on a continual basis; the proper distribution of financial resources allows management to develop more productive and efficient work teams. Correct financial resource distribution typically helps administrators to precisely assess their plans and estimate resourced performance in real-time, as well as technical competence to rationalize activities both internally and externally. The financial resources are divided in the appropriate manner. It was recommended that in order to gather

response from bottom management, an organization should combine integrated and bottom-up human resource development and engage employees in designing strategies in order to dramatically boost their commitment to the strategy's execution.

Katana et al., (2016) studied the effect of company assets on strategy execution in Kenyan shipping firms. A cross-sectional research approach was used in the study. As of 2015, the target population of the research comprised of the 38 shipping businesses in Kenya. The workers in charge of strategic management matters at Kenyan shipping enterprises served as the study's unit. Purposive sampling was used in the study, as well as primary data collected using structured questionnaires. The CEO, COO, CFO, CIO, and business development officer were among the respondents, who were chosen for their level of participation in strategy implementation. As a result, the target audience consisted of 190 officials from Kenyan shipping businesses. The Statistical Package for Social Sciences was used to analyze the data, which included both descriptive and inferential statistics. The findings of the regression revealed that organizational resources and culture were statistically weighty in describing strategy implementation in Kenyan shipping enterprises. Based on the findings, it is feasible to conclude that Kenyan shipping businesses are not making full use of the resources at their disposal in order to carry out their goals. According to the results, shipping institutions must back all applicable strategy implementation interventions inside their organizations, and managers should make effective use of any mixture of existing assets to implement strategies.

Lemarleni et al., (2017) carried a research on the elements that affect the execution of strategic plans in Kenya's insurance sector. 51 insurance companies that operate in Kenya were the study's target population. According to the investigation, resource strength significantly affects how well Kenyan insurance firms implement their strategic plans. Topister and Wambua (2020) evaluated

the effects of resource allocation on strategy execution at the Kenya Police Service in Nairobi County. A descriptive research design was used to carry out the investigation. The fifty-six police officers who worked in Nairobi County's thirteen police divisions and forty-three police stations and held the positions of Officer Commanding Police Division (OCPD) and Officer Commanding Police Station (OCS) were the subject of the study. Correlation and regression analysis were used to examine the data. Human resources had high and positive associations with strategy implementation, as well as a favorable and significant effect on strategy implementation, according to the data.

A research on the difficulties in strategic plan execution at Action Aid Kenya was conducted by Abdikarim and Waithaka (2018). The study found that a lack of resources can make it challenging to carry out strategic goals. They must be used as "strategic weapons" to gain a competitive advantage, and adequate funding must be set aside to ensure their use. Action Aid had a big plan, but it couldn't execute it since there weren't enough resources. The assessment found that there were insufficient resources to completely implement the strategic plan.

Konak and Güner, (2016) investigated the influence of human capital development on company performance: According to evidence from developmental economics, the organization must allocate available resources for their most productive duties, as well as coordinate and integrate the activities of participating personnel and functions, in order for the plan to be completely executed. In order to increase an employee's level of knowledge, skills, abilities, values, and social assets, these resources can include procedures like training, education, and other professional initiatives. In turn, this will increase the employee's satisfaction and performance, which will ultimately improve the performance of the company. According to the study, allocating financial resources is a critical management task that facilitates the execution of strategy and has a positive

and significant impact on the strategic plan execution in county governments in Western Kenya. The results suggest that available resources be used to speed up service delivery, that specialists be hired, and that resource sharing be encouraged to maximize the use of domestically available resources.

Owako and Nyangara (2021) carried out a study on the implications of resource allocation method on the performance of Kenyan water service boards. According to the findings of the study, the strain to deliver water to Kenya's fast rising population has forced water service boards to devise clear policies to adhere to these demands. The incorporation of strategic planning, which has a clear resource allocation plan to boost institution performance, has been motivated by this. The results show that the performance of water services boards was influenced by strategic career progression, strategic financial resources, strategic infrastructure advancement, and strategic technological deployment.

The study recommend that the water services board ensure that the necessary resources are available and that they are properly allocated for the desired outcome and at the appropriate time. The management of the water services board should enforce strict accountability standards on its workers, ensuring that all decisions regarding resource allocation are carefully reviewed and that all allotments are monitored. The report recommends that the administration of the water service board adopt a policy of providing its staff members with chances for leadership development. The study also suggests that the water services board of directors show a commitment to empowering firm employees and developing people to fill future vacancies.

Funds are assigned through various layers of national and local government establishments on their way to facilities, according to Bryson and Bromiley's study from 1993. As a result, they advised that entities guarantee financial accountability by using monitoring, auditing, and

accounting mechanisms that are set forth by the nation's legal and institutional framework to make sure that funds are used for their stated intention.

Kithinji et al., (2017) conducted research on the effect of human resources on the execution of strategic change management strategies. The study discovered that organizations have been through a number of strategic changes, the most significant of which is the deployment of information communication technology, which has improved information sharing among its stakeholders. Knowledge is a critical strategic resource that does not depreciate and can create increasing returns, according to the study. The studies also found that opposition to change, insufficient resources, and a lack of adequate personnel were all obstacles to strategy execution. Organizations were found to have implemented performance contracting, a service charter, and an International Standard Organization to help them improve their service delivery. It was also discovered that the organizations place a high importance on employee training aimed at increasing their skills and expertise. According to the report, the organizations should continue to teach and develop its staff in order to help them cope with environmental changes and lessen change resistance. The report also suggests that the university commit more resources to guarantee that enough facilities and funding are available to carry out the specified strategy.

Muthee and Genga, (2019) conducted research at Kenya Commercial Bank in Kenya on the perceived association between human resource and development practices and strategic change implementation. Employees viewed human resource and development as critical to their performance, according to the study's findings. The training taught bank staff how to work in groups, how to process their work accurately, and how to think about quality. The programs have also informed them about what is expected of them in their various departments, which has not

only helped to eliminate job disparities, but has also helped to limit risks and maintain team harmony and consistency.

Thus according to Feldberg (2014), financial and human resources are the most important resources. Financial resources affect human resource allocation and facilitate strategy change. Managers must be assigned depending on their qualifications and the needs of the companies. Grünig and Kühn, (2015) categorized the resources as financial, physical, human, organizational, and technology capabilities in their analysis. They also discovered that the function of strategic planning in determining corporate performance is impacted by the resources and capabilities of the organization, and that greater organizational performance and company survival are largely dependent on the organization's resources.

According to a study by Ismail et al., (2012), there should be a link between an organization's strategy and its resources since implementation funding and management are critical to strategy implementation success. Because of their important skills and knowledge, human resources are one of an organization's most valuable resources. The word human resource means that a worker is a part of the firm's stock that may be enhanced and used to accomplish successful strategic change management. Managers strive to capture and maximize the competences and capabilities of their staff.

According to Okumus, (2003), while allocating resources for strategy implementation, the procedures for obtaining and assigning financial resources for the new strategy, as well as the time span in which the plan must be finished, are the most important factors to consider. He goes on to say that there should be a procedure in place to ensure that all necessary resources, such as time and money, are in place and operating, and that a lack of cash is a big contributor to plan implementation failure.

2.3.4 Influence of embracing technology on strategy implementation

At the Nairobi County Government in Kenya, Mugoi, (2015) investigated the impact of technology on strategy implementation. To ensure extensive investigation in answering the research questions, the study used a case study using the Nairobi County Government as the unit of analysis. IT authorities, middle-level supervisors, and other staff were among the responses. Primary data was gathered by conducting one-on-one interviews with respondents using an interview guide. Reports, library resources, journals, the internet, and feedback were used to gather secondary data. At the Nairobi County Government in Kenya, content analysis was utilized to examine the respondents' perspectives on the impact of technology on plan execution. The survey's findings indicate that respondents supported incorporating technology into the process of putting plans into action. This revealed that IT was widely utilized in the method's execution, assessment, and control.

