

**STRATEGY IMPLEMENTATION DRIVERS AND  
PERFORMANCE OF DEPARTMENTS IN THE  
NATIONAL GOVERNMENT OF KENYA**

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**Strategy Implementation Drivers and Performance of Departments  
in the National Government of Kenya**

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**DECLARATION**

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

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## **DEDICATION**

This thesis is dedicated to my family. Thank you and be blessed abundantly.

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The completion of this thesis is one of my greatest and very fulfilling educational achievements. Thus, above all, I thank God for His blessings throughout my academic journey which was marked with various encounters. I recognize Jomo Kenyatta University of Agriculture and Technology for according me the opportunity to pursue my academic dream. With a lot of humility, I thank my supervisors, Dr. Rukia Atikiya and Dr. Wallace N. Atambo, for the excellent guidance and support. They were very instrumental from the very beginning to the end of my research journey; no words can describe my appreciation and gratitude.

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## ACRONYMS AND ABBREVIATIONS

<b>ANOVA</b>	Analysis of Variance
<b>FY</b>	Financial Year
<b>GoK</b>	Government of Kenya
<b>HoDs</b>	Heads of Departments
<b>IEA</b>	Institute of Economic Affairs
<b>ICAT</b>	Initiative for Climate Action Transparency
<b>ICT</b>	Information Communication Technology
<b>IT</b>	Information Technology
<b>KMO</b>	Kaiser – Meyer – Olkin
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>MICNG</b>	Ministry of Interior and Coordination of National Government
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation,
<b>KPI</b>	Key Performance Indicator
<b>KPIA</b>	Kenya Poverty and Inequality Assessment
<b>LDGI</b>	Land Development and Governance Institute
<b>PCA</b>	Principal Component Analysis
<b>PSC (K)</b>	Public Service Commission of Kenya
<b>RBV</b>	Resource Based View
<b>SID</b>	Society for International Development
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNEP</b>	United Nations Environmental Programme
<b>VIF</b>	Variance Inflation Factor

## DEFINITION OF OPERATIONAL TERMS

<b>Heads of Departments</b>	Public service employees in charge of the National Government departments at the various administrative units (GoK, 2016b).
<b>Leadership Practices</b>	The strategies and practices adopted by the entire workforce within an organization, aimed at enhancing organizational performance, are implemented and guided by the organization's leaders(Lewis, 2003).
<b>Managerial Roles</b>	This refers to the approach to implementation that focuses on the core activities of managers, including clarifying objectives, planning tasks, organizing and coordinating activities, as well as directing and controlling efforts to achieve specific objectives within established policy frameworks (Mullins, 2011).
<b>National Government</b>	Level of governance with national coverage as established by the Constitution of Kenya 2010 (GoK, 2010).
<b>National Government Departments</b>	National Government institutions tasked with running specific public matters using taxpayers' money (GoK, 2010).
<b>Organizational Resources</b>	The tangible and intangible assets available to any organization for use during the implementation of programs (Lewis, 2003).
<b>Organizational Performance</b>	The actual output or results as measured against the intended organizational outputs (Tomal & Jones, 2015).

- Stakeholder Involvement** The process of engaging individuals or groups affected or affecting organizational activities (Sloan, 2009).
- Strategic Communication** Purposeful use of communication by an organization to achieve its mission (Hallahan *et al.*, 2007).
- Strategy Implementation** The process that turns strategies into actions in an organization in order to actualize strategic goals and objectives (Jooste & Fouries, 2009).
- Strategy Implementation Drivers** Forces that positively influence and shape organizational strategy implementation (Donselaar *et al.*, 2012).

## ABSTRACT

Strategy implementation drivers play a crucial role in shaping organizational strategies with varying degree of influence on their performance. It defines the organizational performance but its achievement remains a significant challenge in government departments as well as non-state actors. Fundamentally, inappropriate or failure in strategy implementation leads into disparities in service delivery. This study assessed the effect of strategy implementation drivers on the performance of National Government departments in Kenya, with stakeholder involvement as a moderating variable. The specific objectives were to assess the effect of managerial roles, strategic communication, organizational resources, leadership practices and stakeholder involvement on the performance of National Government departments in Kenya as well as assessing the moderating effect of stakeholder involvement on the relationship between strategy implementation drivers and the performance of the departments. It was grounded on resource-based view theory, communication theory, administrative management theory, contingency theory of leadership and stakeholder theory. The study was restricted to the counties in Kenya, adopting positivism research philosophy which led to choosing of cross – sectional research design. It focused on 535 National Government departmental heads across selected counties in Kenya as the target population. Multistage sampling was used in selecting the study location as well as the target population and the sample. While proportionate sampling was used in forming a sample size of 214 heads of departmental heads and simple random sampling was utilized in picking the specific counties and the respondents. The study data collection instrument was a semi – structured questionnaire which covered all the research objectives. The tool was administered to the respondents through drop and pick method. The reliability and validity of the tool was tested using data obtained through a pilot study conducted before rolling out the main study data collection. Content analysis and the Statistical Package for Social Sciences were employed to analyse the qualitative and quantitative data collected, respectively. The findings revealed that managerial roles, strategic communication, leadership practices, organizational resources as well as stakeholder involvement had a statistically significant effect on departmental performance. However, the study also established that stakeholder involvement does not a significantly moderate the relationship between these drivers and departmental performance. Further, the findings revealed the identified strategy implementation drivers collectively accounted for only 27.1% of the variation in departmental performance. Based on these findings, the study recommends that National Government departments to embrace the identified drivers, investigate for other potential performance drivers and re – engineer their strategy implementation process while similar research could be conducted within County Governments in Kenya.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Organizations nowadays work in a complex and dynamic environment, forcing the management to adopt strategic management for effective execution of strategic goals. Strategic management is geared towards laying a foundation for successful future while meeting organization's challenges to achieve long-term goals (Hitt, Ireland & Hoskisson, 2007). The strategic management process deals with understanding the organizational strategic situation and making strategic choices for the future as well as turning strategy into action through efficient management of performance steps (Palladan & Adamu, 2018).

Past studies show that a business cannot succeed without effective strategy implementation (Hrebiniak, 2006) which is a complex process with serious implications on organizational performance and its success depends on various implementation drivers (Nwachukwu *et al.*, 2019). Strategy implementation is the most challenging phase in the strategic management process (Ramadan, 2015) but a key determinant of organizational performance (Mbaka & Mugambi, 2015). Hence, it is an essential requirement for superior business performance (Jooste & Fouries, 2009). The implementation occurs when a strategy, which is a tool for organizational performance (Merwe & Nienaber, 2015), is put into practice to achieve a set purpose while any deviation from the results may be considered to be a failure (Obeidat, 2008). It requires organizations to also focus on the environment in which they operate in for their performance is subject to the environment.

A successful strategy implementation as a key element in the strategic management process transforms organizational strategies into actions generating the desired outcome. Thus, it is always a significant management achievement though the most difficult and problematic in organizations (Ramadan, 2015). It is a main challenge in today's organizations though there are many forces that influence its success (Li *et al.*, 2010) which requires compliance to statutes, goals and directives, achievement of

specific success indicators as well as improvement of the political environment (Paudel, 2009; Ramadan, 2015).

### **1.1.1 Perspectives of the Study**

Globally, strategy implementation is a dynamic component of the strategic management process (Sorooshian *et al.*, 2010). Research indicates that various drivers of strategy implementation are critical for organizational survival, as they influence the process and ultimately determine performance. Consequently, prioritizing these drivers is essential. In a global context, organizations strategically adopt these implementation drivers to improve their overall performance.

Most of the studies in the industry, within the regional context, are in the private sector resulting into a gap within the public sector organizations relating to strategy implementation drivers and their performance. For instance, Nwachukwu, Hieu, Chládková, & Fadeyi (2019) established that strategy implementation drivers boost strategic performance within the Nigerian mobile telecommunication firms. Similarly, Jooste and Fouries (2009), in their study conducted within South African strategic leaders, established that strategy implementation drivers improve performance of organizations. While according to Adeyemo (2021), strategy implementation drivers have significant impact on small and medium enterprises performance in South West Nigeria. On the other hand, Kroczeck *et al.* (2013) identified stakeholder involvement as a significant driver in successful implementation of an ICT project in Macha, Zambia. Most of the studies reviewed recommend for leaders to embrace and implement the strategy implementation drivers to improve on organizational performance.

The primary objective of strategic management is to help organizations operate successfully in today's dynamic and competitive environment (Miyonga, 2016). To achieve this objective within the local perspective, the private sector in Kenya adopted strategic management in the late 1970s. On noting its success in the private sector, the public sector organizations borrowed and started implementing it to enhance service delivery and fast track implementation of government strategic objectives (Yabs, 2007). In this regard, strategy implementation aimed at achieving the long-term goals



while the approach requires the government institutions to adopt strategic communication, best management and leadership practices to aid in transforming their strategies into actions.

The public sector organizations in Kenya have some of the best and well thought out strategies but many of them fail to implement them successfully (Mbaka & Mugambi, 2015). The unsuccessful strategy implementation has led into persistent inequalities and disparities across the counties despite successive governments' efforts to address the inconsistencies through various policies and strategies. Even for counties that appear to be significantly advantaged, the benefit is not shared across them but it is only for a small group. However, the government continually commits herself to strategy implementation for equity (GoK, 2007; GoK, 2010). As such past studies suggest various strategy implementation drivers that can be adopted to improve on the performance.

The strategic choices made by leaders, determine the success or failure of the government for they have significant impact on its long term performance (Child *et al.*, 2016). In this regard, the strategies linked to government policies are derived from the strategic decisions which are under the purview of the top management (Harrison & Pelletier, 2001). The implementation of these strategies is very important but their achievement remains a challenge not only to the government but also to non – state actors (Obeidat, 2008). To ensure uniformity and improvement in strategy performance management, the government adopted performance contracting as a key tool besides provision of both tangible and intangible resources. However, despite all the measures put in place by the government, disparities in performance still exist within and across the National Government departments.

### **1.1.2 Strategy Implementation Drivers**

The implementation process is a critical element in organization performance and it involves interaction of multiple variables (Kamande & Orwa, 2015). The implementation takes different forms and shapes in different institutions (Paudel, 2009). It entails adoption of suitable strategy implementation drivers, which Donselaar *et al.* (2012) explains to be those forces that positively shape the implementation of

organization strategies. They are multi-theoretic and are related to the process and the broader context like the attributes of the organization, the decision-makers, the implementers, the external environment and the uniqueness of the strategy (Anchor & Aldehayyat, 2016). They have a varying degree of influence and require focusing on the strategic objectives and compliance to regulations to ensure minimum standards are met (Wallace, 2006). Hence, for organizations to implement their strategies effectively, the management should pay attention to them (Nwachukwu, Hieu, Chládková, & Fadeyi, 2019)

The studies reviewed, most of which were found to be in the private sector with little emphasize on organizations in public sector, show that there are various strategy implementation drivers that affect organizational performance. Some of the drivers include human resource, human capital, organizational resources, resource allocation, organizational culture, organizational capital, organizational structure, technology, organizational information systems, information availability, leadership, strategic leadership, leadership style, performance management systems, training and development, stakeholder involvement, stakeholder management, stakeholder engagement, strategic leadership, social capital, leadership styles, leadership characteristics, strategic communication, managerial roles, leadership actions, leadership practices, strategic leadership practices (Kroczeck *et al.*, 2013; Rajasekar, 2014; Ramadan, 2015; Mlanya, 2015; Mbaka & Mugambi, 2015; Kamande & Orwa, 2015; Kihara, 2016; Mutisya, 2016; Kitonga, 2017; Kagumu, 2018; Mutole, 2019; Twaissi & Aldehayyat, 2021; Adeyemo, 2021).

Sorooshian *et al* (2010) recommends that the various strategy implementation drivers identified by the scholars can be summarized and categorized into organizational structure, organizational resources, organizational culture and leadership related drivers. However, this categorization is not exhaustive; it may include drivers like stakeholder related drivers, communication related drivers, managerial roles as well as information and technology related drivers. Therefore, this study aim was to assess managerial roles, strategic communication, organizational resources and leadership practices effect on the performance of the National Government departments moderated by stakeholder involvement.

### **1.1.3 National Government Departments Overview**

The National Government of Kenya, as established by the Constitution of Kenya 2010 (GoK, 2010), uses institutional approach to implement its strategies. The institutions play a key role in implementing the government functions through the identified strategies. The national leadership develops institutions to serve their understanding of the domestic and national needs. It is the responsibility of the government and its institutions to deliver services required by the society (Makanyeza *et al.*, 2013). In this regard, within the National Government organization, departments are established as key institutions and are domiciled in the different ministries.

The departments are oriented towards ensuring that the government achieves social and economic development (Jiwan, 2016) through the implementation of the strategic goals and objectives. They are key vehicles in the government performance and hence, their adoption of strategic management was meant to improve service delivery. The departments have heads of the departments (HoDs) who are the ones responsible for implementation of the government functions and operate with predetermined targets. The heads of departments are the government engine and the hallmark of service delivery. They serve the needs and interests of the government of the day and are expected to deliver services that the society needs to maintain and improve its wellbeing as a crucial government responsibility. However, they are constrained from all sides while being expected to deliver on the implementation targets.

The demands of strategy achievement are passed from the top management to the heads of departments, who are expected to offer quality and consistent services while observing the national values, leadership and integrity principles (GoK, 2010). The top leadership expects them to efficiently deliver though the government bureaucracies may not assure quality and consistency (Ho & Sherman, 2017). However, they continue to be subjected to criticisms for poor performance, lack of accountability, inefficiency, ineffectiveness, bureaucracy and lack of flexibility as manifested in poor access to quality services (Owino & Etyang, 2017). The way they design and implement the government programs and policies affect the distribution of benefits (KPIA, 2008) which may fuel discrimination, obstruction and vulnerability in

accessing quality services and resources at the various administrative levels (KNBS & SID, 2013).

#### **1.1.4 Performance of National Government Departments**

Performance of an organization may be viewed as the actual output or results compared against the intended output (Tomal & Jones, 2015). Thus, the National Government departments' performance is that continuous achievement of the set goals and objectives of the departments. The performance of government institutions which should be in an effective and efficient manner is critical as it establishes as well as setting the bar and standards for the other sectors in the economy. It contributes to the realization of the national mission and vision (MICNG, 2019). Thus, the departmental heads work towards the successful implementation of the set goals and strategies but at times, influential stakeholders do push for the realization of their priorities and interests to the disadvantage of the less privileged.

The performance of the departments contributes to the overall achievement of the set strategic objectives. The annual performance evaluation results demonstrate the need for embracing and sustaining the best practices that lead to completion and achievement of the target outcome (PSC(K), 2020b). The performance is rated based on the implementation of the departmental strategic goals and objectives which are geared towards service delivery to the public as well as the socio – economic development. Hence, measuring the performance is essential as it highlights the evaluation and achievement of the government set goals (Dobre, 2013).

The level of the performance is defined by the degree of completion of programs, the degree of achievement of goals and the degree of achievement of objectives. The measures are validated by the outcome presented in annual performance evaluation reports. They are recorded quarterly with overall evaluation done at the end of every financial year. The quarterly reports are used for monitoring of the implementation of the set targets while the annual report is the final annual performance evaluation. The annual performance evaluation reports for the 2018/19 to 2020/21 financial years indicate that performance was moderate, despite significant government investment in implementing strategic goals.

Given this moderate performance, it is crucial to place greater emphasis on the drivers of strategy implementation. Although it is recognized that these drivers affect organizational performance, their specific impact on the performance of National Government departments is not clearly established in the existing literature. Therefore, this study aimed to analyze the influence of strategic communication, managerial roles, organizational resources, and leadership practices on the performance of National Government departments in Kenya, with stakeholder involvement serving as a moderating factor.

## **1.2 Statement of the Problem**

Strategy implementation drivers shape the implementation of organizational strategies and have varying degrees of influence on organizational performance (Donselaar *et al.*, 2012). Some authors like Dasan (2022), Adeyemo (2021), Twaissia and Aldehayyata (2020), Ondari *et al* (2020), Nwachukwu *et al* (2019), Riany *et al* (2018), Ramadan (2015), Sorooshian *et al* (2010) established that strategy implementation drivers significantly influence the performance of organizations. However, the studies on the public sector institutions and strategy implementation drivers are barely conclusive but show that the strategy implementation remains a pressing challenge not only in the government institutions but also to non – state actors. Hence, the need to advance knowledge in this area which the current study aimed to do.

The performance evaluation reports for National Government institutions for the FY2018/2019, FY2019/2020, and FY2020/2021, rated on a scale of 1 (excellent) to 5 (poor), revealed aggregate performance indices of 3.3816, 3.3920, and 3.4073, respectively, signifying moderate performance (PSC(K), 2020; PSC(K), 2021a). This level of performance has been a liability to the government, resulting in poor service delivery and limited socio-economic development (Riany *et al.*, 2018). Thus, there exists a clear gap between the actual outcomes of strategy implementation and the desired performance. Hence, this study aimed at assessing the strategy implementation drivers that enhance departmental performance.