The study found that in order to have individuals with comparable skills and expertise, the company needed well-structured and organized procedures. Roles and responsibilities could be defined with the help of this. The results showed that the organization developed strategies that were suitable for its objectives. The results showed that there were communication issues affecting the plan's implementation, which required resolving through a clear organizational structure. The study found that improving competitiveness in the strategy execution and management process required technology and strategy alignment. According to the study, management can gain more support for technical methods of implementing strategies by giving their staff clear and stated career paths. The company should also give room for development to preserve unity of effort in favor of strategy delivery.

Davoudi et al. (2017) looked into how technology uptake and utilization affects innovation in knowledge-intensive corporations. Respondents filled out 320 questionnaires for the study, but

only 280 were usable surveys. LISREL software's Structural Equation Modeling (SEM) methodology was used to conduct the study. There is a direct correlation between increased business productivity and increased innovation, as found in the research. Additionally, business innovation has a substantial impact on the company's performance.

Researchers from Kenya's Kakamega County studied the impact of a communication channel for strategy implementation on water service provision (2020). The study employed a mixed-methods technique. 176 employees of the Kakamega County Urban Water and Sanitation Company took part in this study, which was carried out in Kakamega County, Kenya. Stratified sampling was employed in the study, with each group of employees being sampled separately. The Krecjic and Morgan equations were used to sample each group. 130 participants were included in the trial. Most of the information was gathered through a semi-structured survey. It was chosen to use both inferential and descriptive statistics to analyze the data. Correlation, simple linear regression, and multiple linear regression were all employed in the analysis. Providing water services was shown to be unaffected significantly in Kakamega County, Kenya, regardless of communication medium.

On the impact of information technology on strategy implementation in Saudi Arabian public sector firms, Al-Harhi and Saudagar (2019) performed research. An emphasis on strategy execution and the use of information technology may both be found in this study's findings. Customers' needs, workforce capabilities, technological advancements, internal creativity or innovation, and organizational resilience were the five most essential elements. There will be five key factors in ten years: customer needs and wishes, technology improvements, worker skills, internal creativity or innovativeness, and a shared sense of commitment.

The IT driver will play an increasingly important role in the implementation of business goals as technology develops. Information technology is a catalyst for Saudi public sector organizations to raise plan implementation effectiveness, which would lead to improved overall performance in the public sector.

Thika manufacturing small and medium firms were studied by Kihara et al., (2016), who found that technology is critical to the implementation of strategy and the performance of these businesses. According to the findings of the study, there is a strong positive and substantial relationship between SME manufacturing firms' performance and their attention to technological requirements during the strategy execution phase. Results revealed that technology is a critical dynamic capacity that all manufacturing enterprises must have in order to achieve exceptional performance and a substantial competitive edge over their competitors. As a result of this research, the fourth most important driver influencing performance in Kenya's manufacturing SME's is technology. According to the results, manufacturing companies that want to improve their performance and stay ahead of the competition should always strive to strike a fair balance between strategy execution and the technological necessities required to anchor that strategy.

Mwangi and Kihara (2021) performed a survey on the influence of technology on strategy execution at the Nairobi County Government. The survey's findings indicate that respondents supported incorporating technology into the process of putting plans into action. This revealed that IT was widely utilized in the method's execution, assessment, and control. The study found that in order to have individuals with comparable skills and expertise, the company needed well-structured and organized procedures. Roles and responsibilities could be defined with the help of this. The results showed that the organization developed strategies that were suitable for its objectives. Findings indicated that a clearly defined organizational structure was necessary to solve

communication issues that were inhibiting plan execution. The study found that improving competitiveness in the strategy execution and management process required technology and strategy alignment. According to the study, management may gain more support for technical methods of implementing strategies if they provide their employees with clear and articulated career paths. The organization should also leave room for enhancement to sustain unity of effort in aid of strategy execution.

George, (2020) investigates the elements that influence the implementation of key public-sector strategies. The study looked at staff training, information and communication technologies, leadership commitment, and company cultural values. The institution should develop a practical change management strategy, claims the paper, to make it simpler to carry out strategic plans. Personnel must be well-prepared through consistent sharing of information to prevent plan misconceptions. Teams of employees ought to be given a chance to voice their concerns and should also be provided a brief explanation of how the suggested change will affect them.

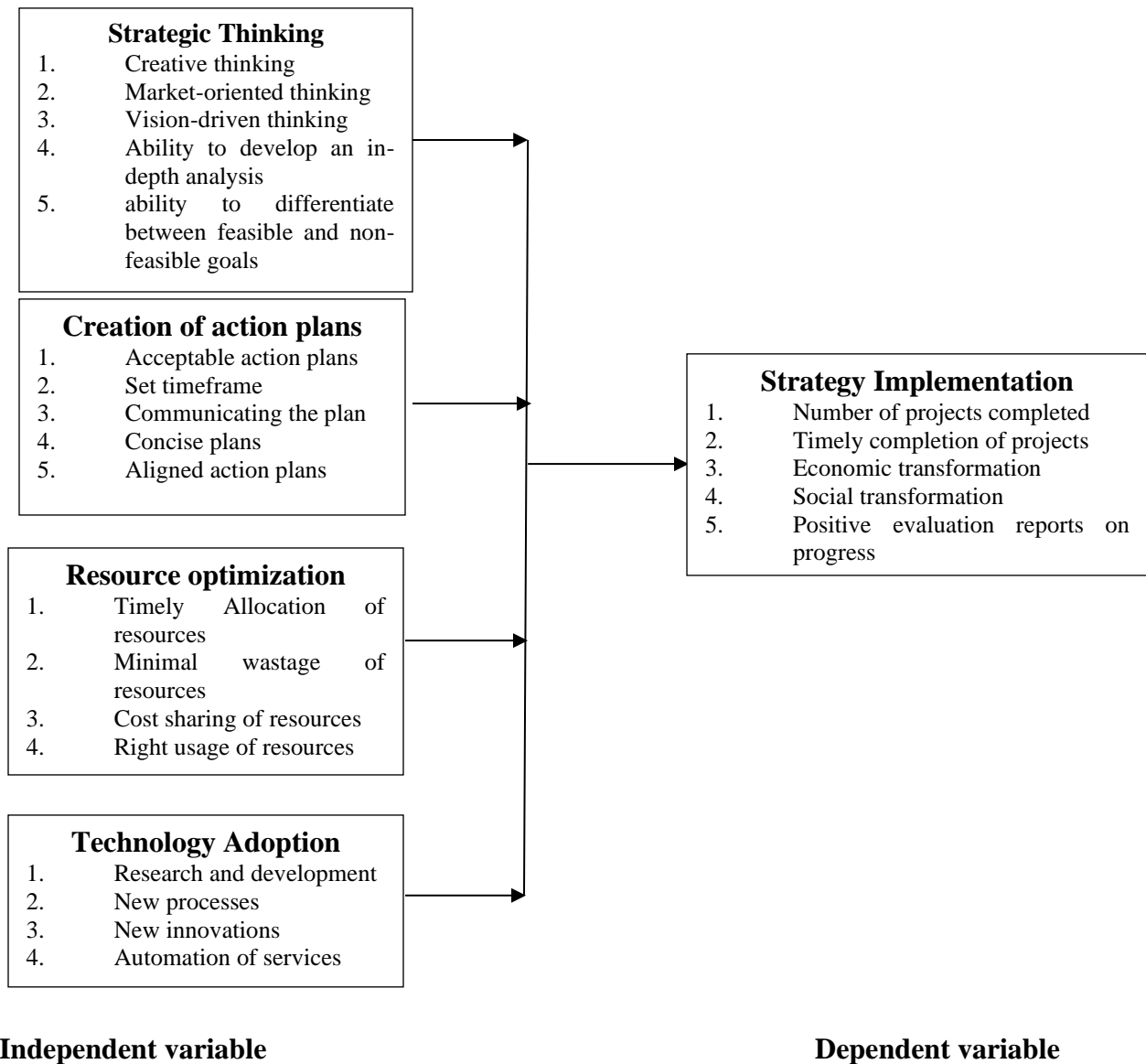
At the Nairobi County Government in Kenya, Timbomei and Bett, (2019) evaluated the impact of technology on plan execution. The findings demonstrate that technology and plan execution have a significant, favorable link. This demonstrated how extensively IT was used in the execution, evaluation, and control of the technique. The study found that in order to have individuals with comparable skills and expertise, the company needed well-structured and organized procedures. Roles and responsibilities could be defined with the help of this. Findings indicated that a clearly defined organizational structure was necessary to solve communication issues that were inhibiting plan execution. The study found that improving competitiveness in the strategy execution and management processes required technology and strategy alignment. According to the study, management may gain more support for technical methods of implementing strategies if they

provide their employees with clear and articulated career paths. The organization should also leave room for betterment to uphold unity of effort in aid of strategy execution

2.4 Conceptual Framework

Figure 2.1:

Conceptual Framework



Strategic thinking. It is a deliberate and sensible alleged procedure that centers on the analysis of essential aspects and factors that will affect a firm's, teams, or personal long-term performance. Strategic thinking is expected to have influence on how implementation of strategic plans takes place in organization. Implementation depends highly on how strategic thinking takes place among the implementers and those entrusted to enforce implementation of strategic plans in the county governments. Strategic thinking can influence implementation positively or negatively.

Creation of action plans. A written action plan outlines the activities that must be performed to accomplish a certain goal. An action plan's objectives are to assess the resources needed to achieve the goal, create a schedule for when certain activities must be done, and identify the necessary resources. Action planning can influence strategy implementation positively or negatively. When action plans are made in the right manner and captures the right actions to be executed and the needed resources to carry them out, implementation of strategic plans is achieved as desired. However, when action plans fail to stipulate the necessary actions required as well as the resources required, implementation of strategic plans will not be achieved as desired.

Resource optimization is the practice of assigning and administering resources in the most effective manner feasible. Implementation of strategic plans and strategies in organizations require resource and these resource ought to be utilized in the most effective manner in a way of minimizing wastage in order to ensure goals of the organization are met. Resource optimization influences implementation of strategies in one way or another. When resources are well optimized, the organization will minimize losses hence achieving desired results, but when organizations waste their resource they will not be in a position to achieve their desired results in the expected time.

Technology adoption. Refers to the reception, incorporation, and application of new technologies in society. Technology is a driver and enabler of doing business to organizations. When county government adapts to new and appropriate technology in their operations, they are in a better position to enhance their service delivery compared to when they are not using any technology. Technology adoption therefore can in one way or another influence implementation of strategic plans.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails the design of the research, the study's targeted population, the technique of sampling to be used to arrive at a workable sample size, the research instruments, data collection methods, the research instruments' reliability and validity, and finally, how the data obtained was analyzed and presented.

3.2 Research Design

This investigation adopted a descriptive survey design. According to Blumberg et al., (2014), a descriptive survey design is one that is used to explain existing conditions and collect data from a variety of units. The research used a descriptive survey because it enabled the researcher to perform the study in its natural setting, ensuring that honest and high-quality data is collected throughout.

3.3 Target Population

The term population means a set of persons, events, or things that meet a particular criterion (Mugenda & Mugenda, 1999). The targeted population for this research was 61 Kilifi County Government officers (11 members of the County Executive Committee, 22 chief officers, and 28 departmental directors). Because the county executive committee members observe the procedure of planning, creation, and execution of the county's integrated development plan, the chief officer establishes a governance system for projects, programs, and portfolios, and the director directs all activities related to projects, programs, and portfolios, the respondents listed above are well-suited for this study.

Table 3.1:***Target Population***

Name of Department	CEC	CO	Director	Total
Devolution, Public Service & Disaster Management	1	2	2	5
Land, Energy, Housing, Physical Planning & Urban Management	1	3	3	7
Trade, Industrialization, Co - Operatives Development, Tourism & Wildlife	1	3	4	8
Public Service Board	1	2	2	5
Finance & Economic Planning	1	2	5	8
Water, Environment, Forest & Solid Waste Management	1	2	1	4
Roads, Transport & Public Works	1	1	2	4
Agriculture, Fisheries & Livestock	1	3	1	5
Education & ICT	1	2	2	5
Department of Health Services	1	1	2	4
Gender, Culture, Sports, Youth & Social Services	1	1	4	6
Total	11	22	28	61

Source: Kilifi County Government Human Resource Department (2022)

3.4 Sample Size and Sampling Procedure

In view of Sekaran and Bougie, (2019), sampling methodology is a means of selecting components from a population that are representative of the population. As a result, it's frequently used to determine if a study's sample is representing the entire community from where it was chosen from. The census sample approach was employed in this study, with all 61 respondents being used. According to Babbie, (2020) the census was used because the number was manageable within the research's constraints. Census data also provides a realistic representation of the population and has the highest level of precision of any known method.

3.5 Data Collection Instruments

A survey with closed-ended questions will be used to collect data for this study. Closed-ended questions will be used to acquire specific information about the participants, according to McNabb, (2015). Close-ended items were selected by the researcher since they are quick, and easy to react

to and analyze, and they have a high response rate. According to Orodho, (2009), surveys are appropriate since their design and construction are stable, constant, and uniform. Respondents were able to finish the surveys in a reasonable period of time. Questionnaires were collected as soon as respondents completed filling them out, reducing the chance of bias.

3.5.1 Reliability of Instruments

According to Wiersma and Jurs, (2009), the extent in which a survey tool conveys constant outcomes or data after repetitive investigation is defined by its reliability. In order to ensure the reliability of the questionnaires, the researcher will conduct a pilot study employing questionnaires in order to ensure their validity. A pilot test, for example, is crucial for determining the reliability of data in a research instrument, in view of Yahaya and Ebrahim, (2016). A pilot study was carried out to uncover problems in the equipment and design, as well as to give proxy data for sample selection. The data acquired during piloting and utilized to simplify the research instrument will be erased and will not be used in the final study, which will be conducted later.

The questionnaire was tested on a group of six (10% * 61) Lamu County officials who were chosen at random for the pilot study. Successful piloting accounts for one percent to ten percent of the entire sample size taken into account for the study, (Mugenda & Mugenda,2003). The Cronbach Alpha coefficient was utilized in this study to evaluate the reliability of the pre-reliability test. An unbiased estimate of data generalization can be made by looking at a sample of data and using Cronbach Alpha, according to Zinbarg and colleagues (2016). data collected has great internal consistency and can be summarized to reflect the perspectives held by the entire population under investigation. Data with an alpha coefficient of 0.6 or greater indicates good internal consistency and can be summed together to express the opinions of the entire population being researched.

3.5.2 Validity of Instruments

Validity refers to the precision, soundness, and efficacy with which an instrument accurately measures what it is supposed to measure; it is the extent in which a tool properly measures that it is designed to measure (Kothari, 2017). The validity of the instrument was determined once it was subjected to expert scrutiny and adjusted for the stated areas. While aligning the research instrument prior to data collection, the supervisor's comments were taken into account.

3.6 Data collection procedure

A letter authorizing the conduct of this study was received from Kenya Methodist University, the institution where the research was done, in order for the researcher to receive an investigation permit from the national commission of science, technology and innovation. The investigator also paid a visit to the Kilifi County administration to acquire a formal permission in the form of an authorization letter in advance, which allowed for a more efficient study within the organization while also protecting the respondents' privacy. The letter also stated that the investigation was being carried out for purposes of academics. The drop and pick approach was used to distribute the surveys to the desired sample of responders.