While previous researches in Kenya have predominantly focused on private sector organizations or specific government entities, there has been limited attention to National Government departments. For instance, Ondari *et al* (2020) examined the link between strategy implementation drivers and performance in tea factories in Kisii County, employing exploratory, correlational and descriptive survey methods. Similarly, Mulwa and Deya, (2022) investigated the relationship between strategy implementation drivers and the performance of public hospitals within Nairobi metropolitan with descriptive survey being their research design. While Kiecha (2017) conducted a case study on the impact of strategy implementation drivers on project performance at Riziki Kenya, using a descriptive research design.

Despite a relatively substantial investment in strategies to improve public service institutions' performance (GoK, 2016a; Ogola & Nzulwa, 2018), their outcomes have remained largely average. The impact of strategy implementation drivers on the performance of National Government institutions remains underexplored. That is, despite various initiatives undertaken, achieving optimal performance in these departments has been challenging. This study assessed how strategy implementation drivers affect the performance of Kenya's National Government departments.

### **1.3 Research Objectives**

The research objectives give a description of what a study is all about as well giving the reason(s) as to why the study is being undertaken (Kothari, 2004). The following general and specific research objectives guided this study.

#### **1.3.1 General Objective**

The general objective was to assess the effect of strategy implementation drivers on the performance of departments in the National Government of Kenya.

### **1.3.2 Specific Objectives**

To achieve the general objective, the following specific objectives were identified.

1. To assess the effect of organizational resources on the performance of departments in the National Government of Kenya.
2. To examine the effect of managerial roles on the performance of departments in the National Government of Kenya.
3. To assess the effect of strategic communication on the performance of departments in the National Government of Kenya.
4. To evaluate the effect of leadership practices on the performance of departments in the National Government of Kenya.
5. To examine the effect of stakeholder involvement on the performance of departments in the National Government of Kenya.
6. To assess the moderating effect of stakeholder involvement on the relationship between the strategy implementation drivers and the performance of departments in the National Government of Kenya.

### **1.4 Research Hypotheses**

To establish effect of the independent and moderating variables on the performance of departments in the National Government of Kenya, the following hypotheses were adopted.

**H<sub>01</sub>:** Organizational resources have no significant effect on the performance of departments in the National Government of Kenya.

**H<sub>02</sub>:** Managerial roles have no significant effect on the performance of departments in the National Government of Kenya.

**H<sub>03</sub>:** Strategic communication has no significant effect on the performance of departments in the National Government of Kenya.

**H<sub>04</sub>:** Leadership practices have no significant effect on the performance of departments in the National Government of Kenya.

**H<sub>05</sub>:** Stakeholder involvement has no significant effect on the performance of departments in the National Government of Kenya

**H<sub>06</sub>:** Stakeholder involvement has no significant moderating effect on the relationship between the strategy implementation drivers and the performance of departments in the National Government of Kenya.

### **1.5 Significance of the Study**

The strategy implementation in the National Government departments focuses on strengthening the socio - economic development to strategically position the Government of the day. The National Government achievements depends heavily on the performance of the departments, which has remained average over the years. The heads of departments are directly involved in the strategy implementation programs and activities. Thus, additional knowledge on strategy implementation drivers will aid the departments in performance improvement.

The performance of the departments in the National Government is a crucial element in the performance of the government. Their achievements set the bar for the performance of other sectors in the economy as well as being instrumental in the achievement of the set strategic objectives. That is, it determines the performance of the government of the day. Hence, enhancing the performance of the departments in the National Government is an important route in the improvement of the performance of the National Government. This contributes to the country's socio – economic performance improvement. Therefore, this study contributes in enhancing the performance of the departments in the National Government departments of Kenya. It will be beneficial in the re – engineering of the strategy implementation process in the National Government departments.

Most of the available literature reviewed is from the developed and emerging economies within private sector, giving little emphasize to the drivers of strategy implementation in the public sector organizations in the developing economies. This study provides beneficial additional knowledge on the strategy implementation drivers and performance of organizations in the public sector. That is, it provides significant



input on the strategy implementation drivers in the context of public sector organizations. It provides valuable insights on the strategy implementation drivers to managers in the public sector organizations in these economies.

The strategy implementation drivers assessed significantly affect the performance of departments in the National Government of Kenya. They can significantly explain 27.1 percent of the variance of the performance of the departments. The study findings may be used by the heads of departments as a basis for investigating other strategy implementation drivers that may have significant effect on the performance of the departments. Further, the study will be valuable to policy makers who may use the findings in re – engineering the strategy implementation process in order to improve on the performance of departments in the National Government of Kenya.

The study will also be beneficial to academia and researchers as it enriches the literature on strategy implementation drivers in the performance of organizations in the public sector. It also provides additional empirical support on strategy implementation drivers and therefore, other academicians and researchers in the industry may make use of the findings of the study as reference materials in their future studies.

### **1.6 Scope of the Study**

The study assessed the effect of strategy implementation drivers on the performance of departments in the National Government of Kenya. The constitution of Kenya 2010 established two levels of governance; the National Government and the County Governments. Although the constitution bestowed most of the government functions to the National Government of Kenya (GoK, 2010), there is modest documented literature on strategy implementation drivers and the performance of National Government institutions, in particular the National Government departments. Therefore, this study was restricted to the National Government level of governance and further, zeroing on the performance of National Government departments in the counties.

The constitution established 47 counties as the administrative units for service delivery and the focal points of socio – economic development for both levels of governance (GoK, 2010; GoK, 2013). Therefore, the counties were chosen as the study location as the constitution aligns the National Government public service to the counties in respect of the devolution principles. This was aimed at facilitating decentralization of state organs for effective service delivery (Arulrajah, 2016) as well as equitable socio – economic development. The study location being very expansive, therefore, as recommended by Kothari (2004), multistage sampling was used to scientifically select 14 counties with the help of the Yamane formula (Naing, 2003) to represent the 47 counties in Kenya.

The study focused on assessing the effect of strategy implementation drivers on the performance of departments in the National Government of Kenya moderated by stakeholder involvement. It was anchored on resource-based view theory, administrative management theory, communication theory, contingency theory of leadership and stakeholder theory while being restricted to cross – sectional research designs which enabled adoption of quantitative and qualitative research methodologies.

Further, the study focused on the effect of strategy implementation drivers in the performance of departments in the National Government in the counties considering the period of five years preceding the time of the data collected. The respondents were the county National Government departmental heads. They were chosen as they are the ones charged with the implementation of the National Government functions stipulated in the constitution of Kenya, 2010 (GoK, 2010) in their respective administrative units. These heads of departments are adequately prepared to be able responsible for implementation of the departmental strategies.

### **1.7 Limitations of the Study**

The study was conducted within the National Government departments in Kenya. It utilized a target population of 535 National Government heads of departments from the sampled counties. A sample drawn from the target population was used to obtain the primary data and its analysed results were used to draw inferences and conclusions

for the study. Though the target population was small (less than 1,000), a complete census which could have given the best results was not used. However, to address this limitation, a sample of 40 percent of the target population was constituted statistically. This was sufficient for the study, as a good representation should be at least 30 percent of the target population (Mugenda & Mugenda, 2003).

The study area was very expansive and thus the data collection involved moving across the country to reach the sampled counties. This constituted a limitation which was overcome by using two research assistants. Further, getting the questionnaires back from the respondents constituted another limitation that was solved by the researcher and the assistants making several visits to the respondents' offices and exercising patience with them. This resulted to a total of 152 valid questionnaires being received back, translating to 71.0 percent response rate which according to Fincham (2008) was sufficient for the study.

The study respondents were the heads of departments who are actually internal staff and the most suited to respond on the strategy implementation in their respective departments. However, their being bias could not be ruled out. This constituted another limitation for the study which was addressed by correlating the results obtained with the previous annual performance evaluation reports from the Public service Commission. The correlation showed that the results were in conformity with the annual performance evaluation reports from the previous years (PSC(K), 2020b; PSC(K), 2021a).

The study considered only five independent variables with one of them being a moderator but the researcher recognizes that other strategy implementation drivers do exist. That is, apart from the variables identified for this study, there are other predictors of the performance of departments in the National Government of Kenya. This constituted another limitation for the study and was addressed by treating the other predictors as stochastic error represented by the error term in the statistical model.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter outlines theoretical framework, conceptual framework, empirical review, critique of the literature reviewed, the research gaps and a summary of the chapter.

#### **2.2 Theoretical Framework**

The theoretical framework adopted the definition and explanations of the theories that assisted in gaining a deeper understanding of the strategy implementation drivers and the performance of organizations. One such definition was advanced by Ornstein and Hunkins (1993) who defines a theory as a device for identifying established laws, analysing, interpreting and modifying them to fit data in a way unanticipated in their formation and guiding an organization in coming up with new generalization.

The theories describe the rules that guide actions, opinion ideals or a particular philosophy and enable in discerning new and more powerful generalization. From the literature reviewed, there is no single theory that fitted the study and hence, the study relied on administrative management theory, the resource based view theory, contingency theory, communication theory and the stakeholder theory in assessing the effect of the identified strategy implementation drivers on the performance of the departments with stakeholder involvement being a moderator in the relationship.

##### **2.2.1 Resource Based View Theory**

The Resource Based View (RBV) theory proponent, Penrose (1959), as cited by various authors, provided a theory for effective management of organizational resources. Penrose argued that organizations can create economic value through effective management of resources and not by having resources. The proponent contends that organizational resources form the foundation of the organization strategy (Ndege, 2018).

The theory provides that organizations are heterogeneous in their resources and the resources determine their performance. It provides that firms seek to gain competitive advantage through implementation of value creation strategy that cannot be simultaneously implemented or duplicated by other competitors (Hansen & Ferlie, 2014). The theory gives a picture of organizational resources within the business strategies while laying a foundation on the process of management in the resource allocation and alignment to implementation of strategies (Barney, 2003).

The resource-based view theory gives a logical explanation to resolve causal links among resources, capabilities and competitive advantage by providing a base for arguments on linkages to organizational resources, productive opportunities and profitable growth. This theory provides a theoretical base for analysing the performance of organizations (Katana, 2017). It provides that it is the responsibility of managers to establish the organizational strengths, weaknesses and available resources in accordance to the needs (Nemati *et al.*, 2010).

The view focuses on the internal strengths and weaknesses in organizational resources (Choge, 2017) showing how the management of processes and how resources are allocated, distributed and deployed for effective and efficient strategy implementation (Ochola, 2016; Katana, 2017; Kathuku, 2017). The internal resources of the organization are seen to be the distinctive main source of competitive advantage (Kamande & Orwa, 2015). They have to be strategic for successful implementation of strategies (Barney, 2003). This implies that there is need to focus on resources owned by an organization or by its partners as the various resources can explain organizational performance growth or decline (Ochola, 2016).

Organizations have both tangible and intangible resources (Kathuku, 2017) which are both significant in the strategy implementation (Adeyemo, 2021) within the business environment. The organizational tangible resources include human resources, financial capital, land, buildings, ICT systems, machinery and all other available equipment. These are accessible and confer a little advantage to the organization as they are easily imitated by competitors. The intangible assets have no physical presence and include intellectual knowledge, human resource management talents,

human resource capital, individual competencies, capabilities and ICT skills (Kathuku, 2017). They are accumulated over time and are sources of competitive advantage in any organization. They commit main actors in the management to successful strategy implementation (Barney, 2003).

The theory, to some extent, lack substantial managerial implications as it only prepares managers to develop appropriate organizations, develop and obtain resources without indicating how this should happen. It invokes the total control illusion disregarding the property rights issue and exaggerates the extent of managers' control on the resources (Kathuku, 2017). The theory also gives more emphasize on the internal strengths of the organization, suggests that organization resources are the primary performance determinants, without giving much consideration to the external factors like the market demands (Thatia, 2019; Choge, 2017). However, the theory suggests that it is not the type of the resource that matters but how the resources are used (Kagumu, 2018). Thus, this theory examines the management of organizational resources and how they can be matched with internal strengths.

The effectiveness and efficiency of a strategy implementation depends on resource maximization and creating a unique, firm-specific opportunities for competitive advantage. Thus, this theory provides a good anchor for the assessment of the effect of organizational resources on the performance of departments in the National Government of Kenya. The theory has been used in similar studies to anchor the relationship between organizational resources and organization performance (Kamande and Orwa, 2015; Keranga *et al.*, 2015; Kihara, 2016; Ng'ang'a and Deya, 2019; Adeyemo, 2021).

### **2.2.2 Administrative Management Theory**

The administrative management theory is one of the management theories. It was developed by Henri Fayol in 1916 from his work on examination of organizations in the perspective of managers and the situations they come across (Nadrifar *et al.*, 2013). The theory advocates for establishing in an organization a clear formal division of labour, a clear formal administrative structure, delegation of power and authority corresponding to the responsibilities. Fayol, who is considered to be the father of

modern management, suggested the main managerial functions of a manager to be planning, organizing, commanding, coordination and control (Hussain *et al.*, 2019). The theory is based on principles emanating from these functions which managers can use in coordinating the activities of an organization. The principles should be left to them to decide on how they apply them for efficient and effective management.

The managers are entirely responsible for performance of their teams and the principles assist leaders on how to organize as they interact with their teams. The principles are initiative principle which is about the level of freedom given to employees as they undertake their responsibilities; equity principle which is about treating all employees equally and having an environment of kindness; the scalar chain which deals with the chain of command from the top management to lower level management and how communication flows from top to bottom; the employee remuneration principle which asserts that both monetary and non – monetary remuneration should be based on performance to build a bond between the organization and the employee (Abah, 2017).

The principles also include unity of direction which stipulates each department should have only one manager who coordinates the group activities for single goal achievement; unity of command which asserts that employees should get command from one supervisor whom they should be accountable to; order principle which deals with the right job placement of employees and resources for the organization to run smoothly. The other principles are discipline, division of work, authority and responsibility, subordination of interests of the individual to general interests, centralization, stability of tenure and group common spirit principle (Hussain *et al.*, 2019; Abah, 2017).

These principles are found in modern organizations in several ways; either they have been accepted and being practiced in the organization, they have been revamped or the organization has remnants of the principles where alternative practices are being practised (Edwards, 2018). However, some of the shortcomings of this theory include emphasizes on the top – bottom approach that focuses on improving the processes first and then the employees as according to Fayol, improving on managerial practices

minimizes misunderstandings which in turn increases efficiency (Edwards, 2018). The theory being management oriented, gives less attention to the problems that bedevil the employees. It is more focused on the formal organization structure with no regard to the informal organizations. Further, this theory borrowed a lot from the military science and thus, encourages a mechanical approach, giving little attention to some aspects of modern management such as communication, motivation, leading (Edwards, 2018) and participation.

Though, the principles were not designed for the current changing working environment and issues of employee participation, they are still observed into the modern-day organizations. The theory continue being implemented in the operations of organizations and enterprises today, showing the strength of the theory (Nadrifar *et al.*, 2013). That is, it remains relevant despite having been developed in the early 1900s. It elaborates the importance of ensuring that management roles are aligned to the circumstances of the organization such as work environment and operational processes. The management roles are more effective once they are aligned with specific organization and environmental understanding (Mulonzi, 2018), enabling close following up and monitoring of the performance measurements. Therefore, the theory was used in anchoring the examination of managerial roles and the performance of the departments in the National Government of Kenya.

### **2.2.3 Communication Theory**

Communication theory emanated from the pragmatic concerns on the study of communication (Littlejohn & Foss, 2009) and was originally proposed by Scudder (1980). It states that all living things on the planet do communicate but the way they communicate is different. The theory proposes that for any entity to survive it needs to communicate within itself and with others. It is a matter of influence and it is permissible to influence the public but not manipulating them. It shows the relationship between various variables at play in a process and helps us to understand the factors involved in a phenomenon (Asemah *et al.*, 2017). The theory views communication in five different viewpoints, that is, mechanistic, psychological, social, systematic and critical viewpoints.



The mechanistic viewpoint examines communication as transmission of information from sender to receiver. The psychological view describes communication as the actual thoughts and feelings of the sender to the reactions and feelings of the recipient after decoding the information. The social aspect considers communication as the results of the interaction between the sender and the recipient and as being dependent on the content. The systematic viewpoint describes communication as new and different message borne from different persons interpreting it in their own way and reinterpreting to draw their conclusion. The critical view describes communication as the way in which a person expresses authority and power among other persons (Littlejohn & Foss, 2009).

The theory views strategic communication as an ongoing process which is interactive in nature while being participatory in all levels. In this regard, communication is not limited to formal messages as actions also convey meaning and it is the theoretical pillar anchoring strategic communication (Ruler, 2018). According to the critical view point of the communication theory, the HoDs should be careful with the way in which they communicate their departmental vision, mission and values. They also need to be careful on how they use authority and power as they implement the departmental programs.

This theory was adopted for the study guided by Li *et al* (2010) observations that there are many theories involved in strategy implementation and recommended for future research to consider using communication theory among others. This theory was used to anchor the assessment of strategic communication and the performance of the departments in the National Government of Kenya.

#### **2.2.4 Contingency Theory of Leadership**

Contingency theory of leadership was proposed in 1964 by Fred Edward Fiedler and the theory is predicated on the view that there does not exist any best way to organize which is the core of the approach adopted by governments to improve public service (Andrews *et al.*, 2012). It emphasizes on the importance of the leader's personality and the situation the leader operates in. The theory provides that the best way to organize depends on the environment surrounding the organization and this notion influences

the organization performance. Thus, it contends that the match of approach to a situation improves the prospect of success (Nutt, 2001). It assumes that leaders can assess accurately the situation before selecting the right leadership behaviour to meet the situational demands which increases the followers effort to performance (Hughes *et al.*, 2010).

The theory assumes that there is no simple one right way to organize and as such performance can be influenced by several factors some of which may not be contingent to the situation. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation. Performance varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished. The environment is ever changing and very little of the working environment remains static. The management constantly rides on a wave of change while working to create, maintain and grow an environment which optimizes implementation with contingency theory of leadership being applied during the management interventions (Andrews *et al.*, 2012).

The constitution of Kenya 2010 created far reaching environmental changes which all government agencies need to adapt to for their survival. The constitution set the public sector in an accelerated reform agenda aimed at adapting to the envisioned changes (LDGI, 2015). To implement strategies, governments do roll out programmes that apply to different departments and the performance becomes a product of effective leadership and management. Hence, the heads of departments require understanding of the contingency theory of leadership to focus on the changing environmental variables that affect work performance and requiring management interventions.

The fundamentals of this theory are geared towards moral motivation in achieving a common goal and they define the expected efficiency and effectiveness of the departmental heads within the context of management interventions which is key to work performance. The requirements on the implementation of strategies in the public sector imposed on the departmental heads in most cases are predetermined at the top level without due regard to actual situations. The theory provides for a process involving organizing activities of implementation which are central to organization

and are crucial for a firm's survival. It focuses on affordability and leveraging on the available resources; an increase in flexibility in strategy implementation to take advantage of environmental factors based on will and commitment to change (Ahearne, Lam & Kraus, 2014).

The environment in which the heads of departments operate in has two major components, the technical environment and institutional environment (Andrews *et al.*, 2012). The technical environment is defined by market pressures towards efficiency and effectiveness, the available financial resources and the level of need for services. The institutional environment is about the laws, regulations and accountability imposed by the state and the professional beliefs on the appropriate management structures and processes. It is in this environment organizations operate in and leadership is a key attribute determining the organization performance (Andrews *et al.*, 2012).

The contingency theory of leadership does not outline the best strategies that can be used to motivate the different employees in an organization towards a better performance and it lacks clear guidelines towards its applicability owing to its complexity and lack of predictability. The many variables that influence leadership effectiveness make it difficult to determine the best approach to a given situation and it may lead to confusion as well as indecision. That is, though the theory offers important insights into leadership, its lack of predictability and complexity may pose challenges to leaders seeking to use it effectively (Harrison, 2018).

The heads of departments do not always have to follow the same process in implementing the departmental objectives. However, the contingency theory of leadership provides a starting point as to identify links between the leadership practices, the situational control as well as the departmental performance. According to this theory, the departments can implement changes as dictated by environmental variables and can accomplish substantial change by systematic, formal analysis of the policy environment through comprehensive integrated strategies. Hence, this theory was used in anchoring the evaluation of how leadership practices affect the performance of the departments in the National Government.

### 2.2.5 Stakeholder Theory

The use of the word stakeholder dates back to 1960s from the work of Stanford Research Institute though it was expressed long before then (Fontaine *et al.*, 2006) while the stakeholder theory is credited to Freeman from his 1984 publication. It is through this theory; the concept of stakeholders was introduced into strategic management. The proponents of the theory aver that performance of an organization is a function of how the stakeholders are satisfied and focuses on building relationships (Njoroge, 2015). The theory guides organization management to understand and take into consideration the interests of the organizational internal and external stakeholders.

This theory provides for insights and understanding of the interaction of an organization and its stakeholders (Elbanna *et al.*, 2016). According to the proponents, the theory deals with the organization – stakeholder dynamics. It posits that involvement, cooperation and participation of the different actors is an important mechanism for realising the socio – economic development (Keranga *et al.*, 2021). The proponents of this theory presented it in normative, descriptive, instrumental and broadly managerial perspectives. The normative stakeholder approach advocates for ethical and moral standards as the stakeholders have a valid normative claim on the organization.

The instrumental stakeholder approach focuses on the stakeholder orientation where the stakeholders are identified with the need of the management taking them into consideration as they work towards achieving the organizational goals. The descriptive perspective views stakeholders as being affected by the organizational activities or affecting the organization decision making process. On the other hand, the broad managerial perspective recommends for practices, attitudes and structures that constitute the stakeholder management with attention to legitimate interests (Friedman & Miles, 2006). The theory underpins the importance of the organizational management taking into consideration the business environment.

The stakeholder theory provides for two approaches into the relationship between organizations and stakeholders. One being how organizations focus on stakeholders for suitable managerial techniques and the other being how the stakeholders approach

organizations when claiming for their right. The theory suggests that addressing the stakeholders' interests improves organizational performance. Thus, in any organization, the management should be concerned with stakeholders who strive to improve strategy implementation (Kinyua, 2016). Hence, continuous stakeholder analysis is essential to understand the type of stakeholders the strategy implementers are dealing with to be able to handle the stakeholder interests and the competing demands in the organization.

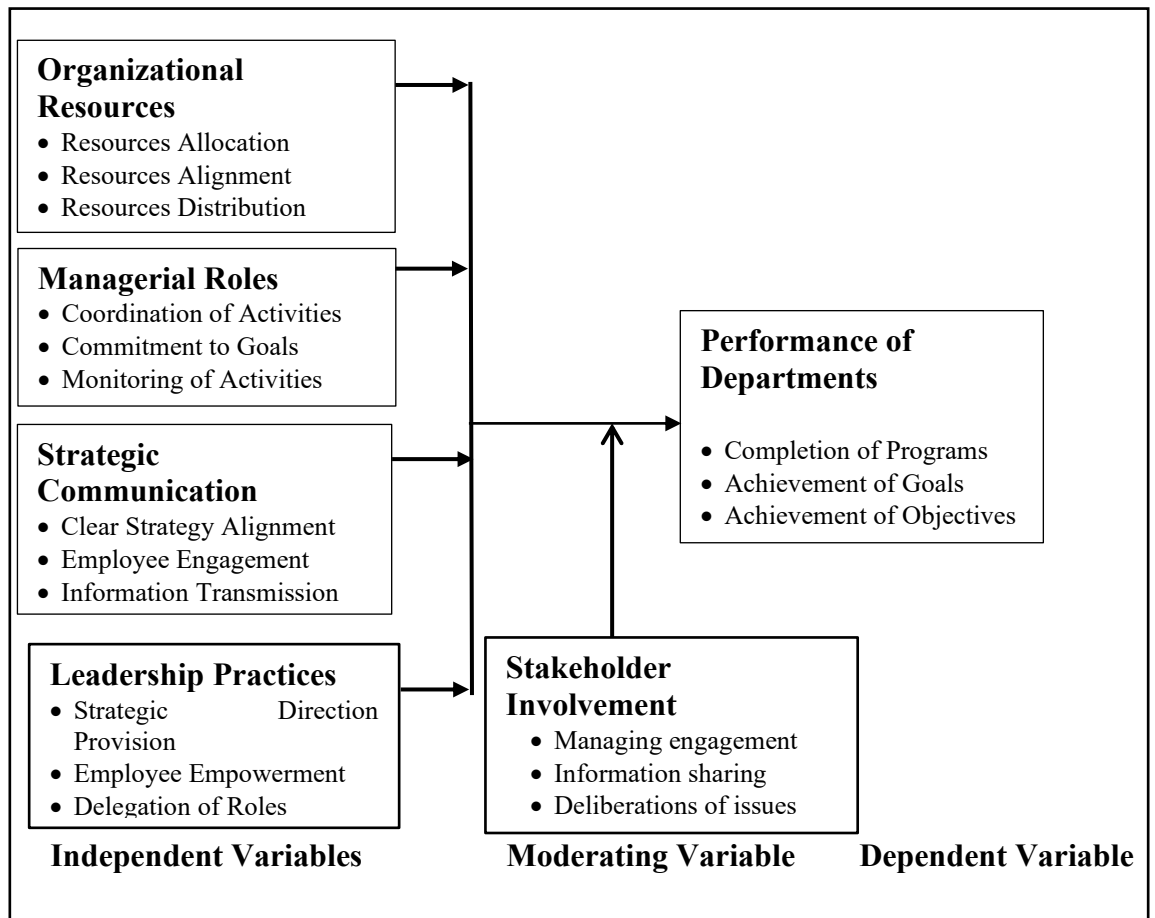
This theory is widely accepted, but its elementary aspects remain undetermined for the term "stakeholder" remains essentially a contested concept, making it difficult for the theory development and empirical testing (Miles, 2017). To some extent achieving convergence in stakeholder theory is one of the most interesting problems with high conflicting and negative relations between stakeholders and organizations being ignored as there is not enough work to enable combining the three strands of the theory (Friedman & Miles, 2002). Many scholars have argued for and against the different strands of the stakeholder theory. However, the Friedman and Miles (2002) perspective of stakeholder and organizational relationship which takes into consideration why and how changes in the relationship between stakeholders and organization change informed the choice of stakeholder involvement as a moderating variable for the current study.

These changes can happen in any direction and realignment could transpire if material interests of either side change, institutional support changes, ideas held by the organization or stakeholders change or contingent factors emerge. Hence, this study depended on the stakeholder theory approach to organizations' focus on stakeholders for suitable managerial skills to anchor the analyses of the effect of stakeholder involvement on the relationship between the strategy implementation drivers and the performance of the departments.

### **2.3 Conceptual Framework**

This is a description of the conceived relationship between the independent and dependent variables presented in form of a diagram (Mugenda & Mugenda, 2009). In this study, the independent variables, that is, organizational resources, managerial

roles, strategic communication and leadership practices were conceptualized to individually and collectively affect the dependent variable, performance of the departments, moderated by stakeholder involvement, as outlined in Figure 2.1. The variation in the performance of the departments is presumed to be occasioned by the independent variables moderated by the stakeholder involvement.



**Figure 2.1: Conceptual Framework**

### 2.3.1 Organizational Resources

Resources are considered to be an important factor in the performance of organizations. The organizational tangible and intangible resources are critical in determining the direction a strategy takes. They are geared towards achieving the organizational goals and strategic objectives and they significantly influence the strategy execution (Katana, 2017). Borrowing from the study of Rose *et al* (2012), organizational resources as an independent variable was assessed from tangible and

intangible perspective and operationalized using resource allocation, alignment and distribution as indicators. The way the organizational resources are allocated, aligned and distributed in respect to the implementation process significantly affect the degree of success of the organizational strategic activities and programs.

Resource allocation is one of the tools for operationalizing strategies and resources are allocated to support each organizational unit and they should be aligned with the implementation schedules in order to avoid delays in execution (Farah, 2016). However, the allocation is a highly centralized management activity because resources are limited and not sufficient to support all proposals (Oskooee, 2018). The resource allocation and alignment are interrelated and the process is complex, dynamic and an involving phenomenon. According to Maritan and Lee (2017), even though resource allocation is fundamental in the field of strategic management, there is scanty literature on allocation of tangible resources to respective strategy implementation.

The resource distribution is about deploying resources strategically to achieve the organization goals. The distribution is a crucial component in the determination of the required efficacy in strategy implementation. It is one of the key factors in socio – economic development but it remains a contentious issue in many developing countries (Hassan, 2020). It requires frequent evaluation of priorities so as to ensure the available resources are devoted to the most important areas of the implementation process. Ensuring that the distribution is prioritised helps in reducing the cost of implementation as well as achieving the best results utilizing the available resources. In Kenya, successive governments have had their own resource distribution strategies albeit politically driven with the distribution being in accordance to the programs but to some extent a source of inequalities and disparities (Hassan, 2020).

Apart from the budgetary allocation of resources to the counties, further distribution is controlled by the ruling elite who continue to use their positional powers to advantage and promote communities and groups that enjoy their patronage. Thus, the distribution of the resources is at times skewed contrary to the citizens' expectations. The skewness affects the timely implementation of the set strategies. Equity should be reflected in the resource allocation and alignment as spelt in the various budget statements (LDGI,

2015). This means horizontal inequalities in strategy implementation remains a persistent feature in Kenya as reflected by the disparities in access to socio – economic opportunities and services (KPIA, 2008).

The resource alignment is a thoughtful allocation of resources to achieve the desired organizational goals. Organizations are considered to be as good as their resource alignment and ability to utilize the resources properly. Aligning organizational resources to the organizational objectives and targets enhances performance (Dasan, 2022). The alignment activity starts with review and clarification of the decision which produces the specific goals outlining the strategic actions that require resources for implementation. The constitutional capping of the number of ministries and the deliberate strengthening of the public sector institutions is a governance mechanism to enable effective resource alignment for implementation of development strategies as well as responding to the environmental demands (GoK, 2010).

According to Frączkiewicz-Wronka and Szymaniec (2012) organizations rely on their internal resources for long term goals rather than those they expect from the environment and the implementation process may at times require organizations to possess new resources or reallocation or reorganization of others. They also noted that managers who know the importance of resources in decision making try to use both internal and external resources while organizations which do not recognize the importance of their internal resources do not value the resources in the environment.

Organizations compete for resources to implement their strategic initiatives but the top management does the final approval (Child *et al.*, 2016). In the government set up, the departments compete for allocation of resources for their operations and survival during the annual budgetary process based on their strategic programs. The resources as applied in the public sector institutions should emphasize that the organizations can acquire resources based on effectiveness as a competitive advantage. The way the organizational resources are allocated, aligned and distributed in respect to the implementation process significantly affect the degree of success of the organizational performance. However, according to Owino and Etyang (2017), resource allocation



and distribution has been skewed and remains a contentious political issue that continue to divide Kenyans along ethnic lines.

### **2.3.2 Managerial Roles**

Managerial roles is an approach to implementation which was popularized by Henry Mintzberg as relating to work activity that deal with actual activities of managers (Burgaz, 1997). The managerial roles capture the organizational management endeavour for effectiveness and efficiency and help organizations to achieve their goals and objectives through coordination of the activities and their human resource. They are founded on the notion of expectations and are functions of the individual manager's interpretation (Harney, 2015) while at the same time, they may be viewed as reflections of an organization's operations and performance as mandated by the leadership (GoK, 2014a; Owino & Etyang, 2017). The managerial roles determine whether the control of an organization is internal or external despite the original intention while the efficiency may not be guaranteed.

The managerial roles involve activities such as assignment of responsibilities, supervision, coordination of activities, procedures, positional duties, technology, processes, task allocation, control and related elements that constitute the organization and are directed towards the achievement of the envisioned goals in an organization (Nyakeriga, 2015). The administrative management theory formed a basis of understanding the roles as anchored in the functional tasks of planning, organizing, leading and controlling (Harney, 2015). However, this is a limited view while studies on the managerial roles had inconsistencies and were inconclusive until the study by Mintzberg categorized the managerial roles into interpersonal roles, informational roles and decisional roles (Mullins, 2011).

Managers have significant contribution to the performance of organizations. Some of their contributions include facilitating goal attainment, increasing efficiency and adapting organizations to the ever changing environment (Dler & Tawfeq, 2021). The managerial roles are founded on expectation notion and are a function of the individual manager's interpretation combined with the expectations of others (Harney, 2015). The former is what the managers expect to do by virtue of their position while the latter

is normative and is what the managers are expected to do. Hence, the managerial roles as an independent variable for the study was operationalized using coordination of activities for interpersonal role, commitment to goals for decisional role and monitoring of activities for informational role.

Coordination focuses on keeping all employees updated on progress and poor coordination is a hidden barrier silently killing strategy implementation (Beer & Eisenstat, 2000). Coordination of activities involve building synergy in inclusivity for unifying and harmonizing the activities and efforts of an organization to facilitate its working and success (Mullins, 2010). It assists in ensuring that the human resource is well grounded with their responsibilities as well as making them to remain focused on the key targets under everyday pressures.

The principle of coordination of activities lays a foundation for organizational employees to work together with unity in action, the need for discipline and exercise of authority (Mullins, 2011). The strategies require managers to realize the necessity of coordinating activities for successful implementation (Obeidat, 2008). That is, organizing activities such that they can work together in an efficient manner. Effective coordination provides for smooth interaction between the management and the other employees.

The strategy implementation is affected by management commitment to goals with clear accountability for implementation decisions (Kamande & Orwa, 2015). The commitment to goals provide a basis for the success of tasks and responsibilities as classified in the administrative management principles of work as well as defining the division of work, responsibilities and coordination of activities among the various levels within the organization (Hitt, Ireland & Hoskisson, 2007; Katana, 2017). The process of management in coordinating, directing and guiding the activities explains the commitment towards achieving organizational goals. The directing mechanisms on program activities in organizations in the public sector are used in fostering predictability, consistency, knowledge acquisition as well as coordination in strategic pursuit of the organizational objectives (Tremblay, Martineau & Pauchant, 2017).