3.7 Data Analysis and Presentation

Data analysis method refers to the process of evaluating data and extracting conclusions from it; it also refers to the process of reviewing data obtained in a survey or experiment and drawing conclusions and inferences from it. This process is referred to as "data analysis" (Kombo & Tromp, 2009). The Statistical Package for the Social Sciences (SPSS) version 24.0 was used to run both descriptive and inferential statistics in order to conduct the statistical analysis. The properties of a data set are summarized by descriptive statistics. You can test a hypothesis or determine whether your data can be applied to a larger population by using inferential statistics. Examples of

descriptive statistics include cross tabulations, frequency distributions, and percentage breakdowns. Inferential statistics incorporated the utilization of a regression model to determine the degree of the connection between the research variables. The following is the model:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$$

Y = Strategy Implementation

X1 = Strategic Thinking

X2 = Creation of Action Plan

X3 = Resource Optimization

X4 = Technology Adoption

E = Error Term

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3$ & β_4 = Coefficients of the determination of the independent variables.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

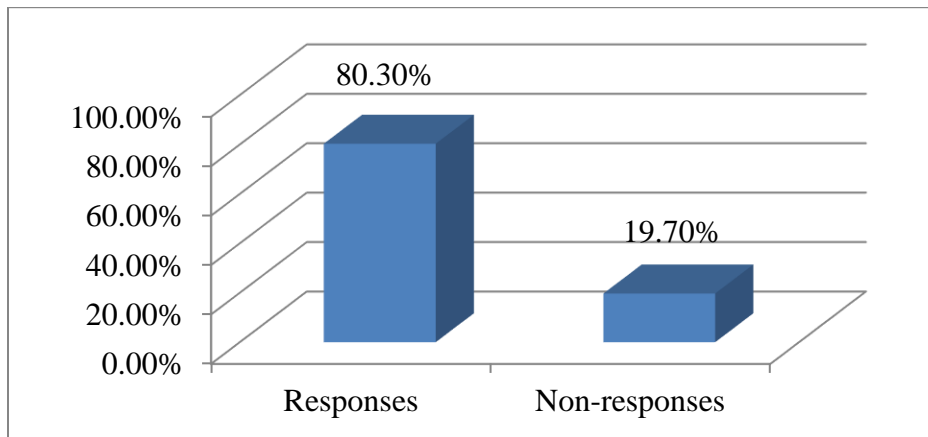
In this chapter, the results and discussions of the data gathered from Kilifi County Government, Kenya are highlighted. The study sought to assess the influence of strategic leadership on strategy implementation in Kilifi county government, Kenya. The study was guided by four objectives as follows; to determine the influence of strategic thinking on strategy implementation in Kilifi county government, to investigate the influence of creation of action plans on strategy implementation in Kilifi county government, to analyze the influence of resource optimization on strategy implementation in Kilifi county government and to establish the influence of adoption of technology on strategy implementation in Kilifi county government.

4.2 Response Rate

Out of a target audience of 61 participants, the study's findings revealed that a record of 49 responses were received. According to fig. 4.1, this represented an 80.3 percent response rate. A good response rate was seen as necessary for analysis. According to empirical research, a response rate of 50% is sufficient for reporting and analysis, a response rate of 60% is generally good, and a response rate of above 70% is great (Mugenda & Mugenda, 2012).

Figure 4.1:

Response rate



4.3 Reliability Test

Assessing the internal consistency of the information gathered by the research questionnaires was the major goal of the reliability evaluation. Cronbach Alpha was calculated to determine the trustworthiness of the data gathered in order to measure this. Cronbach Alpha values above 0.7 are considered acceptable for reliability evaluation in research studies (Kothari, 2017). These dependability findings are highlighted in Table 4.1.

Table 4.1:

Reliability Test

Variables	No. of items	Cronbach α
Strategic thinking	5	0.854
Creation of action plans	5	0.808
Resource optimization	4	0.828
Adoption of technology	4	0.880
Strategy implementation	5	0.837

Given that all of the Cronbach Alpha values were above 0.7, it may be inferred from these findings that the constructs tested had sufficient reliability for the remaining rounds of research.

4.4 Demographic characteristics of the respondents

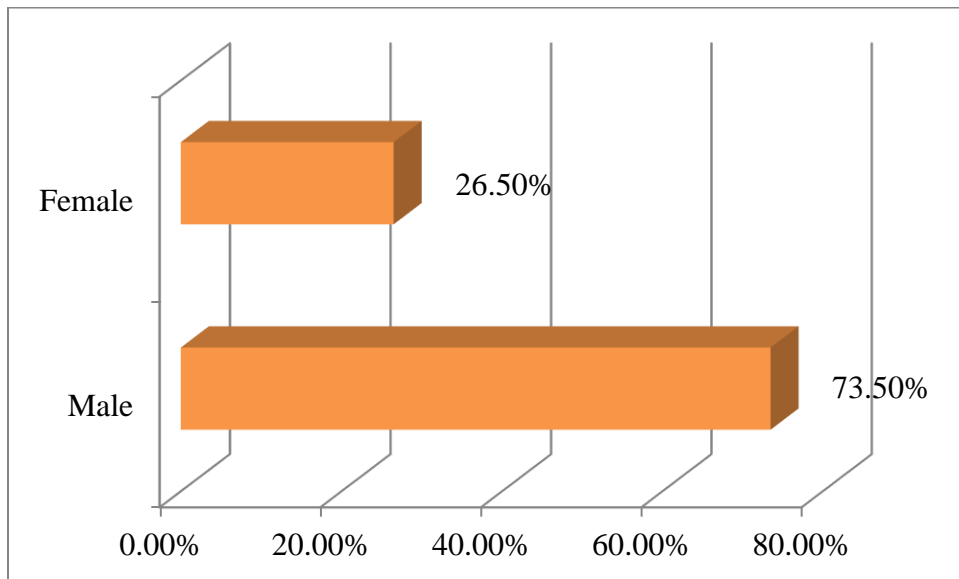
In addition to that, demographic factors were analyzed for this study. These factors included the respondent's gender, age group, degree of education, position held, and length of time in that role, as well as how long they had maintained that post.

Gender of the respondents

As can be seen in figure 4.2, the majority of the participants in the study were male (73.5%), while the proportion of female participants was only 26.5%. This information relates to the gender characteristics. This suggests that more men than women apply for jobs in the Kilifi County Government, and that they also prefer working in the County Government.

Figure 4.2:

Gender of the respondents



Age of the respondents

The study found that no member of the Kilifi county government employee was either 20 years old or below. Instead the study indicated that respondents between 21-30 years constituted 4.1% of the total respondents, 32.7% between 31-40 years, 38.8% between 41-50 years while 24.5% above 50 years. This means that majority (38.8%) of the employees working for the Kilifi County government are of the age bracket 41-50yrs old. This implies that majority of the Kilifi county government workforce have a number of years to serve before they retire.

Table 4.2:

Age of the respondents

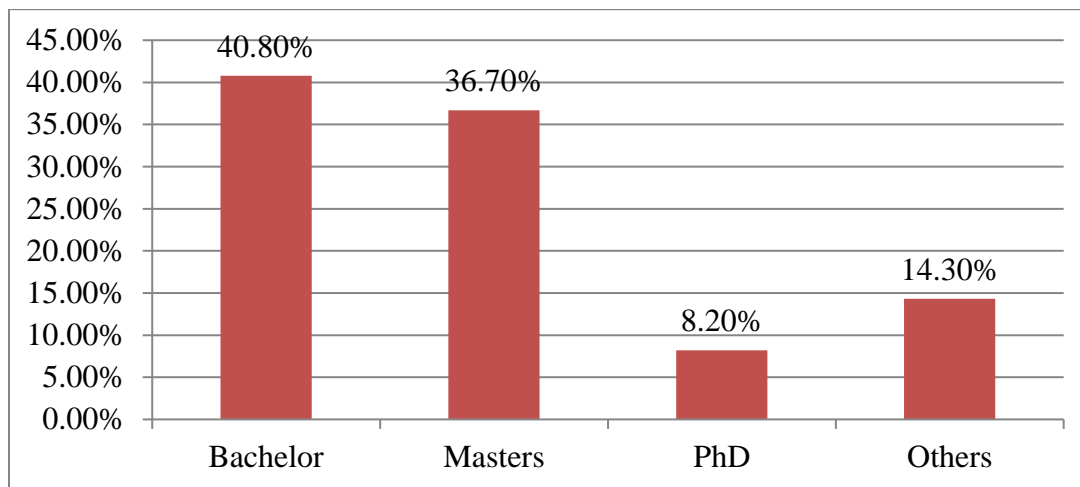
Age bracket	Frequency	Percentage
Less than or equal to 20 Years	0	0.0
Between 21-30 Years	2	4.1
Between 31-40 Years	16	32.7
Between 41-50 Years	19	38.8
Above 50 Years	12	24.5
Total	49	100.0

Highest level of education of the respondents

The study found that majority (77.5%) consisted of both bachelor and masters with bachelor taking the lead with 40.8% as shown in figure 4.3. Further, the result found that other level of education constituted 14.3% while PhD level constituted 8.2%. These outcomes mean that majority of the Kilifi county workers are well educated and have the qualifications to hold the portfolios they are holding.