The monitoring of activities is an essential element in the implementation process and it includes tracking deliverables to ensure that the performance is on track towards meeting the set objectives and goals. Monitoring has positive influence on the implementation of strategies (Ochola, 2016). Therefore, when the results of monitoring of activities are properly used, this may lead to enhanced strategy implementation outcome. The monitoring of activities provides the management with the assessment of the progress towards the achievement of the expected outcome (Sanganyi, 2016). Hence, it is necessary to direct programs with a mechanism of monitoring the activities to ensure they remain congruent with envisioned goals.

The managerial roles mark the structural dimension of implementation and drive the delivery of the organization business (Hitt, Ireland & Hoskisson, 2007; Mbaka & Mugambi, 2015). They lay the foundation for the application of strategic management and the framework for performance as well as control, coordination and commitment. Organizational performance is a major achievement in any managerial process (Elbanna & Naguib, 2009). The more it is known about the managerial roles, responsibilities and activities in an organization, the better the chances of managing the implementation dynamics (Mullins, 2011).

### **2.3.3 Strategic Communication**

Strategic communication is a managerial tool that complements the content and quality in the implementation process (Invernizzi & Romenti, 2011). It is a management process that rests on communication and focuses on negotiation, presentation, construction and reconstruction of strategy building as well as strategy implementation (Ruler, 2018). It may be described as that communication which is consistent with organizational values, mission, vision and it is able to enhance the organization's strategic positioning and competitiveness between its competitors (Ruler, 2018).

Strategic communication essence is being purposeful to advance an organization's mission through communication as it addresses the individual employee as well as the entire human resource to build ownership while responding to external environment (Mišanková & Kočíšová, 2014). That is, it is communicating with a purpose and at the same time showcasing value geared towards achieving the organizational goal. It

invokes responses, creating mutual beneficial situations. It focuses on how an organization presents and promotes itself through its employees, managers and leaders to achieve the intentional activities (Ruler, 2018) and it involves identification of goals, understanding the audience, conveying the value and expressing the need as key steps.

Communication is a main factor in the implementation process with employees being involved deeply in the communication activities that are considered to be essential elements of the process (Obeidat, 2008). The constitution of Kenya commits the public service to strategic communication in dissemination of government policies and programmes through public participation and right to information to enhance impartiality, loyalty, honesty and integrity (GoK, 2010). Further, in accomplishing the government mission, the public officers are guided by a shared vision which requires efficient and effective performing institutions with commitment to serving citizens with courtesy, integrity as well as giving value for the taxpayers' money (GoK, 2003).

Strategic communication links the organizational overall strategy to the organizational components, that is, it facilitates an organization to move its mission forward in a purposeful way (Ruler, 2018). It emphasizes on the strategy activities as the strength of approach for holistic communication (Thorson, 2017) to facilitate goal enhancement for socio – economic growth and prosperity to achieve equity in development. It needs to be conceptualized as a management process which focuses on feeding strategy building and implementation in a continuous loop (Ruler, 2018). As an independent variable for the study, the strategic communication was operationalized using clear strategy alignment, information transmission and employee engagement as indicators.

Strategic communication being aligned with the organizational overall strategy is geared towards enhancing its strategic positioning (Argenti *et al.*, 2005) with clear strategy alignment being a central aspect (Volk & Zerfass, 2018). The alignment facilitates the implementation of organizational strategies and helps to govern the organizational activities necessary for strategy implementation (Invernizzi & Romenti, 2011). It forms a basis for successful strategy implementation (Volk & Zerfass, 2018)

while proper communication makes strategies effective, influencing the organizational performance (Kigera, 2016).

Employees are strategic constituents in any organization and the employee engagement or employee communication is an important asset. The employee engagement is about sharing of information and ideas between the management and the employees. It is essential in the organization effectiveness and success, it improves the organizational competitive advantage and influences the image and reputation of the organization (Andersson, 2019). It strengthens the understanding of the information essential in realising the organization strategy, though, it can also be a potential threat to strategy implementation. Engaging employee in any organization is enhanced by the communication system (Ahmad & Aldakhil, 2012). The strategic communication may be through various organizational communication systems depending on the situation, the management attitude and personality.

According to Invernizzi and Romenti (2011) communication takes a central and strategic importance in decisional and productive processes in an organization and is associated with managerial methods, services, analysis and quality. It complements the quality of the results of the implementation process. Various studies have shown internal communication, communication open-endedness climate, management of employees' relationships and leaders to be important factors of employees' communication. The communication is a critical factor in building trust between the employer and the employee. It significantly influences the employee engagement leading to the employee satisfaction and comfort. This helps in building an emotional connection with the organization, leading to utilization of more efforts for work accomplishment.

Strategic communication emphasizes on the strategy activities as the strength of approach for holistic communication (Thorson, 2017), differentiating businesses as a strategy driver (Argenti *et al.*, 2005). It is mission driven and enhances organizational strategic goals through transmission of information while inspiring and informing policy development and practice. However, though the constitution is geared towards bridging the gap between the government services and the citizens, this has remained

a matter of serious concern due to imprecise and inadequate information on the government strategic goals.

Strategic communication facilitates the transmission and flow of necessary information (Obeidat, 2008) and this should be consistent with strategy details making the objectives and what needs to be focused on. Efficient information transmission is always outbound as well as inbound and helps an institution to reinforce its strategies through regular, timely and actionable plans. Effective information flow orients organization image with strategic communication. However, institutions do at times face a lot of disinformation in an effort to disadvantage their performance.

#### **2.3.4 Leadership Practices**

Leadership practices are strategies and practices that leaders adopt and implement consistently to assist their teams better themselves (Lewis, 2003). They affirm the benefits of detaching leadership from personality so as to allow leadership to focus on behavioural change and social interactions within the organizations (Raelin, 2011). The practices entail articulating organizational mission, that is, leading with a purpose, unleashing the productivity of the people, that is, mobilization of individual actors to do more with less, arousing loyalty in stakeholders which is aimed at satisfying customers, inspiring trust, helping customers to succeed, that is, creating value to customers, mentorship as well as regular meeting to address emerging issues.

Leadership practices revolve around strategic actions and decision implementation, impacting on organizational management and influencing the performance of the managers who should be strategic leaders. They influence the orientation an organization takes as well as determining how it achieves its goals (Mutole, 2019). The leadership actions positively influence strategy implementation in an organization and some of the most important strategic leadership actions are determining the strategic direction, exploitation and maintenance of core competence and human capital empowerment in that order (Jooste & Fouries, 2009).

The leadership practices are important strategy drivers in organizations today due to the unpredictable environment surrounding organizations and they enable the organizational leadership to implement their vision, mission and strategies. Leadership practices as an independent variable for the study was operationalized using strategic direction provision, employee empowerment and delegation of roles as indicators. Strategic direction is about defining the long term vision of an organization which may be determined by the organizational strategic intent, goals, objectives, mission and vision (Kitonga, 2017). The provision of organizational strategic direction in strategy management is a function of middle level managers and the top managers (Kigera, 2016).

The employee empowerment in any organization is a collection of knowledge, competencies, personal attributes and skills that create value in the organizational workforce and organizations need to develop their human capital to perform their activities successfully (McIsaac, Park & Toupin, 2013). The employees need to understand the long term vision of an organization which may be determined by the organizational strategic intent, goals, objectives, mission and vision (Kitonga, 2017). Thus, empowerment commits the employees to the organization, enabling them to passionately communicate about the organizational vision and mission.

The public sector organizations just like those in the private sector require leadership as essential in their performance. The leadership is not solely about public officers but also about those who shape public actions and debate (Hartley, 2018). Thus, the leadership practices are critical in successful strategy implementation. In the public sector, the environment demands heads of departments to have more information on the best way on strategy implementation. As such the human resource empowerment is about adding value to the employees and the organization and it encompasses investing in the employees through training, education, health among other related aspects that lead to increase in employee productivity (Kitonga, 2017).

Delegation is about having one person act on behalf of another and for efficiency and effectiveness. It must be accompanied with power and authority corresponding to the responsibilities. It has a positive influence on the performance of employees and it

releases more time to managers to concentrate on other tasks while indicating managers' trust on their juniors as well as empowering them (Wabomba *et al.*, 2022). Delegating roles to employees and empowering them to take up more responsibilities is a leadership practice that improves performance. The way the top management delegates roles enhances the organization performances while the design of delegation instruments which include governance systems and managerial incentives is mainly internal looking (Sengul, Gimeno & Dial, 2012).

Competitive delegation to agents needs to have defined objectives that allow organizations to credibly commit themselves to the required course of action and influence other parties' behaviour (Sengul *et al.*, 2012). According to Mutole (2019) delegation has a significant influence on the performance of organizations. However, it is difficult to delegate at times, especially if an organization does not have good communication channels that also allows employees to give feedback. Organizations may overcome this by bringing in the employees into the implementation process at an early stage to enable them understand the scope of the process, measurable goals, agreed deadlines and expected reporting timelines.

### **2.3.5 Stakeholder Involvement**

Stakeholders in any organization may be individuals or any group who can affect or exert influence or may be affected by achievement of objectives of the organization (Bal, 2014). They may be those within the organization or those within the operating environment of the organization. Thus, organizations have both external and internal stakeholders whose level of influence on the strategy of an organization depends on their level of cooperation or threat, the interest and power they hold (Kinyua, 2016). Involving stakeholders may be viewed as actions from an outside party and may have impact on the organizational performance or as the process in which individuals or groups affected or affecting organizational activities are engaged (Sloan, 2009).

The stakeholder involvement may be described as the process of engaging individuals or groups affected or affecting organizational activities (Sloan, 2009). It is a regulatory mechanism that seeks stakeholder views to improve on organizational performance and emphasize the engagement to be inclusive, balanced and far reaching (Amaeshi &



Crane, 2006). It may also be described as a stepwise process and at different stages, the involvement may be in the form of sharing information, entering into dialogue, consulting or even deliberating on issues (Macharia, 2011).

The stakeholder involvement begins with communicating the purpose, the benefits or advantages and the expected outcome of their involvement. This is about explaining how their input is valuable and its contribution in successful strategy implementation (ICAT, 2020). It may be viewed as sharing of information and it is a key aspect in stakeholder involvement. The information sharing is important in strategy implementation as it keeps the stakeholders in the loop which is helpful in building positive relationships that can aid maintaining support for the strategy implementation (ICAT, 2020).

According to Twaissi & Aldehayyat (2021), the moderating role of stakeholder involvement cannot be ignored. Thus, it was chosen as a moderating variable of the study and operationalized using managing the engagement, information sharing and deliberation of issues as indicators. The stakeholder management is central in engagement of the activities related to the stakeholders. It leads to achieving the organizational goals in a predetermined direction as stakeholders influence the decision-making process and organizational performance. The managing of stakeholder involvement is necessary as it provides the necessary resources, knowledge and skills for strategy implementation while its lack may result in failure or poor performance (Bal, 2014). The stakeholder management is achieved by engaging the stakeholders and building effective relationships to find better ways of doing business.

The information sharing is a regular communication between the stakeholders and the organization and it helps to improve on accountability (ICAT, 2020). That is, the sharing of information ensures an effective strategy implementation leading to a better and more accountable outcome from both the organization and the stakeholders. The sharing makes relevant information available to the parties involved which in turn enables them to participate in supporting the implementation process. This is so

because effective participation needs an understanding build on good information of which sharing information is geared towards providing a better and richer input.

Sharing information enhances stakeholder participation which builds understanding and strengthens strategy implementation. It involves dissemination of the information needed by the stakeholders for active participation (ICAT, 2020). This requires disseminating clear, relevant and comprehensive information in a timely manner. The stakeholders need information that will affect them and how they will be safeguarded to effectively participate. Sharing of information on strategy implementation should be in advance as adequate time is required between providing the information and participation. This gives the stakeholders time to think about the issues at hand, analyse the options and trade – offs as well as discussing them with others.

The members of public are stakeholders of the National Government strategies and as such information sharing about the strategies and how their implementation will affect them should be disclosed to help in building public support (ICAT, 2020). The sharing should be consistent throughout the implementation process, providing the necessary progress update as well as the feedback. Stakeholders appreciate information that is relevant to their concerns as it may help them to prepare for adequate involvement. Further, the shared information requires to be comprehensive, covering all the relevant areas of concern. It also includes the description of the strategy implementation process, the intended outcome, the area of coverage, the expected benefits and all other relevant information.

There is need for correct identification and inclusion of important stakeholders in the strategy implementation process as success depends on deliberating issues with the relevant stakeholders. Deliberating issues is one of the ways of stakeholder involvement in the implementation process (Lederwasch *et al.*, 2015). It aims at informing the stakeholders as well as engaging them to obtain their input (ICAT, 2020). Deliberation of issues provides an opportunity to learn more about the strategy while addressing the fears of the stakeholders being cut out of the process. It also provides an opportunity to the stakeholders to give an input into the process, reducing

the likelihood of those affected resisting the strategy implementation as well as ensuring a fair and equal opportunity for the stakeholder involvement.

Stakeholder involvement may vary significantly from a one – off consultation to continuous engagement in negotiations, planning and management (Alderson *et al.*, 2022). It encourages contribution from the people who are affected by an issue as it gives an opportunity for affected individuals to give their input. Within the National Government, the constitution of Kenya provides for involvement of stakeholders through consultation and public participation (GoK, 2010). Hence, based on the recommendations from other scholars like Twaissi & Aldehayyat (2021) and Gathoni and Ngugi (2016), this study adopted stakeholder involvement as a moderating variable in the relationship between strategy implementation drivers and the performance of departments in the National Government of Kenya.

### **2.3.6 Performance of the National Government Departments**

Performance of departments is broad but oriented towards the citizens' needs and may be viewed as a demonstration of the degree of the achievement of the set government goals and objectives (Shieh, 2011). This is about carrying out, fulfilling, producing, accomplishing or completing a given task(s) (Paudel, 2009). It is linked to the socio – economic performance which is the overall outcome in the implementation of a strategy (Tudor, 2021) whose main purpose is the welfare and the wellbeing of the Kenyan citizens. Thus, the performance of the departments is expected to ensure equity as envisioned in the constitution of Kenya.

The performance of departments may be measured with key performance indicators (KPI) which are either financial or non – financial (Nurcahyo *et al.*, 2015). Using performance measures to assess organizational performance is widely recognized as they measure the progress towards achievement of organizational goals and objectives. According to Ahmad and Zabri (2016), non – financial performance measurements play a significant role in increasing performance of organizations and are suitable measurements as they can be implemented across the organization.

Organizations are turning to non – financial measures such as customer and employee satisfaction, innovations, product and service quality, performance consequences and impact to economy, efficiency and effectiveness, among others, as organizational performance measures. The non – financial measurements are explicitly strategic focused and provide timely information required for decision making and also may provide signals for improvement of organizational crucial activities (Thatia, 2019). They are more futuristic than the traditional financial measures which are based on accounting practices.

The performance of the departments was operationalized using non-financial performance measurements which were used to assess the performance both quantitatively and qualitatively (Nurcahyo *et al.*, 2015). Some of the key performance indicators used by government institutions, which were adopted for this study are the degree of achievement of objectives, the degree of achievement of goals and the degree of completion of programs.

### **Completion of Programs**

The degree of completion refers to the percentage of specific work done as compared to the planned work within the specified timeframe. The completion of programs is about the extent to which implementation is finalized and it deals with whether all aspects of the strategy are being implemented. It is possible that some of the parts of a strategy are implemented leaving out others and thus leading to unsuccessful or unintended outcome. That is, some of the activities may be implemented or the implementation may be short of what was intended (Miller, 1990). The completion is about timely fulfilling of implementation tasks. It is concerned with the degree to which the strategies are carried out, be it fully or partially implemented. This is the degree to which all the activities intended to be done are done within the expected time.

The completion of programs could be high, moderate or low. The high completion means that most of the intended activities are completed within the expected time. The moderate or medium completion means that most of the activities to be done are accomplished within the expected time period with an exception of a few. The low

completion means that many of the activities done are not accomplished within the expected time (Miller, 1990). The management should focus on the completion of organizational strategic programs while ensuring participatory approach in the implementation by seeking, respecting and valuing opinion of interested stakeholders (Christopher, 2013).

### **Achievement of Goals**

Managers connect the achievement of strategies to the achievement of the set goals which is related to the overall performance of the organization (Obeidat, 2008). Organizational goals are specific targets to be achieved within a specified period (Yussuf *et al.*, 2018) and they require actions designed for the attainment. The National Government institutions have set goals whose achievement defines their performance. They define where the National Government wants to go and what needs to be achieved to get there. The achievement of the goals is the degree to which what is being done performs as intended and it is about making the strategies work to achieve the intended outcomes. That is, the achievement indicates how far what has been implemented meets what was intended and it is a main non-financial criterion for measuring strategy implementation.

The National Government institutions have set strategic goals derived from the government development focus and they vary from institution to institution. The strategic goals define what each institution is expected to achieve within the specified time. The degree of achievement of the strategic goals is an indication of the extent of what has been implemented as compared to the intended results. This is a main criterion for measuring strategy implementation as advanced in the various government policies operationalizing the constitution.

There is high achievement of the set strategic goals which means that most of the goals are implemented and perform as intended or even better. The achievement may also be moderate or average which means that many of the goals that are implemented are performing as intended with an exception of a few cases. There is also low achievement which implies that the outcome of what has been done is not as intended

(Miller,1990). The available statistics show that the departments have moderate achievement in the implementation of departmental strategies.

### **Achievement of Objectives**

The achievement of implementation of strategies is also connected to the achievement of the set objectives as related to the overall performance of the organization (Obeidat, 2008). The objectives form an organization's performance targets and are statements describing what the organization intends to achieve (Kitonga, 2017). They must be measurable in order to achieve the intended degree of performance in any organization. That is, the objectives are measurable targets which describe what needs to be done within the specified timeframe and the reason as to why it should be done.

The National Government institutions have set objectives which define what each employee is expected to undertake and are derived from the organizational strategic goals. They also define where the National Government institutions want to go and what needs to be achieved by each institution to get there. The achievement of the objectives is the degree to which what is being done performs as intended and it is about making the strategies work, achieving the intended outcomes. The degree of achievement indicates the extent of what has been implemented as compared to the intended results. This is also a main criterion for measuring strategy implementation in the departments.

The objectives vary from department to department but their implementation defines the performance of each department. The departmental objectives are geared towards achieving the intended performance of the government of the day. The heads of departments are the ones responsible for interpretation, dissemination and implementation of their departmental objectives. An objective may be implemented completely, achieving more than what was intended but remain unacceptable. However, the constitution of Kenya provides for comprehensive management of performance through creation of linkages and communication within and across departments aligned with consultations with the public and the key stakeholders. This opens up the space for public participation to encourage ownership of implementation activities that the government intends to achieve (Owino & Etyang, 2017).

There is high achievement of the set objectives which means that most of the activities are done and performs as intended or even better, medium achievement which means that many activities that were done are performing as intended with an exception of a few cases or low achievement which implies that most of the activities done are not performing as intended (Miller,1990). The available statistics show that the departments have moderate achievement of the strategy implementation. It is possible to implement a strategy completely but remain unsuccessful if it does not get the intended results as success is about whether the implementation works as expected. This is a key aspect of implementation which management should care about most.

## **2.4 Empirical Review**

This section gives an empirical review of the studies conducted by various scholars in the recent past on organizational resources, managerial roles, strategic communication, leadership practices and stakeholder involvement and how these variables are related to performance of the departments in the National Government of Kenya. The literature reviewed was obtained from the industry as very few studies on the strategy implementation drivers and performance of organizations in the public sector were available. The studies reviewed assisted in putting the present study into the rightful perspective.

### **2.4.1 Organizational Resources and Performance of Departments**

The organizational resources are a major instrument in improving the orientation of strategy implementation which has major implications on the resource alignment and distribution (Child *et al.*, 2016). The resources are geared towards achieving the organizational goals and strategic objectives. In the National Government, how the departments implement various strategies determine their performance and requires appropriate resources as well as ensuring efficiency and effectiveness within the organization structure (GoK, 2014b). Organizational resources have been identified as one of the independent variables in the current study and were operationalized using resource allocation, resource alignment and resource distribution.

Ongeti (2014) in a study entitled “organizational resources, corporate governance structures and performance of Kenya state corporations,” established that there is a significant relationship between the organizational resources and the performance of the Kenya state corporation. The organizational resources are able to explain only 8.3 percent of the performance, implying existence of variables, which were not considered. The organizational resources as an independent variable was operationalized using tangible resources, intangible resources, human resources and organizational capabilities. The study used corporate governance as the moderating variable and utilized descriptive cross – sectional survey as the research design with a semi – structured questionnaire as the data collection tool. Quantitative data was generated and complemented with the qualitative data obtained.

Farah (2016) in his study on “investigation of organizational factors and Constituency Development Fund projects implementation in Garissa County” established that allocation of resources had a statistical significant positive influence on the project implementation. The study was restricted to Garissa County only. It utilized semi - structured questionnaire for data collection from six constituencies in the County with the tool generating both quantitative and qualitative data. The study recommended that the allocation should be properly aligned to the implementation plan to achieve the desired organizational goals.

Lemarleni *et al.* (2017) in their study on “effect of resource allocation on strategy implementation at Kenya Police Service in Nairobi County” utilized descriptive survey research design. They collected the primary data for study using a structured questionnaire. This study assessed the effect of the resource allocation as the main study objective by aggregating the resources into financial resources, human resources and technological resources with organizational culture being a moderating variable. This study established that resources have a significant influence on strategy implementation but the organizational culture has insignificant moderating influence.

Katana (2017) in a study entitled “determinants of strategy execution in the shipping companies in Kenya” established that organizational resources, which was one the determinants assessed, significantly explain the strategy execution. This study was



carried out in the private sector in Kenya and it utilized cross – sectional survey research design, employing both quantitative and qualitative methodologies. The study used purposeful sampling to constitute the target population and the data collection tool was composed of both open and closed ended items.

Kagumu (2018) in a study entitled “determinants of implementation of strategic plans by County Governments of Kenya” sought to assess the influence of organizational resources, organizational culture, organizational structures and leadership characteristics on the implementation of strategic plans in the County Governments. The study established that the organizational resources significantly influence the implementation. The target population was drawn from 5 counties, representing a 10.6 percent of the counties in Kenya and they were chosen using purposive sampling. This was a sufficient representation (Kothari, 2004) of the counties. This study utilized cross – sectional research design while a semi - structured questionnaire was used for the study data collection, generating both quantitative and qualitative data.

Adeyemo (2021) conducted a study entitled “impact of strategy implementation drivers on the performance of small and medium enterprises in South – West, Nigeria” where the impact of organizational resources aggregated into intellectual capital, human capital, social capital, organizational capital were assessed. The study established that the organizational resources had a significant positive impact on the enterprises. This study was in the private sector and adopted a structured questionnaire as a data collection tool, thus generating quantitative primary data.

#### **2.4.2 Managerial Roles and Performance of Departments**

The managerial roles as an independent variable for the study was operationalized using coordination of activities, commitment to goals and monitoring of activities. Osifo (2013) in a study on “the effect of coordination on organization performance: An intra and inter perspective” had a main objective of showing that coordination both internal and external is important in any organization. Coordination of activities as a managerial responsibility is an essential element in organizational performance and influences strategy implementation. This study utilized qualitative research design and literature review was the source of the qualitative data. It was established that

coordination leads to better performance in any organization in different ways and hence, it is necessary to understand that coordination is essential for a balanced organizational performance.

Andreassen, Borch and Sydnnes (2020) in their study on “information sharing and emergency coordination” focused on the influence of different managerial roles, using an in-depth case study in a rescue operation within the Svalbard waters in Norway and established that configuring of managerial roles is necessary to maintain coordination and control of available resources. This implies that when need arises, the management can reconfigure managerial roles to address the emerging difficulties. This may affect the strategy implementation regardless of the organization involved.

Dorđević *et al* (2020) in their study entitled “the impact of employees’ commitment on organizational performance” which was conducted using survey research design established that commitment contributes to organizational performance in the Republic of Serbia. In this study, commitment as an employee managerial role, was divided into three components, that is, normative, continuous and affective commitment. The three strands of commitment were found to have significant effect on the performance. The data for the study was collected using a questionnaire administered to 169 employees in 17 organizations within the period of October 2017 to February 2018. The study adopted correlation and regression methods for data analysis.

### **2.4.3 Strategic Communication and Performance of Departments**

Strategic communication enhances the willingness of employees to participate in organizational activities (Mutisya, 2016). It provides an arena for testing organizational performance by presenting and negotiating in a continuous loop. It is efficient when it is consistent with the organization vision and mission to enhance strategic positioning for competitiveness (Ruler, 2018). The strategic communication in the National Government departments is intended to promote the government goals and strategies in the implementation of the laid down functions. The changing environment and increasing global complexity require the departments to adopt strategic communication as an important pillar in their strategy implementation and as

an independent variable it was operationalized using clear strategy alignment, employee engagement and information transmission.

Hilman and Siam (2014) in a study entitled “the influence of organizational structure and organizational culture on performance of higher education institutions: The moderating role of strategic communication” utilised a cross – sectional research design. They established that though organizational culture and organizational structure have a significant influence on the performance, strategic communication did not have a significant moderating role on the relationship. The study was conducted using a questionnaire to generate quantitative data from 255 respondents drawn from the higher education institutions in Palestine. Strategic communication was examined in this study as moderating variable but in the current study, it was adopted as an independent variable.

Mbaka and Mugambi (2015) in a study entitled “factors affecting successful strategy implementation in the water sector in Kenya” did establish that communication was one of the factors affecting strategy implementation in the water sector. They observed that the management through effective communication clearly outlines responsibilities, duties and tasks for strategy implementation. This study adopted desk study approach where secondary data was used to explore the factors. Further, they established that lack of communication to employees about the formulated strategies, their roles and responsibilities in the implementation process results into strategy failure or poor performance.

Strategic communication has a major impact in the information flow which according to Farah (2015) in a study entitled “investigation of organization factors influencing implementation of Constituency Development Fund projects in Garissa County”, strategic communication is one of the factors with statistical significant influence on the implementation. The researcher observed that communication should be both horizontal and vertical as closed-minded managers, like those found in most public sector organizations, believe in top – down communication and not open to upward or horizontal communication. Such managers are a challenge in strategic communication, affecting the organizational performance.

Mutisya (2016) conducted a study entitled “influence of communication on strategy implementation among pharmaceutical companies in Nairobi, Kenya” using a descriptive survey design and a semi – structured questionnaire for collecting the study data. The study established that communication positively influences the strategy implementation in the companies. The researcher also observed that the companies utilize both horizontal and vertical communication systems. Further, he noted that proper strategic communication facilitates strategy implementation as it strengthens the employees’ ownership and the willingness to participate in organizational activities and programs.

Sekhar, Patwardhan and Vyas (2017) in a study entitled “linking work engagement to job performance through flexible human resource management” focusing on IT industries in India, established that employee engagement has a significant influence on the performance of the IT industries. The employee engagement was an independent variable mediated with flexible human resource management, with one of the objectives being to establish that it was positively related to job performance in the IT industries. Data was collected using a questionnaire which was administered to the identified respondents through hard copies and emails.

Andersson (2019) in a study on “employee communication responsibility: Its antecedents and implications for strategic communication”, established that employee communication as one of the strands in communication, requires communication practitioners to always consider it as one of the organizational factors. The study was conducted in Swedish public and private organizations using exploratory and confirmatory research designs. The researcher noted that employee communication improves organizational competitive advantage, organizational effectiveness and success, influencing organizational reputation and public relationship.

#### **2.4.4 Leadership Practices and Performance of Departments**

Leadership practices capture the nature of the interactions in the implementation process and without its consideration, an organization business may be incomplete in addressing real business situations. They legitimize a particular form of action while limiting the available alternatives in order that those involved can act differently while

expressing everyday knowledge of the way things are done connecting knowing and doing (Endrissat & von Arx, 2013). The leadership practices in the current study were operationalized using provision of strategic direction, employee empowerment and delegation of roles. Previous studies, some of which are highlighted herein, established that leadership practices influence organizational performance.

Kitonga (2017) in a study entitled “strategic leadership practices and organizational performance in not – for – profit organizations in Nairobi County in Kenya” identified strategic direction, ethical practices, developing human capital and strategic control as the strategic leadership practices with a positive significant correlation with the performance. The study utilized mixed research method and collected both quantitative and qualitative data using a questionnaire. The study examined the direct relationship between independent variables and the dependent variable.

Kuria (2017), in a study entitled “influence of employees participation on performance of government healthcare institutions in Kenya”, examined employee consultation, joint decision making, delegation and collective bargaining moderated by leadership styles using descriptive survey research design. Employee consultations and delegation being leadership practices significantly influence the performance of the government healthcare institutions. The researcher recommended for the management to create and maintain a favourable working environment that empowers employees to enhance performance. The study used a structured questionnaire and interview guide to collect data from a sample drawn from employees in Machakos, Kiambu, Nairobi level 4 hospitals.

Mutole (2019) conducted a study on leadership practices and performance of non – governmental organizations. The researcher chose organizations for the study from those listed for environmental campaign by the United Nations Environmental Programme (UNEP) in Kenya. The study adopted descriptive and cross – sectional survey research designs, establishing that strategic leadership practices have a statistically significant influence on the performance of the organizations studied. Further, the study established that delegation significantly influence the performance of the non – governmental organizations chosen for the study. The moderating variable

for the study was board governance and it was established it has a significant influence on the performance of the organizations studied.

Githaiga (2019) carried out a study on strategic management practices and implementation of quality management systems in the state corporations in Kenya and established that strategic leadership practices significantly influence the implementation of quality management systems in the corporations. This study data was collected using a structured questionnaire and cross – sectional design combined with descriptive survey were adopted as the research designs for study. However, the study did not have a moderating variable unlike the current study.

Okwisa (2023) conducted a study entitled “leadership practices and performance of city public primary schools in Kenya”, established that all the examined leadership practices significantly influenced the performance. The leadership practices identified were goal setting, supporting learning environment, staff professional development and monitoring of pupil learning with a moderator being staff commitment. The study utilized questionnaire and an interview guide for data collection while the current study adopted a semi – structured questionnaire.

#### **2.4.5 Stakeholder Involvement and Performance of Departments**

Strategy implementation being action oriented requires organizations to focus on the environment in which they operate in for their performance is subject to the environment. The circumstances surrounding strategy implementation in the public sector makes it unique with stakeholders playing key role in the management of the organizational business. The stakeholders remain highly observant and willing to demand for changes, correction or even seek redress to ensure their expectations are met (Buya, 2019).

Munene (2013) conducted a study on stakeholder involvement and strategy implementation in Lake Victoria South Water Service Board. This study main objective was to establish the extent of stakeholder involvement in the strategy implementation in the water service board. The study revealed that stakeholder involvement was necessary in the performance of the organization but an imbalance

in the stakeholder involvement existed in the organization. The study also revealed that though the stakeholder involvement in the strategy implementation was in various ways, at times, the board experienced challenges in their management, derailing the implementation. This was a case study that utilised interview guide for data collection with the stakeholder involvement being examined as an independent variable.

Kroczek *et al* (2013) in a study entitled “stakeholder theory and ICT in rural Macha, Zambia” identified stakeholder involvement as a significant driver influencing success of an Information Communication Technology project in Macha, Zambia. They established that stakeholder involvement resulted in a high community awareness, acceptance as well as adoption of the ICT services. The study aligned with case research which involved qualitative data and interpretative assessment. It utilized triangulation to strengthen interpretation and explanatory results of the research.

Bal (2014) in a study entitled “stakeholder engagement and sustainability – related project performance in construction” in the United Kingdom noted that stakeholder engagement is not new within the industries and has been dependent on the existing management policies but to achieve sustainable performance it is essential to engage all stakeholders. This study investigated the impact of stakeholders’ engagement utilizing mixed research design composed of qualitative and quantitative research methodologies but without a moderating variable. The data was collected through a series of interviews and questionnaire survey and used triangulation process to combine the results from the data collection tools.

Mlanya (2015) in a study on “stakeholder involvement in strategic management and performance of British – American Investment Company Limited” in Kenya, established that stakeholder involvement enhanced the organization performance. The study main objective was to establish if stakeholder involvement, as an independent variable, had a significant relation with the company performance. This was a case study conducted in the private sector in Kenya for a five-year period, from 2010 to 2014 and it utilized descriptive research design. An interview guide was used to collect the primary data while the secondary data was obtained from the annual reports published within specified period.

Kinyua (2016) in a study entitled “stakeholder management strategies and financial performance of deposit taking SACCOS in Kenya” established that stakeholder management strategies had a positive significant relationship with organizational performance. He posited that proactive stakeholder management is critical in managing the relationships between an organizations and the different stakeholder groups. The study recommended that the top management should understand and know their stakeholders as well as the opportunities and challenges the different stakeholders may present to be able to engage each stakeholder. This study used descriptive research design and collected primary data using a semi – structured questionnaire.

Buya (2019) in a study on determinants of strategy implementation in the Administration Police in the Coast region in Kenya assessed stakeholder engagement as one of the determinants of the implementation. The study revealed that stakeholder engagement has significant influence on the implementation of strategies. The stakeholder engagement is about involving stakeholders and it was used as an independent variable that was operationalized with involvement, cooperation, support and knowledge and awareness. The study utilized descriptive research design and the primary data was collected using a questionnaire. This study was a case study restricted to Coast Region of Kenya.

Nederhand and Klijn (2019) in a study entitled “stakeholder involvement in Public – Private Partnerships: Its influence on innovative characters of projects and on project performance” established that the stakeholder involvement led to more innovative projects though not necessary for better performance. The stakeholder involvement was assessed using societal group involvement and citizen involvement. The study collected data through a survey with the respondents drawn from the private and public in the Netherlands who were predominantly involved with the projects.