Figure 4.3:

Highest level of education of the respondents



Position held of the respondents

In respect of the position held by respondents in Kilifi county government the respondents indicated that 51% of the respondents are employed as departmental directors, 30.6% are chief officers while 18.4% are county executive officers as shown in Table 4.3. This is a demonstration of the county government of Kilifi having more departmental officers' workers because the departments are more than the other positions as per the organizational structure of the Kilifi County government.

Table 4.3:

Position held of the respondents

Position held	Frequency	Percentage
Between 31-40 Years	25	51.0
Between 41-50 Years	15	30.6
Above 50 Years	09	18.4
Total	49	100.0

Period respondent has held the position

Further the research wanted to assess the period the participants had been working for the Kilifi county government and as shown in Table 4.4, 30.6% of the respondents have worked for a period of between 2-3 years, 36.7% for between 4-5 years, 18.4% between 6-8 years while period over 8 years constituted 14.3%. This means that majority of the participants have been working for the county government for at least either 2-3 years or 4-5 years. Those who have worked over 6 years means they have served Kilifi county government for two terms implying they understand more the dynamics of this county.

Table 4.4:

Period respondent has held the position

Age bracket	Frequency	Percentage
Period between 2-3 years	15	30.6
Period between 4-5 years	18	36.7
Period between 6-8 years	9	18.4
Period over 8 years	7	14.3
Total	49	100.0

4.5 Descriptive analysis

Using descriptive statistics, the study sought to establish whether strategic thinking, creation of action plans, resource optimization and adoption of technology have influence on strategy implementation in Kilifi county government. The results are discussed as follows

4.5.1 Influence of strategic thinking on strategy implementation

The research wanted to evaluate the impact of strategic thinking on strategy execution in Kilifi county government. Table 4.5 summarizes the respondents' level of thought on the extent strategic thinking influences strategy implementation in Kilifi county government.

Table 4.5:***Strategic thinking***

Statements	N	Mean	Std.Dev.
Managers in my county have creative thinking	49	4.0408	.64418
Managers and leaders in my county have market driven thinking	49	3.9388	.77482
Leaders of my county have vision driven thinking	49	4.0000	.73598
Managers and leaders in my county have the ability to develop an in-depth analysis	49	4.0816	.64021
There is ability to differentiate between feasible and non-feasible goals among leaders and managers in my county	49	4.1429	.45644

The statement that managers in my county have creative thinking had a mean of 4.0408 and standard deviation of 0.64418. The statement that managers and leaders in my county have market driven thinking had a mean of 3.9388 and standard deviation of 0.77482. The statement that leaders of my county have vision driven thinking had a mean of 4.0000 and a standard deviation of 0.73598. The statement that managers and leaders in my county have the ability to develop an in-depth analysis had a mean of 4.0816 and a standard deviation of 0.64021. The statement that there is ability to differentiate between feasible and non-feasible goals among leaders and managers in my county had a mean of 4.1429 and a standard deviation of 0.45644. These findings imply that strategic thinking managers and leaders in Kilifi County Government who have the ability to develop an in-depth analysis has influenced strategic implementation in Kilifi county government. This result is in line with that of Lončar (2017), who discovered that top leadership of enterprises in the retail sector effectively contribute by aligning the institution's corporate strategy with its strategic thinking to create a road to success with appropriate usage of available business resources. This research examined the effects of strategic management and strategic thinking approaches on the business performance of companies operating in the retail sector.

4.5.2 Influence of Creation of action plans on strategy implementation

The study looked into the impact of action plans created by the Kilifi county government on strategy execution. Table 4.6 summarizes the respondents' thoughts on the extent to which the preparation of action plans influences the implementation of strategy in Kilifi County.

Table 4.6:

Creation of action plans

Statements	N	Mean	Std.Dev.
In Kilifi county leaders and managers make acceptable action plans	49	3.9184	.67196
There is set timeframe for the action plans in Kilifi county	49	4.1020	.62065
Action plans are communicated in Kilifi county	49	4.1000	.74288
Action plans are concise in Kilifi county	49	4.0408	.53848
All the action plans are aligned with the strategic plan of Kilifi county	49	4.0000	.67700

The statement that in Kilifi county leaders and managers make acceptable action plans depicted a mean of 3, 9184 and a standard deviation of 0.67196. The statement that there is set timeframe for the action plans in Kilifi county indicated a mean of 4.1020 and a standard deviation of 0.62065. The statement that action plans are communicated in Kilifi county depicted a mean score of 4.1000 and a standard deviation of 0.74288. The statement that action plans are concise in Kilifi County showed a mean score of 4.0408 and a standard deviation of 0.53848. The statement that all the action plans are aligned with the strategic plan of Kilifi County depicted a mean score of 4.0000 and standard deviation of 0.67700. This demonstrates that all the action plans that are aligned with the strategic plan of Kilifi county has enabled the strategic implementation in the county. These results imply that action planning is very critical in strategy implementation. Results similar to those of Joram (2018), who examined the elements that affected the implementation of strategic plans in Kenya's new public institutions, this outcome is similar. Human resource management,

corporate culture and leadership, corporate structure and administrative processes, effective communication, and consensus building all had an impact on the implementation of strategic plans in Kenya's newly established public institutions, according to the study's findings.

4.5.3 Influence of Resource optimization on strategy implementation.

In addition, the study further sought to investigate the influence of resource optimization on strategy implementation in Kilifi county government. Table 4.7 summarizes the respondents' level of thought on the extent resource optimization influences strategy implementation in Kilifi county government.

Table 4.7:

Resource optimization

statements	N	Mean	Std.Dev.
There is timely allocation of resources in Kilifi County	49	4.0816	.60679
There is minimal wastage of resources in Kilifi County	49	3.9592	.67575
In Kilifi County there is cost sharing of resources	49	3.9796	.66112
There is right usage of resources in Kilifi County	49	4.1020	.65335

The statement that there is timely allocation of resources in Kilifi County had a mean of 4.0816 and standard deviation of 0.60679. The statement that there is minimal wastage of resources in Kilifi County depicted a mean of 3.9592 and a standard deviation of 0.67575. The statement that in Kilifi County there is cost sharing of resources had a mean score of 3.9796 and standard deviation of 0.66112. The statement that there is right usage of resources in Kilifi County scoring a mean of 4.1020 and a standard deviation of 0.65335. This indicates that the right usage of resources being witnessed in Kilifi County is the reason the successful strategic implementation. This outcome is consistent with Lemarleni et al., (2017) research into the variables affecting the implementation of strategic plans in Kenya's insurance sector. 51 insurance companies that operate

in Kenya were the study's target population. According to the report, resource strength significantly affects how well Kenyan insurance firms execute their strategic plans.

4.5.4 Influence of Adoption of technology on strategy implementation

Similarly, the study sought to establish the influence of adoption of technology on strategy implementation in Kilifi county government. Table 4.8 summarizes the respondents' level of thought on the extent adoption of technology influences strategy implementation in Kilifi county government.