Twaiissi and Aldehayyat (2021) in a study entitled “do stakeholders matter? Stakeholders in the relationship between formal strategic planning and organizational performance” in manufacturing companies in Jordan established that stakeholder involvement not only moderated the relationship but also the higher the stakeholder involvement, the stronger the relationship. That is, the organizational performance



changes positively when stakeholders are involved in the process while variation in stakeholder involvement affects the performance and hence, stakeholder's involvement remains a point of concern. The study examined stakeholder involvement as a moderating variable and the primary data was collected using questionnaire survey. The researchers observe that the role of stakeholder involvement cannot be ignored.

#### **2.4.6 Strategy Implementation Drivers and Performance of Departments**

Strategy implementation turns organizational strategies into actions for the desired outcome and recent studies show that it is an essential requirement for superior business performance. A successful strategy implementation improves the organizational performance in one way or another, thus, achieving the set goals and objectives as intended by the senior management (Elbanna et al., 2016). It aims at achieving long term goals of an organization by turning plans into actions. The implementation may be complete, achieving the intended objectives but still remain a cause of dissatisfaction or lead to outcomes not appealing to all the organizational employees, the intended beneficiaries and stakeholders. Thus, it is essential to examine the reactions in an organization and the acceptability of strategy implementation in its external environment.

Strategy implementation drivers are essential for survival of government public sector entities and from the studies reviewed, scholars suggest drivers that can be adopted to improve on the organizational performance. Rajasekar (2014) in a study on the factors affecting strategy implementation within the electricity service industry in the Sultanate of Oman, established that strategy implementation factors affecting the service sector include organizational culture, technology, uncertainty, human resource, organizational structure, leadership style, information availability and accuracy. This study utilized survey method and a questionnaire was used as the data collection instrument.

Ramadan (2015) in a study on the impact of strategy implementation drivers on project effectiveness in Non – Governmental organizations in Warsaw City established that leadership, resource allocation, culture and structure strongly affected the project

effectiveness in the Non-Governmental Organizations. The study adopted quantitative approach as the research design and the data was obtained from a small sample using a validated questionnaire as the data collection instrument. The study findings provided practical evidence supporting the view that strategy implementation drivers exert a strong influence on the Non – Governmental Organizations effectiveness. The study recommended that to achieve more generalizable results a further research may be conducted using a larger sample.

Kihara (2016) in a study on strategy implementation drivers' influence on the performance of small and medium manufacturing firms within the Kenya economy, established that strategy implementation drivers have significant influence on the performance of the manufacturing firms. This study examined leadership styles, human resource, strategic direction, organizational structures and technology as the strategy implementation drivers while firm age and size were utilized as the moderating variables. However, the study findings showed that the moderators did not have significant effect on the relationship. The study utilized mixed research design composed of quantitative and qualitative research methodologies while a semi – structured questionnaire was used in collecting the primary data for the study.

Kagumu (2018) in a study on the determinants influencing the implementation of strategic plans in the County Governments in Kenya, established that organizational resources, organizational culture, organizational structure and leadership characteristics are significant determinants of the implementation. In this study, cross – sectional survey research design was adopted as the study research design while semi – structured questionnaire was used in collecting the primary data from the respondents who were drawn from the five counties forming the Central region of Kenya. The five counties represent 10.6 percent of the total counties in Kenya which was a sufficient representation (Kothari, 2004). This study research design was cross – sectional research design while a semi - structured questionnaire was used in the data collection, generating both quantitative and qualitative data.

Nwachukwu, Hieu, Chládková, and Fadeyi (2019) in a study entitled “strategy implementation drivers and correlation with strategic performance” identified financial resources, human resources, organizational policy, organizational structure and employee commitment as strategy implementation drivers that statistically influenced the strategic performance. This research study was conducted within the mobile telecommunication firms in Nigeria. They posited that for the firms to drive their strategy implementation the managers should pay attention to strategy implementation drivers. The study used correlational analysis technique with cross sectional data from the mobile industry. Further, the study operationalized the strategic performance with subjective measures, examining the relationship between the variables using a quantitative research approach.

Adeyemo (2021) in a study on the impact of strategy implementation drivers on the performance of small and medium enterprises in South – West, Nigeria established that human capital, social capital, strategic leadership and organizational capital are strategy implementation drivers with significant impact on the performance of the SMEs. The study recommended for strategic leaders to embrace and implement the drivers to improve on the performance. This study utilized structured questionnaire to collect primary data, generating quantitative data.

## **2.5 Critique of the Literature Reviewed**

The review of literature on strategy implementation drivers shows the necessity of strategy implementation in the organizational performance. It presents empirical evidence backing the views that strategy implementation drivers are instrumental in the performance of organizations. In this study organizational resources, managerial roles, strategic communication and leadership practices were identified as strategy implementation drivers and conceptualized as affecting the performance of the departments in the National Government moderated by stakeholder involvement.

Review of the existing literature on the performance of the government institutions revealed the gaps which were outlined to assist in putting the current study into perspective and even for future studies. Past studies showed existence of studies on the relationship between identified variables and the performance of selected specific

government institutions in Kenya. However, no single study dealing with the effect of the strategy implementation drivers on the performance of departments in the National Government of Kenya was found.

The literature examined on the effect of specific strategy implementation drivers or the combined drivers showed existence of either contextual, conceptual or methodological research gaps. For instance, Osifo (2013) established that coordination of activities as a managerial responsibility is an essential element in organizational performance and influences strategy implementation in different ways. The study did not include empirical data which could have complemented the findings. This implies an existence of methodological research gap which requires to be filled. However, the study provided useful reference materials for the current study.

Munene (2013) found that stakeholder involvement was an important strategy implementation driver on the performance of the Lake Victoria South Water Service Board in Kenya but there is an imbalance in the involvement of the stakeholders. This was a case study that examined stakeholder involvement as an independent variable with data collected using interview guide. A second data collection tool would have given more data to enrich the findings while inclusion of a moderating or mediating or intervening variable may have yielded different results. However, the study provided useful reference materials for the current study where the stakeholder involvement moderating effect was assessed.

Kroczek *et al* (2013) identified stakeholder involvement as a significant driver influencing success of an Information Communication Technology project in Macha, Zambia. The study did not use primary data whereas it could have resulted into different outcome. This shows an existence of methodological research gap which requires to be filled. However, the study provided useful reference materials for the current study with the stakeholder involvement moderating effect being assessed.

Bal (2014) investigated the impact of stakeholders' engagement in the construction industry in UK utilizing mixed research design composed of qualitative and quantitative research methodologies. The study did not utilize a moderating or mediating or intervening variable which could have enhanced the study findings. This

implies that a conceptual research gap existed which requires to be filled. However, the study research design was adopted for the current study and the stakeholder involvement included as the moderating variable for the study.

Ongeti (2014) established that there exists a significant relationship between organizational resources and performance of state corporations within Kenya. This study was conducted in the public sector in Kenya, however, it had nothing to do with the performance of departments in the National Government of Kenya. Further, the operationalization of the organizational resources as an independent variable left room for consideration of other indicators as the human resources and organizational capabilities indicators are part of the tangible and intangible resources respectively. The study did not also consider using a moderating, mediating or intervening variable while the use of a mixed research design may have given different results. From the foregoing, contextual and methodological research gaps that needs to be filled exist.

Hilman and Siam (2014) established that strategic communication does not have a moderating role on the relationship between organizational culture as well as organizational structure and performance of higher learning institutions in Palestine. The study used a strategic communication as moderating variable unlike in the current study where it was adopted as an independent variable. The study used only quantitative data but inclusion of qualitative data to complement the quantitative data might have yielded different results. This implies existence of a methodological research gap which needs to be filled. However, the study provided useful reference materials for the current study.

Rajasekar (2014) established that strategy implementation factors affecting the service sector in the Sultanate of Oman include human resource, organizational culture, organizational structure, technology, uncertainty, information availability and accuracy and leadership style. However, the study did not examine the interaction of a moderating or mediating or intervening variable with these factors, which may have yielded different results. This implies existence of a contextual research gap which needs to be filled. However, the study provided useful reference materials for the current study.

Ramadan (2015) established that leadership, resource allocation, culture and structure are strategy implementation drivers affecting the project effectiveness in the Non – Governmental Organizations in Warsaw city. This study used a small sample but it recommended for use of larger sample to achieve generalizable results as well as considering including a moderating or mediating or intervening variable. The study provides for consideration of other strategy implementation drivers that may have an impact on the effectiveness of the organization. Thus, a contextual or conceptual and methodological research gaps exists which needs to be filled.

Mlanya (2015) established that stakeholder involvement enhanced performance in the British – American Investment Company Limited, Kenya. This was a case study which utilized descriptive research design with stakeholder involvement being an independent variable without a moderating or mediating or intervening variable which could have enhanced the findings. The study was conducted in the private sector in Kenya. This implies existence of conceptual research gaps which needs to be filled exists. However, the study provided reference materials for the current study.

Kamande and Orwa (2015) in their study concluded that management commitment, which is a managerial responsibility, affects strategy implementation. This was a case study conducted within the public sector in Kiambu County, Kenya, with the primary data collected using a questionnaire and thus, the findings are not generalizable to other counties or ministries. This implies existence of a methodological research gap which requires to be filled. However, the study provided useful reference materials for the current study. The current study used more counties as the study area and included managerial roles as an independent variable.

Mbaka and Mugambi (2015) in their study concluded that communication was one of the key factors affecting strategy implementation within the water sector in Kenya. This was a desk research and utilized secondary data. This study could have been expanded by inclusion of primary data and a moderating or mediating or intervening variable like in the case of the current study. This implies existence of contextual and methodological research gaps which require to be filled. However, it provided reference materials for the current study.

Ochola (2016) established that monitoring and evaluation are important factors in the implementation of strategic plans in the public health facilities within Mombasa County. Further, coordination of activities has a positive influence in the facilities. The study was within the public sector but targeted only one county and thus, the results are not generalizable to other counties in Kenya. The study assessed direct relationship only, without inclusion of a moderating or mediating or intervening variable which could have yielded different results. This implies that conceptual research gap that needs to be filled exists. This study provides useful reference materials for the current study.

Farah (2016) established that resource allocation and strategic communication have a positive influence on the implementation of Constituency Development Fund projects within Garissa County. This study was conducted in the public sector in Kenya but it was limited to Garissa County only unlike the current study which used a scientifically determined number of counties. Thus, a conceptual research gap exists which require to be filled for the findings to be generalizable to all counties in Kenya. This study was useful to the current study as it provided reference materials.

Mutisya (2016) established that communication has a positive influence in strategy implementation in pharmaceutical companies within Nairobi County, Kenya. The study was specific to one county and it was undertaken in the private sector in Kenya. However, the current study used a scientifically determined number of counties and was undertaken in the public sector in Kenya. Thus, a conceptual research gap exists and requires to be filled for the findings to be generalizable to all counties in Kenya, however, it provided useful reference materials for the current study.

Kinyua (2016) established that stakeholder management strategies had a positive significant effect in the performance of deposit taking SACCOS in Kenya. This study used descriptive research design and collected primary data using a semi – structured questionnaire. This implies that a mixed research design with a moderating variable could have given different interaction results. Thus, a methodological research design exists which needs to be filled, however, it provided useful reference materials for the current study.

Kihara (2016) established that strategy implementation drivers significantly influence the performance of the small and medium manufacturing firms in Kenya. In this study, the strategy implementation drivers examined were leadership styles, strategic direction, human resource, organizational structure and technology with firm age and size as moderating variables though they did not have a significant moderating effect. The study utilized mixed research design composed of quantitative and qualitative research methodologies with the primary data collected using a semi – structured questionnaire. The study showed that other strategy implementation drivers need to be examined and provided a basis for the formation of the conceptual framework as well as the data collection tool for the current study.

Sekhar, Patwardhan and Vyas (2017) established that employee engagement has a significant influence on the performance of the IT industries in India. The employee engagement was an independent variable, however, in the current study, it was used as one of the indicators of strategic communication. The changing environment and increasing global complexity require the departments to adopt strategic communication as an important pillar in their strategy implementation. The study provided useful reference materials for the current study whose one of the objectives was to assess the effect of strategic communication on the performance of departments in the National Government of Kenya.

Lemarleni *et al.* (2017) in their study established that resources have significant influence on the strategy implementation in Kenya Police Service within Nairobi County. The study was carried out in the public sector and limited to Nairobi County, Kenya. The study was limited to one county only unlike the current study which used a scientifically determined number of counties. Thus, a conceptual research gap exists which requires further research covering more counties. However, the study provided useful reference materials for the current study.

Katana (2017) established that organizational resources significantly influence the strategy execution within the shipping companies in Kenya. This study was in the private sector and the shipping companies were stratified into different categories but the researcher did not indicate how the total number of respondents from each category



was computed. Further, the study did not utilize a moderating or mediating or intervening variable as might have been necessary in such a study. A mixed research design in this study could have yielded different results and thus, a contextual and methodological research gaps that needs to be filled exists.

Kitonga (2017) identified strategic direction, ethical practices, developing human capital and strategic control as the strategic leadership practices with a positive significant correlation with the performance of not – for – profit organizations in Nairobi County, Kenya. The study did not examine the relationship between the variables with a moderating variable which might have yielded different results. This implies that a conceptual research gap which needs to be filled exists. However, the study provided useful reference materials for the current study.

Kuria (2017) established that employee consultations and delegation, which are leadership practices, significantly influence the performance of the Government of Kenya healthcare institutions in Machakos, Kiambu, Nairobi level 4 hospitals. These counties are not adequate representation of the counties in Kenya and therefore, the findings are not generalizable to all the counties implying existence of conceptual research gap which need to be filled. However, the study provided useful reference materials for the current study.

Kagumu (2018) established that organizational culture, organizational resources, leadership characteristics and organizational structure are significant determinants of the implementation of strategic plans in the 5 counties in Central Kenya. Though, the 5 counties were a sufficient representation of the counties in Kenya, a scientifically determined number of counties could have yielded more counties. The study did not give an insight into the performance of the County Governments neither did it include a moderating, mediating or intervening variable which might have been necessary for this kind of study. Further, a mixed research design could have been more appropriate for the study. From the foregoing, there exists a contextual, methodological as well as conceptual research gaps which requires to be filled. However, the study provided useful reference materials for the current study.

Buya (2019) established that stakeholder engagement has significant influence in the strategy implementation in the Administration Police Service in the Coast region in Kenya. This study was a case study restricted to Coast region and therefore, the results were not sufficient to be generalized to cover all the regions in Kenya. Thus, conceptual and methodological research gaps existed which requires to be filled. However, the study provided useful reference materials for the current study.

Nederhand and Klijn (2019) established that the stakeholder involvement led to more innovative public – private partnership projects though not necessary for better performance in Netherlands. This study utilized stakeholder involvement as an independent variable unlike the current study where it was examined as a moderating variable. Thus, a conceptual research gap that requires to be filled exists. However, the study provided reference materials for the current study.

Andersson (2019) in a study conducted in Swedish public and private organizations established that employee communication, which is one the strands in communication, requires communication practitioners to take organizational factors in consideration. The study utilized exploratory and confirmatory research designs but maybe other research designs could have yielded different results. This implies existence of conceptual and methodological research gaps that require to be filled. However, the study provided useful scholarly reference materials for the current study where strategic communication and stakeholder involvement were adopted for the current study as independent and moderating variables respectively.

Mutole (2019) findings demonstrated that strategic leadership practices have significant influence on the performance of the Non – Governmental Organizations listed in UNEP in Kenya. Though, the board governance was used as a moderator, it did not have a moderated model unlike in the current study. This implies existence of a methodological research gap that requires to be filled but the study provides a useful scholarly reference materials for the current study.

Githaiga (2019) established that strategic leadership practices influence implementation of quality management systems in the Kenyan state corporations. The study used cross – sectional research design combined with descriptive survey. May

be an adoption of a mixed research design and a semi – structured questionnaire used for data collection could have been more appropriate. Further, an inclusion of a moderating variable could have yielded different results. This implies an existence of conceptual and methodological research gaps that needs to be filled but the study provided useful scholarly reference materials for the current study.

Nwachukwu, Hieu, Chládková and Fadeyi (2019) established that the strategy implementation drivers influence strategic performance in the mobile telecommunication firms in Nigeria. The correlation coefficients of the drivers examined imply that there is need for other drivers to be assessed. The study was conducted in mobile industry in Nigeria and hence, limiting generalization of findings to that context only. Further, the study did not include a moderating or mediating or intervening variable. The choice of a research design has a strong bearing on the results of a study and thus, a mixed research design composed of qualitative and quantitative research methodologies may have given different results. Hence, methodological and conceptual research designs existed that needs to be filled but the study provided useful scholarly reference materials for the current study.

Dorđević *et al* (2020) in a study conducted using survey research design established that commitment contributes to organizational performance in the Republic of Serbia. The data was collected using a questionnaire and correlation and regression methods were adopted for data analysis. The adoption of different methodologies may have yielded different results but the study provided useful reference materials for the current study.