Table 4.8:

Adoption of technology

Statements	N	Mean	Std.Dev.
There is research and development in Kilifi county	49	4.0810	.44892
In Kilifi county there are new processes of doing business	49	4.0000	.50000
There are new innovations in Kilifi county government	49	4.0612	.47470
Kilifi county government services are automated	49	4.1633	.55328

The statement that there is research and development in Kilifi County had a mean of 4.0810 and standard deviation of 0.44892. The statement that in Kilifi County there are new processes of doing business scored a mean of 4.0000 and standard deviation of 0.50000. The statement that there are new innovations in Kilifi county government had a mean of 4.6012 and standard deviation of 0.47470. The statement that Kilifi county government services are automated depicted a mean of 4.1633 and standard deviation. This is a clear demonstration that an automated government services at Kilifi county government has made the strategy implementation process a success.

This finding is in agreement with the findings of Kihara et al., (2016) who conducted research on the importance of technology in the implementation of strategy and performance of manufacturing small and medium businesses in Thika. According to the findings of the study, there is a strong positive and substantial association between SME manufacturing firms' performance and their

attention to technology requirements during the strategy implementation phase. The study found that technology is a critical dynamic capacity that all manufacturing enterprises must have in order to achieve exceptional performance and a substantial competitive edge over their competitors.

4.5.5 Strategy implementation as a result of strategic leadership

As a result of strategic leadership, the respondents were asked to express their own views on five distinct assertions relating to strategy implementation in Kilifi county government.

The results are presented in Table 4.9.

Table 4.9:

Strategic implementation

Statements	N	Mean	Std.Dev.
There is increased number of completed projects	49	4.2857	.57735
There is timely completion of projects	49	4.2245	.55020
There is economic transformation in Kilifi county	49	3.9796	.59476
There is social transformation in Kilifi county	49	4.1224	.63353
There is positive evaluation reports on progress	49	4.3061	.50843

The statement that there is increased number of completed projects had a mean score of 4.2857 and standard deviation of 0.57735. The statement that there is timely completion of projects had a mean score of 4.2245 and standard deviation of 0.55020. The statement there is economic transformation in Kilifi County depicted a mean score of 3.9796 and standard deviation of 0.59476. The statement that there is social transformation in Kilifi County had a mean score of 4.1224 and standard deviation of 0.63353. The statement that there is a positive evaluation report on progress depicted a mean score of 4.3061 and standard deviation of 0.50843. This implies that the increased number of completed projects is a demonstration of a successful strategy implementation in Kilifi county government as a result of strategic leadership. This finding is similar to findings of Thomas, (2020) who investigated the impact of leadership styles on strategic plan implementation in Nairobi's Small and Medium Enterprises. According to their findings, firms should employ all

three leadership types; autocratic, democratic, and laissez-faire to enhance strategic plan implementation. Their research discovered that the fate of SMEs was intimately linked to the manager's leadership style and the strategies they decided to implement.

4.6 Correlation analysis

Analyzing a correlation between strategy implementation and other factors such as strategic planning and action plan development was done to see whether there was a link between the two. As stated by Sekaran (1995), the correlation coefficient ranges from -1.0 (absolutely negative correlation) to +1.0. correlation coefficient was used to measure the strength of the correlation between the dependent and independent variables (Kothari & Gang, 2014). Table 4.10 summarizes the results of this investigation.

Table 4.10

Correlations

		Strategy implementation	Strategic thinking	Creation of action plans	Resource optimization	Adoption of technology
Strategy implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	49				
Strategic thinking	Pearson Correlation	.140	1			
	Sig. (2-tailed)	.006				
	N	49	49			
Creation of action plans	Pearson Correlation	.632**	.121	1		
	Sig. (2-tailed)	.000	.407			
	N	49	49	49		
Resource optimization	Pearson Correlation	.538**	.169	.430**	1	
	Sig. (2-tailed)	.000	.246	.002		
	N	49	49	49	49	
Adoption of technology	Pearson Correlation	.554**	.010	.395**	.537**	1
	Sig. (2-tailed)	.000	.945	.005	.000	
	N	49	49	49	49	49

Table 4.10's findings show that, on average, independent variable (strategic thinking, action plan creation, resource optimization, and technology adoption) had significant positive associations with strategy implementation in the Kilifi county government at the 5% level of significance. There was a huge positive link between strategic thinking and the execution of strategy in the Kilifi county government ($r = 0.140$, $P 0.05$); this link was extremely significant. It was also quite favorable. There was a considerable positive and very significant link between the preparation of action plans and the implementation of strategies in the Kilifi county administration ($r = 0.632$, $P 0.05$). This link was found to exist in the context of the Kilifi county administration.

There was a huge positive correlation between resource optimization and plan execution in the Kilifi county administration ($r = 0.538$, $P 0.05$). This association was quite significant and showed a very good trend. There was a considerable positive association between the use of technology and the implementation of strategy in the Kilifi county administration ($r = 0.554$, $P 0.05$). This correlation was very strong and extremely significant. The findings mean that independent variable; strategic thinking, creation of action plans, resource optimization and adoption of technology significantly influence the dependent variable, strategy implementation in Kilifi county government.

Test for model assumptions

The goal of this study was to assess how strategic leadership affected the county government of Kilifi's implementation of strategy. Because a multi-linear regression model was specified, it was necessary to test the underlying assumptions before applying the model to data analysis. diagnostic testing using analytic models "Goodness of Fit Test" The model's suitability for the study was

examined using this test. The F test was used to examine the overall model fit for the linear regression (see Table 4.9).

Table 4.11:

Goodness of fit test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.625	4	.656	12.877	.000 ^b
	Residual	2.242	44	.051		
	Total	4.867	48			

The F value was found to be 12.877 (P=000) as indicated in the Table 4.11. Since the value of P<0.05 it means the model is varied for prediction. Whenever a model used indicates a significant level of 95% confidence then it's an indication that the questions were well understood and answered appropriately by the respondents.

4.7 Regression Analysis

An overall regression analysis was carried out among all the independent variables (strategic thinking, creation of action plans, resource optimization and adoption of technology) and strategy implementation in Kilifi county government. The results are presented in Table 4.11.

Table 4.12:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.539	.497	.22574

The findings shown in Table 4.11 demonstrate the suitability of the regression model utilized to describe the studied phenomena. Strategic thinking, creation of action plans, resource optimization

and adoption of technology were seen to be sufficient in explaining strategy implementation in Kilifi county government. The R square, commonly known as the coefficient of determination, or 0.539, supports this claim. This indicates that strategic thinking, the formation of action plans, resource optimization, and the adoption of technology are responsible for explaining 53.9 percent of the variability in the dependent variable, which is strategy execution in the Kilifi county government.

The findings of the complete analysis of the variance are presented in Table 4.12. (ANOVA). The findings show that the model as a whole was statistically significant. Moreover, the findings mean that Strategic thinking, creation of action plans; resource optimization and adoption of technology cost are good predictors of strategy implementation in Kilifi county government. An F statistic of 12.877 and the observed p value (0.000), which was below the usual probability of 0.05 significant level, supported this.

Table 4.13

Analysis of variances

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.625	4	.656	12.877	.000 ^b
	Residual	2.242	44	.051		
	Total	4.867	48			

Table 4.13 presents the Regression Coefficients and the Significance of the Regressions (p-value).

Table 4.14:***Multiple Regression of Coefficients^a***

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.597	.634		.941	.352
	Strategic thinking	.045	.090	.052	.501	.019
	Creation of action plans	.363	.098	.433	3.717	.001
	Resource optimization	.138	.091	.193	1.508	.039
	Adoption of technology	.340	.152	.279	2.228	.031

The coefficient of strategic thinking, according to the regression results, is .045. This suggests that, while other conditions remain constant, a one unit shift in strategic thinking results in a .045-unit increase in strategy implementation in the Kilifi county administration. Therefore, Strategic thinking was found to have statistically significant effect on strategy implementation in Kilifi county government ($\beta = 0.045$; $t = 0.501$; $p < 0.05$).

The coefficient of the formulation of action plans is equal to 0.363. This suggests that a one-unit change in the formulation of action plans can result in a 0.363-unit rise in the amount of strategy implementation in the Kilifi county administration, provided that all other parameters remain same. Consequently, it was discovered that the development of action plans had a statistically significant effect on the implementation of strategies in the Kilifi county administration ($\beta = 0.363$; $t = 3.717$; $p < 0.05$).

0.138 is the value of the coefficient of resource optimization. This suggests that a one-unit shift in resource optimization will result in a .138-unit rise in strategy implementation within the Kilifi county administration, provided that all other factors remain unchanged. Therefore, it was discovered that resource optimization had a statistically significant effect on the implementation of strategy in the Kilifi county administration ($\beta = 0.138$; $t = 1.508$; $p < 0.05$).

0.340 is the coefficient that best describes the uptake of technology. This suggests that a one-unit change in the adoption of technology results in a 0.340-unit rise in the strategy implementation in the Kilifi county administration, provided that all other parameters remain constant. Therefore, it was discovered that the utilization of technology had an effect that was statistically significant on the process of strategy implementation in the Kilifi county government ($\beta = 0.340$; $t = 2.228$; $p < 0.05$).

4.8 Discussion of findings

4.8.1 Influence of strategic thinking on strategy implementation

To determine the level of association between strategic thinking's influences and the execution of strategy in the Kilifi county administration, a Pearson bivariate correlation was utilized. There was a moderately positive and highly significant association between strategic thinking and the implementation of strategy in the Kilifi county administration ($r = 0.140$, $P 0.05$). This correlation was very strong and very favorable. The results of a standard multiple regression showed that strategic thinking had a positive and statistically significant influence on the implementation of strategy in the Kilifi county administration ($\beta = 0.045$; $t = 0.501$; $p 0.05$). This outcome is consistent with that of Lonar (2017), who found that top leadership of businesses in the retail sector effectively contributes by coordinating the corporate strategy of the institution with its strategic thinking to forge a successful path with the efficient use of available resources.

4.8.2 Influence of Creation of action plans on strategy implementation

In order to calculate the degree of correlation that exists between the factors that influence the formulation of action plans and the execution of strategy in the Kilifi county administration, Pearson bivariate correlation was used. There was a considerable positive association between the development of action plans and the implementation of strategies in the Kilifi county

administration ($r = 0.632$, $P 0.05$). This correlation was highly significant. The development of action plans was found to have a statistically significant effect on the implementation of strategy in the Kilifi county government, according to a standard multiple regression analysis ($\beta = 0.363$; $t = 3.717$; $p 0.05$). This finding is comparable to those of Joram (2018), who looked at factors influencing how strategic plans were implemented in Kenya's new public institutions. According to the study's findings, the management of human resources, corporate culture and leadership, corporate structure and administrative procedures, effective communication, and consensus building all had an effect on the execution of strategic plans in Kenya's newly established public institutions.

4.8.3 Influence of resource optimization on strategy implementation

In order to determine whether or not there is a connection between the factors of resource optimization and the execution of strategy in the Kilifi county administration, Pearson bivariate correlation analysis was carried out. There was a very substantial positive association between resource optimization and the execution of strategies in the Kilifi county administration ($r = 0.538$, $P 0.05$). This correlation was highly significant. A standard multiple regression was carried out, and the results indicated that resource optimization had a statistically significant effect on the implementation of strategy in the Kilifi county administration ($\beta = 0.138$; $t = 1.508$; $p 0.05$). This result is in line with Kibicho's (2015) investigation of the factors influencing the execution of strategic plans in Kenya's insurance business. The study's target audience included 51 Kenyan insurance companies. The analysis claims that resource strength has a big impact on how well Kenyan insurance companies carry out their strategic strategies.

4.8.4 Influence of adoption of technology on strategy implementation

In a bid to calculate the extent of correlation that exists between the influences of adopting technology and the implementation of strategy in the Kilifi county government, a Pearson bivariate correlation was utilized. There was a considerable and strong positive association between the use of technology and the implementation of strategy in the Kilifi county administration ($r = 0.554$, $P < 0.05$). This correlation was highly significant. Following the execution of a standard multiple regression, it was discovered that the use of technology had a statistically significant effect on the implementation of strategies by the Kilifi county administration ($\beta = 0.340$; $t = 2.228$; $p < 0.05$). This result is consistent with that of Kihara et al. (2016), who looked into how technology affected the performance of small and medium-sized manufacturing businesses in Thika and how strategies were put into action. The study's conclusions indicate that there is a significant and positive relationship between the performance of SME manufacturing enterprises and their attention to technological requirements during the plan implementation phase.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research assessed the influence of strategic leadership on strategy execution in Kilifi county government. The study variables were strategic thinking, creation of action plans, resource optimization and adoption of technology which were independent variables of the study. This chapter summarizes the results in light of the study's goals, discusses the conclusions drawn from the results, and offers suggestions for future research in order to close any gaps found in the study.

5.2 Summary of Findings

Strategic thinking

Establish the effect of strategic thinking on strategy execution in Kilifi county government was the study's primary goal. It was determined that strategic thinking provided an adequate explanation for how strategies were carried out. Findings revealed that strategic thinking is a reliable indicator of successful strategy execution. The Kilifi county government's plan implementation was favorably and strongly correlated with strategic thinking, according to a correlation analysis. The Kilifi county government's strategic thinking and strategy implementation had a positive and substantial association, according to regression of the coefficient. This implies that a development in strategic thinking will result in the implementation of a strategy.

Creation of action plans

The study's second goal was to look into how the Kilifi county government's implementation of strategies was impacted by the development of action plans. The development of action plans was deemed to be adequate in describing the application of strategy. Results also indicated that the development of action plans is a reliable indicator of strategy implementation. According to a correlation analysis, the Kilifi county government's strategy execution was favorably and significantly correlated with the development of action plans. The Kilifi county government's action plan design and strategy implementation had a positive and substantial link, according to regression of the coefficient. This indicates that better action plan development will result in better strategy implementation.

Resource optimization

The study's third goal was to examine how Kilifi County Government's strategy execution was impacted by resource optimization. The best explanation for how a strategy was implemented was found to be resource optimization. Results also indicated that resource optimization is a reliable indicator of how well a strategy would be implemented. The Kilifi county government's strategy execution was favorably and strongly correlated with resource optimization, according to a correlation analysis. The Kilifi county government's resource optimization and plan implementation had a positive and substantial association, according to regression of the coefficient. This implies that the Kilifi county administration will undertake a strategy if resource optimization improves.

Adoption of technology

Establishing the impact of technology adoption on strategy execution in Kilifi county government was the study's fourth and last goal. Technology adoption was considered to be an adequate

explanation for how strategies were carried out. Results also indicated that strategy implementation is well predicted by technology adoption. The Kilifi county administration adopted technology in a favorable and significant way, according to a correlation study of plan implementation. The use of technology and the execution of a strategy in the Kilifi county administration were found to be positively and significantly correlated by regression of the coefficient. This means that an improvement in S adoption of technology will lead to strategy implementation in Kilifi county government.

5.3 Conclusion

Strategic thinking

Centered on the results, the study concluded that Strategic thinking has a positive and significant influence on strategy implementation in Kilifi county government. Some of the strategic thinking aspects influencing strategy implementation include aspect of my county have creative thinking, managers and leaders in my county have market driven, leaders of my county have vision driven thinking, managers and leaders in my county have the ability to develop an in-depth analysis, there is ability to differentiate between feasible and non-feasible goals among leaders and managers in my county.

Creation of action plans

Going by the findings, the study concluded that in the Kilifi county government, the development of action plans has a major and positive impact on the implementation of strategic objectives. Some of the Creation of action plans aspects influencing strategy implementation includes county leaders and managers make acceptable action plans, set timeframe for the action plans, action plans being communicated in Kilifi County, action plans that are concise in Kilifi County and all the action plans that are aligned with the strategic plan of Kilifi County.