Andreassen, Borch and Sydnes (2020) in their study that focused on the influence of different managerial roles, using an in-depth case study, established that configuring of managerial roles is necessary to maintain coordination and control of available resources. This was a case study whose findings may not be generalizable. Critical examine of the study shows existence of conceptual and methodological research gaps that needs to be filled. However, the study provided useful scholarly reference materials for the current study.

Adeyemo (2021) established that strategic leadership, social capital, human capital and organizational capital are strategy implementation drivers significantly impacting on small and medium enterprises performance in South West Nigeria. This study adopted a structured questionnaire as a data collection tool, thus generating only quantitative primary data. However, inclusion of qualitative data would have enriched the study. Thus, methodological research gap which requires to be filled exists but the study provided useful scholarly reference materials for the current study.

Twaissi and Aldehayyat (2021) established that stakeholder involvement not only moderated the relationship between formal strategic planning and organizational performance but also the higher the stakeholder involvement, the stronger the relationship. The researchers observed that the role of stakeholder involvement cannot be ignored. Though the study was in the private sector in Jordan, it provided a basis for the current study where stakeholder involvement was adopted as a moderating variable in the relationship between the identified strategy implementation drivers and the public sector organizations.

## **2.6 Research Gaps**

The literature reviewed indicate the necessity of strategy implementation drivers in the performance of organizations. The strategy implementation drivers identified for the current study were organizational resources, strategic communication, managerial roles and leadership practices. These drivers were conceptualized to affect the performance of the departments while stakeholder involvement was conceptualized to moderate the relationship. However, the literature reviewed produced limited evidence that the strategy implementation drivers identified had significant effect on the performance of the departments studied. In particular, there was no single study that dealt with the effect of the strategy implementation drivers on the performance of the departments in the National Government of Kenya was found. This implied that there exists conceptual and contextual research gaps which require to be addressed.

Review of the past studies revealed that the strategy implementation drivers play a significant role in performance of organizations. However, most of the studies carried out in Kenya were found to be specific to particular government institutions or they

were in the private sector and none of them dealt with the performance of the departments (Osifo, 2013; Munene, 2013; Ongeti, 2014; Mlanya, 2015; Kamande and Orwa, 2015; Mbaka and Mugambi, 2015; Ochola, 2016; Farah, 2016; Mutisya, 2016; Kinyua, 2016; Kihara, 2016; Lemarleni *et al.*, 2017; Katana, 2017; Kitonga, 2017; Kuria, 2017; Kagumu, 2018; Mutole, 2019; Githaiga, 2019). Hence, there is need for further research to fill this gap, which is what the current study sought to do.

The empirical review of the available literature on the relationship between the strategy implementation drivers and performance of organizations outside Kenya showed that most of studies were in the private sector. Some of the most recent scholarly works reviewed include the studies by Kroczek *et al.* (2013), Bal (2014), Hilman and Siam (2014), Ramadan (2015), Sekhar, Patwardhan and Vyas (2017), Nederhand and Klijn (2019), Nwachukwu, Hieu, Chládková and Fadeyi (2019), Đorđević *et a.* (2020), Andreassen, Borch and Sydnes (2020), Adeyemo (2021) and Twaissi and Aldehayyat (2021). A critical review of these studies showed an existence contextual research gap which needs to be filled.

Further, a review of the literature relating to stakeholder involvement and organizational performance, showed that in most of the studies, stakeholder involvement was an independent variable despite its contribution on the work environment (Munene, 2013; Kroczek *et al.* 2013; Bal, 2014; Mlanya, 2015; Buya, 2019). However, Twaissi and Aldehayyat, (2021) in a study conducted in the private sector in Jordan, examined the stakeholder involvement as moderating variable and concluded that its moderating effect cannot be ignored and hence, the need for further study on the moderating effect of stakeholder involvement, especially in the public sector.

The literature reviewed also revealed that good performance of organizations has remained elusive regardless of the business environment and the different methods adopted. Most of the studies reviewed were case studies or utilized descriptive or cross – sectional research designs (Ongeti, 2014; Hilman and Siam, 2014; Mutisya, 2016; Kinyua, 2016; Kinyua, 2016; Lemarleni *et al.*, 2017; Katana, 2017; Kagumu, 2018; Mutole, 2019; Githaiga, 2019). Similarly, the Kenya National Government

departments' performance has remained moderate through the years. The choice of a research design is very important in any research and hence, there is need for knowledge advancement in this area using different research designs.

## **2.7 Summary**

This chapter examined the relevant theories to the study, the conceptual framework representing the conceptualised relationship between the variables. The chapter also covered the empirical review as well as critique on the literature reviewed to identify the existing knowledge gaps. The strategy implementation drivers are multi – theoretic and the theories identified as relevant are the resource-based view theory, communication theory, contingency theory of leadership, administrative management theory and stakeholder theory. These theories were found to be appropriate and anchored the relationship between each variable with the dependent variable. They formed the foundation for understanding the effect of each of the identified strategy implementation driver on the performance.

The study identified and assessed strategic communication, organizational resources, managerial roles and leadership practices as the strategy implementation drivers. These drivers were conceptualized to have effect on the performance of the departments moderated by stakeholder involvement. An empirical review of the relevant previous studies carried out established existence of conceptual, contextual as well as methodological research gaps. The knowledge gaps which were identified from each study reviewed requires to be filled.

The relevant literature was reviewed to understand the various perspectives as presented by different scholars to determine the methodology that was adopted and the knowledge gaps. These studies which were reviewed presented different perspectives on the strategy implementation drivers. The perspectives relate to the process and the broader context like the characteristics of the organizations, the implementers, the external environment as well as the uniqueness of the strategy. Thus, laying a basis for assessing the identified strategy implementation drivers and the performance of departments in the National Government of Kenya.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter captures the research design, the target population, the sampling frame, the sample and sampling technique, the data collection procedure, the data collection tool and the pilot study as well as the diagnostic tests. It also outlines the data analysis and presentation, the hypotheses testing and statistical model specification.

#### **3.2 Research Design**

##### **3.2.1 Research Philosophy**

Research philosophy may be described as a paradigm involving broad framework that comprise of beliefs, perceptions and the understanding of theories and practices useful in undertaking research (Saunders, Lewis, & Thornhill, 2009). That is, it is a system of beliefs and assumptions in knowledge development. The philosophies include positivism, objectivism, constructivism subjectivism, pragmatism, interpretivism, realism and phenomenology research philosophies. However, the two main research philosophies mostly used in social sciences are positivism research philosophy and phenomenology research philosophy (Mulonzi, 2018). Positivism research philosophy was adopted as the research philosophy for the current study as it sought to establish facts on a relationship of a social phenomenon. The positivism research philosophy is one of the philosophies that guide research in social sciences and it was used to determine the research design.

The proponents of this philosophy argue that reality is stable and can be observed and described objectively without any interference with the phenomenon itself (Saunders, Lewis, & Thornhill, 2009). They also believe that theory is derived from natural science as hypotheses can be tested from observable social realities. Positivism is an epistemological position which helps to study social reality and beyond using the natural science methods and it is based on the principle that observable social reality is preferred to be studied and only observable phenomenon produces credible data

(Kathuku, 2017). The philosophy is believed to provide for an objective research as the researcher remains independent of the whole work (Mutole, 2019). It is associated with data collection methods and statistical analysis and was chosen as guided by the research hypotheses.

Under the positivism research philosophy, it was possible to generalize the hypotheses after testing. It helped to draw conclusions on the strategy implementation drivers based on the data that was collected for testing the study hypotheses. Miyonga (2016) adopted this philosophy for her study based on the assertion that it can be used to investigate what really happens in an organization through a scientific measure of the behaviour of the people and systems. Mutole (2019) and Mulonzi (2018) also adopted the same philosophy as it is a philosophy free from the researcher's biasness as the research is believed to be independent of the whole work and hence, it is very objective. In the same breadth, it was used as the research philosophy for this study.

### **3.2.2 Research Design**

Research design provides a conceptual structure within which a research is done; it constitutes a blueprint for collection of data, measurement and analysis (Kothari, 2004). It describes the actual structure and configuration a research is based on. Thus, it provides the direction on the methodology, the data to be collected and the data analysis technique to be adopted. In the social sciences, research designs can be classified into qualitative, quantitative or mixed research designs (Johnson & Christensen, 2014). There are two approaches to research, that is, inductive and deductive approaches (Saunders *et al.*, 2003). The deductive approach is anchored on positivism research philosophy while the inductive approach owes it to interpretive research philosophy (Atikiya, 2015).

The current study adopted cross – sectional research designs, which is a systematic gathering of data for the purpose of understanding or predicting some aspects of the population of interest. It enables understanding of the various aspects of a study problem as it is flexible in nature to allow for consideration of the different aspects (Kothari, 2004). The research design was chosen as it allows for collection of data about the respondents opinions, attitude or any variety of social issues, once within a



specified period of time which is analysed and used in the determination of the relationship between the study variables (Kagumu, 2018).

The research design is appropriate for investigating the objectives of the study as it allows gathering from the respondents qualitative and quantitative data simultaneously and analysing it to form the basis of inferring the relationship that may exist or not between the variables (Kothari, 2004; Kamande & Orwa, 2015). Thus, it allows for use of qualitative and quantitative methodologies to collect data using a questionnaire administered to the sampled respondents. The two methodologies complement each other where the research involved the same phenomenon and in the current study the quantitative results were enhanced by the qualitative results (Cameron, 2009).

The two methodologies have been used in similar studies and were chosen as they increase the validity of the expected outcome as each method compensates for each other's weakness as a result of their counter balancing strength while securing the quality of the research findings (Kinyanjui *et al.*, 2015; Kihara, 2016; Heide *et al.*, 2018; Hameed, 2020). Further, the research design adopted linked the variables to the target population through the requisite sampling frame, the data collection and the subsequent data analysis.

### **3.3 Target Population**

The target population is chosen from the population of the study, which is the total collection of all the elements in the field of study. The National Government County heads of departments in the 47 counties of Kenya (GoK, 2010) formed the population for the current study. While the target population for the study was drawn from the National Government County heads of departments and this made the study to be geographically comparable. They have common characteristics as the counties were created with similar structures and have equitable funding in accordance to the constitution (Mugenda & Mugenda, 2003; Kothari, 2004; KNBS & SID, 2013; Kagumu, 2018).

The 47 counties which cover the entire country, form a large geographical area and this presented a seriousness limitation for study. In this kind of scenario, Kothari (2004) recommends for identification of a representative area of study using multi – stage sampling technique. This allows for first identifying the country, then sampling the districts, followed by towns and then the households, as it may be necessary. In this regard, a representative area of study was first constituted scientifically, where a total of 14 counties were identified, representing 29.8 percent of the counties in Kenya. This was an adequate representation of the counties as according to Kothari (2004) a 10 percent representation is adequate. The specific counties were drawn from the 47 counties using simple random sampling. The scientific constitution of the study location from the counties was an improvement of a similar approach adopted by Kagumu (2018) who selected 5 counties using purposive sampling.

The National Government County Heads of Departments (HoDs) were selected as the target population because they are responsible for coordinating, interpreting, disseminating, and implementing National Government functions within their respective units. As key players in the implementation process, they are directly involved in operational activities (Ahearne, Lam & Kraus, 2014). . Therefore, they are best positioned to provide insights on the strategy implementation drivers in National Government departments. This makes them an ideal population for evaluating the factors influencing strategy implementation across various National Government departments within county-level public sector organizations.

### **3.4 Sampling Frame**

A sampling frame refers to the source of the target population from which the sample of a study is drawn from and comprises of all the potential items that can be included in the desired sample (Kothari, 2004; Miyonga, 2016). Kenya is divided into 47 counties which are the administrative units for service delivery and development (GoK, 2010, GoK, 2013). Hence, sampling frame for the study was composed of the 47 counties in Kenya.

### 3.5 Sample Size and Sampling Technique

#### 3.5.1 Sampling Technique

The study adopted a multi – stage sampling technique to select the counties which formed the study location, the target population and the sample. The sampling frame allowed for multi – stage sampling to be developed in partial units (Kothari, 2004). That is, a three-stage sampling was adopted to choose the study area, the target population and sample. This allowed for selecting the counties as the primary sampling unit and the National Government HoDs from the selected counties, were chosen as the secondary sampling unit to give the target population and subsequently the sample. The unit of sampling was the counties while unit of analysis was composed of the National Government departments in the counties and the unit of observation was made up of the HoDs from these counties.

The number of counties forming the study area was established scientifically using the Yamane formula

$$n = N / \{1 + N * e\}$$

where

n = number of the selected counties,

N = 47 (i.e total number of counties in Kenya), and

e = 0.05 (i.e the margin of error allowed).

Substituting the values of N and e in the formula, gives  $n = 47 / [1 + 47 * 0.05] \approx 14$  counties. The actual 14 counties were chosen using simple random sampling. The number of National Government HoDs from the selected counties formed the target population (N) for the study. Proportionate sampling was used to obtain the respondents from each selected counties and the total obtained gave the study sample size. The individual HoDs who participated in the study, from the specified number per county, were chosen using simple random sampling.

### 3.5.2 Sample Size

A study sample size is the total number of items selected from the target population to constitute a sample for a study (Kothari, 2004). The target population was finite and the sample size was calculated as recommended by Saunders, Lewis and Thornhill (2003), using the formula

$$n = p\% \times q\% \times [z/e\%]^2,$$

where

n = sample size,

p% = the proportion of HoDs who participated in the study,

q% = the proportion of HoDs who did not participate in the study (90 HoDs were not available during the period of data collection),

z = 1.96, the value of z statistic corresponding to 95 percent confidence level, and

e% = 5, the margin of error allowed.

From Table 3.1,  $N = 535$ ,  $p\% = (445/535) * 100 = 83.2$  and  $q\% = (90/535) * 100 = 16.8$  and therefore,  $n = 83.2 * 16.8 * [1.96/5]^2 \approx 214$ . Consequently, the study used a sample of 214 heads of departments, which constitutes a 40.0 percent representation of the target population. With the target population being relatively small (less 1,000), then a sample size of 40.0 percent was deemed to be adequate for the research. This decision is based on the standard position that a robust representation of a target population should be at least 30 percent (Mugenda & Mugenda, 2003).

Proportionate sampling was used to calculate the number of respondents which was given by the formula

$$\alpha = a * n / N,$$

where

$\alpha$  = required number of respondents from each county,

a = no. of HoDs in the particular county,

n = sample size, and

N = target population.

Thus, the actual calculated number of HoDs per county are as shown in Table 3.1. The specific respondents were chosen using simple random sampling.

**Table 3.1: Sample and Target Population for the Study**

S/No.	Name of County	No. of County HoDs ( $a_i$ )	Sample ( $\alpha = a_i * n/N$ )
1.	Mandera	35	14
2.	Marsabit	36	14
3.	Kitui	38	15
4.	Garissa	36	14
5.	Tharaka Nithi	37	15
6.	Busia	40	16
7.	Taita Taveta	39	16
8.	Kirinyaga	42	17
9.	Isiolo	35	14
10.	Machakos	42	17
11.	Meru	40	16
12.	Laikipia	38	15
13.	Embu	39	16
14.	Muranga	38	15
<b>Total</b>		$N = \sum_1^{14} a_i = 535$	$n = \sum_1^{14} \alpha = 214$

**Source:** The Various County Headquarters (2020)

### 3.6 Data Collection Instrument

#### 3.6.1 Instruments

The commonly used data collection tools in social sciences are questionnaires, observation forms, interview schedules and standardized items. The research instrument for the study was a questionnaire which was used to collect primary data from the respondents. A questionnaire is an instrument used to gather data which allow measurement for or against a particular view point and it was used as the main data collection instrument for the study. The primary data was utilised in addressing the research objectives while the secondary data, which was utilized to support the research problem, was extracted from the Public Service Commission (K) performance evaluation reports (see appendix III).

Questionnaires are of different forms, which include structured, unstructured and semi – structured questionnaires. The structured questionnaires have definite, pre-determined and concrete questions which are either closed, open or are limited to

stated alternatives while unstructured questionnaires have open questions whose replies are in the respondent's own words as much as possible (Kothari, 2004). A semi – structured questionnaire is made up of closed and open – ended items. That is, it has both structured and unstructured segments (Guzami, 2013; Ochola, 2016).

The study adopted a semi – structured questionnaire (see appendix I) which was used to obtain both quantitative and qualitative data simultaneously from the respondents. It was chosen as a tool for the study as it can cover a lot of content within a short time (Kothari, 2004). It was also convenient to administer as the study targeted one category of respondents who were spread across the country in the sampled counties. Further, the tool is comparatively easy to analyse and it provides responses free of interviewer's bias while it allows for the respondents to be provided with adequate time to give thoughtful answers (Kothari, 2004).

The structured items provided quantitative data and reduced bias, hence, increasing the degree of objectivity of the respondents while also reducing the problem of falsification. The items were developed in a sequential manner guided by the study objectives to reduce chances of the items being misunderstood (Kothari, 2004) and to allow for easy editing and coding to obtain the required data for analysis. Structured questions tend to be restrictive in nature and hence, the open – ended items were used to generate non – restrictive responses which were used as balancing data to the quantitative data. That is, the open – ended items were used to generate qualitative data to complement the quantitative data by highlighting different aspects of the variables (Heale & Forbes, 2013).