Resource optimization

In view of the results, the study concluded that resource optimization has a positive and critical influence on strategy execution in Kilifi county government. Some of the resource optimization aspects influencing strategy implementation include aspect of there is timely allocation of resources in Kilifi, there is minimal wastage of resources in Kilifi County, there is cost sharing of resources and that there is right usage of resources in Kilifi County

Adoption of technology

In view of the results, this research concluded that Adoption of technology has a positive and important effect on strategy execution in Kilifi county government. Some of the Adoption of technology aspects influencing strategy implementation includes aspects such as there is research and development in Kilifi County, there is new processes of doing business, there are new innovations in Kilifi county government, Kilifi county government services are automated.

5.4 Recommendations

This study found that strategic thinking managers and leaders in Kilifi County Government who have the ability to develop an in-depth analysis have influenced strategic implementation in kilifi county government. This study therefore recommends the following;

That strategic thinking managers and leaders within the county government should time to time monitor and evaluate the progress of already implemented projects. Those entrusted with the management of the county government and its operations should continuously come up with workable action plans to guide and facilitate strategy implementation within the county in order to stir the county in the right direction.

Resources allocated to the various departments within the county government should be optimally used without unnecessary wastage in order to enhance implementation of plans within the county

since implementation requires resources at all levels and hence these resources are scarce. Lastly, the county government should continuously adopt to use of appropriate technology in its operations since technology is an enabler and driver of business hence implementing plans will require business enablers like technology usage.

5.5 Areas for Further Research

The goal of the study was to evaluate how strategic leadership affected the county government of Kilifi's implementation of strategy. In order to compare the findings with those of the current study, additional research might take other Kenyan counties into account. This call for an investigation of other county administrations. Furthermore, this study variable only accounted for 53.9% of the variation on strategy implementation in Kilifi county government, thus similar study can be done using other variables other than these.

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APPENDICES

Appendix i: Introductory letter

Dear Respondent,

RE: A LETTER OF INTRODUCTION TO THE RESPONDENTS

I am a master's student at the Kenya Methodist University Mombasa campus, and as part of the degree requirements, I am required to conduct research. As a result, I'd want to enlist your help in completing the questionnaires that I've attached. It will take you about eight minutes to complete the questionnaire. Please respond to all of the questions.

The research findings will only be used for academic purposes and will be kept as private as possible. Only the summary findings will be made available to the public. These records will not be accessible to anyone other than my university. Please specify if you require a summary at the end of these questionnaires. Your assistance will be much appreciated.

Sincerely yours

MWASAMBU POLLE DISMAS

Appendix ii: Questionnaire

(I would like to share the findings of this survey) YES [] NO []

General Instructions: The Purpose of this Questionnaire is to collect data on “*influence of strategic leadership on strategy implementation in Kilifi county government*”. The questionnaire consists of six sections. Kindly respond to every statement.

SECTION A: GENERAL QUESTIONS

1. Respondents Name (optional): -----
2. What is your gender: Male [] Female []
3. What is your age bracket: Less than 20[], 21-30 [], 31-40 [], 41-50 [] over 50[]
4. Level of education [], Bachelors [], Masters [], PhD [], other [] Specify
5. Name of Department: (optional)

SECTION B: Strategic Thinking

6. In your opinion, do you think strategic thinking can improve your County’s implementation of strategic plans
 Yes No
7. To what extent do you think strategic thinking has an effect on implementation of strategic plans in your County?
 Very large extent Large extent some extent little extent Not at all

In a scale of 1-5 rate the extent of the relationship between strategic thinking and strategy implementation in Kilifi County. Where 5-very large extent, 4-large extent, 3-some extent, 2-little extent, 1-no extent.

	statements	1	2	3	4	5
8.	Managers in my county have creative thinking					
9.	Managers and leaders in my county have market driven thinking					
10.	Leaders of my county have vision driven thinking					
11.	Managers and leaders in my county have the ability to develop an in-depth analysis					
12.	There is ability to differentiate between feasible and non-feasible goals among leaders and managers in my county					

SECTION C: Creation of Action Plans

13. In your opinion, do you think creation of action plans has an effect on strategy implementation in Kilifi County?

Yes No

14. If yes, to what extent do you think creation of action plans affect strategy implementation in Kilifi County?

Very large extent Large extent some extent little extent Not at all

In a scale of 1-5 rate the extent of the relationship between creation of action plans and strategy implementation in Kilifi County. Where 5-very large extent, 4-large extent, 3-some extent, 2-little extent, 1-no extent.

	Statements	1	2	3	4	5
15.	In Kilifi county leaders and managers make acceptable action plans					
16.	There is set timeframe for the action plans in Kilifi county					
17.	Action plans are communicated in Kilifi county					
18.	Action plans are concise in Kilifi county					
19.	All the action plans are aligned with the strategic plan of Kilifi county					

SECTION D: Resource Optimization

20. To what extent in your own view, do you think resource optimization has an effect on strategy implementation in your County?

Very large extent Large extent some extent little extent Not at all

In a scale of 1-5 rate the relationship between resource optimization and strategy implementation in Kilifi County. Where 5-very large extent, 4-large extent, 3-some extent, 2-little extent, 1-no extent.

	Statements	1	2	3	4	5
21.	There is timely allocation of resources in Kilifi County					
22.	There is minimal wastage of resources in Kilifi County					
23.	In Kilifi County there is cost sharing of resources					
24.	There is right usage of resources in Kilifi County					

SECTION E: Technology Adoption

25. In your view, technology adoption has an effect on strategy implementation in Kilifi county
 True False Not sure

26. To what extent, in your view do you think technology adoption has an effect on strategy implementation in Kilifi County?

Very large extent Large extent some extent little extent Not at all

In a scale of 1-5 rate the relationship between technology adoption and strategy implementation in Kilifi county. Where 5-very large extent, 4-large extent, 3-some extent, 2-little extent, 1-no extent.

	Statements	1	2	3	4	5
31	There is research and development in Kilifi county					
32	In Kilifi county there are new processes of doing business					
33	There are new innovations in Kilifi county government					
34	Kilifi county government services are automated					

SECTION E: Strategy Implementation

In a scale of 1-5 rate the extent of strategy implementation in Kilifi county as a result of strategic leadership. Where 5-very large extent, 4-large extent, 3-some extent, 2-little extent, 1-no extent.

	Sustainable Competitive Advantage	1	2	3	4	5
39.	There is increased number of completed projects					
40.	There is timely completion of projects					
41.	There is economic transformation in Kilifi county					
42.	There is social transformation in Kilifi county					
43.	There is positive evaluation reports on progress					

Thank you for participating

Appendix iii: NACOSTI research license



THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

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Appendix iv: Certificate of publication



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Certificate of Publication

This is to certify that **MWASAMBU POLLE DISMAS, DR. PAUL MWENDA (PhD)** and **MARTIN NYAMONGO**. have published a research paper in this journal, *Volume 9, Issue 3, 2022, pp 493 – 501.*

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Chief Editor

Appendix v: Introduction letter



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26 April 2022

TO WHOM IT MAY CONCERN

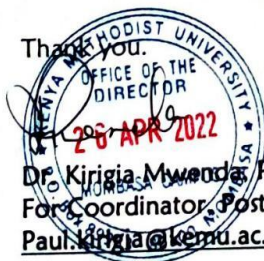
Reg. No: BUS-3-0442-1/2020

Name: MWASAMBU POLLE DISMAS

This is to confirm that the above named person is a bona fide student of this University pursuing a **Master of Business Administration (Strategic management)**, as part of the degree requirements the student is required to undertake research and write a thesis in the area of specialization.

The student is undertaking research on "*Influence of strategic leadership on strategy implementation in Kilifi county government*" and is currently proceeding to collect field data.

Any assistance given towards attaining this goal will be highly appreciated.



Thank you.
Dr. Kirigia Mwendu, PhD
For Coordinator, Postgraduate Studies
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