The instrument was also used to seek for the background information of the respondents. The bio – data sought was gender, age, length of service as well as the highest educational level. These attributes are necessary to be assessed as they help to assess the respondents sensitivity to managerial actions, commitment to the organizational performance, the experience an employee has on the organization performance and how well they are academically grounded to undertake the organizational mandate, which are prerequisite for reliable responses (Ng & Feldman, 2009; Kitonga, 2017; Karakuş, 2018).

### 3.6.2 Measurement of Variables

The questionnaire structured items aimed at establishing the extent the respondents agreed or disagreed with statements describing the indicators of the variables. The responses on each item representing the four independent variables and the moderator were measured using a Likert scale of 1 (strongly disagree) to 5 (strongly agree) as shown in Table 3.2. The resultant scores were used to generate the quantitative data for the study.

**Table 3.2: Scale for Independent and Moderator Variables**

S/No	Score	Representation
1.	1	Strongly Disagree
2.	2	Disagree
3.	3	Neutral
4.	4	Agree
5.	5	Strongly Agree

The dependent variable was measured using non – financial indicators which are suitable performance measurements as they can be implemented across the organization. The respondents were requested to give information on the performance of their respective departments, in accordance to the records held in their offices, based on the range of below 20%, 21 – 40%, 41 – 60%, 61 – 80% and 81 – 100%. Indicating the range of the performance as opposed to giving absolute values is more acceptable to respondents in this kind of research (Arasa & K’Obonyo, 2012). These were later coded with using a Likert of 1 (below 20%) to 5 (81 -100%) as shown in Table 3.3.

**Table 3.3: Likert Scale for Dependent Variable Scores**

S/No.	Score (%)	Score Code	Representation
1.	<b>0 – 20</b>	1	Very Low
2.	<b>21 – 40</b>	2	Low
3.	<b>41 – 60</b>	3	Average
4.	<b>61 – 80</b>	4	High
5.	<b>81 – 100</b>	5	Very High

The open-ended items in the semi – structured questionnaire were used to elicit responses from the respondents to generate the desired qualitative data for the variables. The similar responses or phrases were analysed thematically and categorized into relevant sub categories and then banded into categories. The categories may have been explicit or implicit, that is, they may be direct or inferred. The qualitative data provided the respondents’ description of the strategy implementation process based on their experiences.

### **3.7 Data Collection Procedure**

After clearance from the University and obtaining a research license from the NACOSTI, the researcher sought county specific authorization from the County Commissioners. The contacts of the various National Government County heads of departments were obtained from the County Commissioners’ offices. The selected HoDs were then contacted and requested to be respondents in the study. The questionnaires were then administered to respondents by the researcher and research assistants. The respondents were allowed one week, to interact with the instrument as they respond to the questionnaire items. This gave the respondents independence to respond to the items without undue influence or pressure from the researcher.

### **3.8 Pilot Study**

A pilot study was carried out to obtain data for testing the validity and reliability of the research instrument (Kothari, 2004) before it was rolled out for the collection of the main study data. The instrument’s reliability and validity are very important as they ensure true data is collected as well as determining quality of the research results. The initial testing of the tool enabled identification and rectification of the misinterpretations of the questions. That is, the pilot study results helped in identifying ambiguities and misinterpretations for improvement to establish clarity, accuracy and appropriateness of the instrument.

According to Mugenda and Mugenda (2003), a 10 percent of the sample population is sufficient for a pilot study. Hence, a pilot sample of 21 respondents from the sampled counties was used for the pilot study. The respondents in the pilot study face same



environment and characteristics as those in the sample population; they were excluded from the sample of the main study. The pilot study respondents were selected using simple random sampling and the instrument administered to them. Based on the pilot study data obtained, the research instrument was improved before being distributed for the main study data collection. That is, the pilot study provided proxy data for adjusting the items to improve on the validity and reliability of the instrument.

### **3.8.1 Reliability of Research Instrument**

Reliability is the degree to which a research instrument yields consistent results or data after repeated trials (Kothari, 2004). It is about the extent of repeatability of the measurements which is also seen as the consistency of the measurements and the more they are consistent, the more the instrument is reliable (Drost, 2011). Reliability is influenced by random errors which are deviations from true measurement due to factors that have not effectively been addressed by the researcher and as the errors increase, the reliability decreases (Mugenda & Mugenda, 2003).

The typical methods used to test reliability include test – retest technique, split – halves, alternative forms, internal consistency and inter – rater reliability (Drost, 2011). This study adopted internal consistency method for testing the reliability of the tool. The internal consistency gives the reliability of the test items and it measures the consistency within the data collection instrument. It questions how well the items measure a given characteristic within the test. The reliability is estimated based on the average intercorrelations with all the single test items (Drost, 2011).

The Cronbach's alpha test was adopted to test of reliability of the tool using data obtained from pilot study. Cronbach's alpha test gives the reliability coefficient which defines the consistency. It is the most suitable test where a Likert scale is used to generate quantitative data (Taherdoost, 2018). The Cronbach's Alpha employs covariance among the items and the standardized items based on correlation among items. It gives how well the items are positively correlated and is acceptable if the coefficient is at least equal to 0.7 while it is good if it is above 0.8 (Taber, 2017).

A threshold of 0.7 is deemed to be the lowest level of acceptability (Jooste & Fouries, 2009) and hence, it was adopted as a sufficient measure of reliability or the instrument's internal consistency (Taber, 2017). This also shows the extent to which the researcher confidently relied on the information obtained. The confidence level which is also a measure of reliability was taken at 95 percent. This means that there is 95 chances in every 100 that the results represent the true condition of the population against 5 chances in 100 that it does not (Kothari, 2004).

### **3.8.2 Validity of Research Instrument**

Validity is about how accurately the data obtained in the study represent the variables of the study (Saunders, Lewis & Thornhill, 2003). If such data is a true reflection of the variables, then inferences based on such data are accurate and meaningful (Drost, 2011). There are several types of validity but for this study, the content validity, criterion validity, construct validity and face validity were considered. In any study, face validity is a recommended test, the content validity is highly recommended while criterion and construct validities are mandatory to be tested (Taherdoost, 2018).

The face validity is the degree about which a measure gives the impression related to a specific construct; that is the content of the measure appears relevant to what it is intended to measure (Taherdoost, 2018). The content validity is a qualitative type of validity which examines the clarity of the items and whether they fully represent what they are intended to measure (Drost, 2011). The criterion validity is the degree of similarity between the test measure compared with the external criteria (Drost, 2011). It is actually the degree to which a measure relates to the outcome and measures how best one measure predicts the outcome of another measure. While the construct validity deals with how best the concept was operationalized and whether the instrument measured the intended concept (Taherdoost, 2018).

To ensure content validity, criterion validity, face validity and the construct validity of the tool, expert judgement was utilized where, the supervisors and two other experts were requested to examine the instrument for appropriateness, clarity and breadth. The expert judgement was then complemented with statistical testing of the data collection tool with the aid of Kaiser – Meyer – Olkin (KMO) and Bartlett's Tests. These are

statistical tests used to examine sample adequacy and the study significance in relation to the validity and the suitability of the study factors (Kitonga, 2017). The acceptable significant value of KMO lies in the range 0 to 1. An index of above 0.5 is regarded to be very good and the significance of the Bartlett's Test of Sphericity value must be less than 0.05 to be acceptable (Napitupulu *et al.*, 2017).

### **3.9 Data Analyses and Presentation**

The study assumed that there exists a logical relationship between the variables that can be revealed by use of a linear multiple regression. This allows adoption of statistical tools that assist in data sorting and cleaning as well as helping to identify and remedy emerging issues related with data quality. That is, they were used to help in managing the data collected for a more convenient processing and analyses. Therefore, the returned questionnaires were examined for completeness, edited and the valid ones numbered and coded to get the required data. The editing of the responses helped in identifying questions not suitably answered for the study. The resultant data was classified as quantitative or qualitative for analyses. The results of the analyses were presented in form of tables, figures or graphically as may have been appropriate.

#### **3.9.1 Diagnostic Tests**

A diagnostic test is meant to examine the validity of a given model (Kothari, 2004). In this study, diagnostic tests was undertaken to test the regression model for linearity assumption, normality assumption as well as multicollinearity, heteroscedasticity and autocorrelation assumptions.

#### **Test for Linearity Assumption**

The study assumed that the dependent variable (Y) was a linear function of the independent variables ( $X_i$ ) and the regression coefficients,  $\beta_i$ , that is,  $E(Y/X_i) = \beta_0 + \beta_i X_i$ , is linear in both the variables and the parameters (Gujarati, 2004). The linearity assumption may be tested using either the Analysis of Variance (ANOVA) test or a scattergram. The ANOVA test was adopted to test the linearity of the model. This is a statistical testing of the differences in the means of a given population (Kothari,

2004) where the estimates of the population variance are made between and within the samples and the F – ratio statistic computed.

The F – ratio statistic is the mean square of the regression divided by the mean square of the residuals at the stated degrees of freedom. The hypothesis  $H_0$ : All the population means are equal and  $H_a$ : All the population means are not exactly equal was used. A significant F statistic implied that the sample means were not exactly equal and hence, the null hypothesis was not to be accepted. That is,  $H_a$  was accepted and it was concluded that the function was linear in both the variables and the parameters.

### **Test for Normality Assumption**

Normal data is a necessary condition before fitting data in a linear regression model in any parametric testing and the normality test was done to ascertain the normality of the data (Githaiga, 2019). The test ascertains the assumption that the data fits a normal curve. The testing may be graphical or numerical and for this study, normality was tested using the numerical method. The Shapiro – Wilk test, as recommended by Ghasemi and Zahediasl (2012), was used to test if the primary data obtained was normally distributed. It is considered to be more reliable compared with Kolmogorov Smirnov test (Kihara, 2016).

The normality test was done using the null hypothesis,  $H_0$ : The sample data is not normally distributed and comparing it with the alternate hypothesis,  $H_a$ : The sample data is normally distributed. The decision rule being to accept the null hypothesis if  $p < 0.05$  and then conclude that the sample data is not normally distributed. This meant that the alternate hypothesis was accepted when  $p > 0.05$ , concluding the sample data is normally distributed (Githaiga, 2019).

### **Test for Multicollinearity Assumption**

The problem of multicollinearity occurs where the independent variables happen to have a high degree of correlation (Kothari, 2004). A multicollinearity test was carried out to examine if a strong correlation existed between the study independent variables (Githaiga, 2019). This was done using the Variance Inflation Factor (VIF) test for multicollinearity. The VIF is an indicator of how presence of multicollinearity inflates

the variance of an estimator (Gujarati, 2004). Multicollinearity is associated with VIF above 5 and a tolerance of below 0.2 (Gujarati, 2004). The decision rule was that if VIF lies between 1 and 5, then multicollinearity does not exist between the independent variables but if  $VIF < 1$  or  $VIF > 5$  then there is multicollinearity (Gujarati, 2004).

### **Test for Heteroscedasticity Assumption**

The linear regression assumes that the variance of each disturbance term, conditional to values of the independent variables is constant. This is an assumption of equal spread (homoscedasticity) or equal variance,  $E(\mu_i^2) = \delta^2$ ,  $i = 1, 2, 3$ , (Gujarati, 2004). It is necessary to diagnose existence of heteroscedasticity to avoid misleading inferences. The heteroscedasticity was tested to examine if a difference exists between the residual variance of the observations and any other period of observation (Githaiga, 2019). F Test was used to test the existence of heteroscedasticity. In the F test, the predictors are regressed against the square of the residual values (squaring the residuals removed the negative values). The decision rule was to accept the existence of heteroscedasticity if the p value was less than 0.05.

### **Test for Autocorrelation Assumption**

Autocorrelation is the correlation between members in a series of observations within a specified timeframe and space (Gujarati, 2004). In a classical linear regression model, the assumption is that the disturbance relating to any observation, autocorrelation does not exist, that is,  $E(\mu_i \mu_j) = 0$ ,  $i \neq j$ . Durbin – Watson test was used in testing the presence or absence of autocorrelation between variables. The Durbin – Watson test statistic ranges from 0 to 4, where a value close to 4 implies existence of negative autocorrelation. The decision rule is that autocorrelation of major concern does not exist when the Durbin – Watson test statistic value is equal or close to 2 (Gujarati, 2004).

### **3.9.2 Correlation Analysis**

The correlation between the variables was explored using the Pearson correlation coefficients. The Pearson correlation coefficient shows the magnitude and direction

of the relationship between the study variables. The coefficients vary from  $-1$  to  $+1$  which show that the variables have a positive or negative perfect correlation. A negative coefficient shows a negative slope of the regression line between the variables, a zero coefficient indicates that the variables are not correlated and a positive coefficient shows a positive slope of the regression line between the variables (Atikiya, 2015).

### **3.9.3 Quantitative Data Analysis**

The resultant scores were tabulated for analyses which was done assisted by Statistical Package for Social Sciences (SPSS) version 23. The raw scores were fitted into the computer software, generating the required descriptive and inferential statistical indices that represented the variables (Kothari, 2004; Choge, 2017). These were presented in form of tables and figures, interpreted and a general conclusion drawn. The descriptive statistics are the measures of central tendency and measures of dispersion and they included frequencies, percentages, mean and standard deviations while the inferential statistics included the F statistic,  $R^2$ , t - statistic as well as p values.

### **3.9.4 Qualitative Data Analysis**

Content analysis, a qualitative research technique, which is a systematic examining of the responses (Hsieh & Shannon, 2005), was used to analyse the contents of the responses from the open – ended items. The responses were read, reviewed and edited to look for similar responses or phrases mentioned in the written responses and then categorized thematically into relevant categories and sub categories guided by the study variables and then coded. The coding involved indexing for ease of categorizing and inferences in accordance to the available literature and a general conclusion drawn.

### **3.9.5 Model Specification**

The study assumed that the independent variables are uncorrelated but are statistically correlated with the dependent variable which allowed for adoption of linear multiple regression model which accounts for several predictors simultaneously (Marill, 2004). Linear multiple regression was used to predict the value of the dependent variable from

the values of the independent and moderating variables. Hence, a regression analysis was carried out to determine how the independent and moderating variables affect the dependent variable. The assessment was done by appropriately fitting the data collected into the following linear multiple regression models that were adopted as the study models.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + e \text{ (model 1), and}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + \beta_6 X_1 Z + \beta_7 X_2 Z + \beta_8 X_3 Z + \beta_9 X_4 Z + e \text{ (model 2)}$$

where

**Y** = Performance of Departments,

**X<sub>i</sub>** (i = 1 to 4) represents the independent variables with **X<sub>1</sub>** = Organizational Resources, **X<sub>2</sub>** = Managerial Roles, **X<sub>3</sub>** = Strategic Communication and **X<sub>4</sub>** = Leadership Practices

**Z** = Stakeholder Involvement (the moderator)

**X<sub>i</sub>Z** = first order interaction term of X<sub>i</sub> and Z (i = 1 to 4)

**β<sub>0</sub>** = the intercept holding all the variables constant at zero,

**β<sub>i</sub>** (i=1 to 4) = partial regressions coefficients of X<sub>1</sub> to X<sub>4</sub>

**β<sub>5</sub>** = regression coefficient of the moderator, Z

**β<sub>j</sub>** (j=6 to 9) = partial regressions coefficients of the interaction term, **X<sub>i</sub>Z**

e = error term, representing all other variables in the function but not observed.

Model 1 represents the relationship between the independent variables (**X<sub>i</sub>**) and the dependent variable (**Y**) where the stakeholder involvement is also treated as another independent variable. This model gives the main effect of the strategy implementation drivers on the performance (Hair *et al.*, 2021). That is, the model represents the effect of strategy implementation drivers combined the moderator as a predictor. On the other hand, model 2 is the moderated model as it includes the interaction terms. The interaction terms are products of each independent variable with the moderator (Rasoolimanesh *et al.*, 2021). This model gave the moderation effect of the stakeholder involvement. The two regression models were used in estimating the effect of the strategy implementation drivers on the performance of the departments.

Hierarchical regression analysis was applied to test the stakeholder involvement moderation. This was done by checking if the coefficient of determinant, R square ( $R^2$ ) of the moderator was significant, the R square change between the models was significantly greater than zero; the interaction terms had non zero significant regression coefficients (Whisman & McClelland, 2005). The models were also tested for goodness of fit and accepted to be reliable and valid if there was a logical relation between the variables, the partial regression coefficients were not all simultaneously equal to zero and had a significant coefficient of determinant.

The R square is the total variance of the dependent variable Y that is explained by the predictors in the model. The total variance of the performance of departments (Y) that is explained by the independent variables is given by the  $R^2$  value multiplied by 100 percent. While the coefficient of alienation, which is the proportion of the total variance of Y that is explained by terms other than the independent variables, that is, the error term is given by  $(1 - R^2)$ .

F – test was used to test the models at 95 percent confidence level. The p – value of each F statistic was used to accept or not to accept the null hypothesis,  $H_0: \beta_i = 0$  against the  $H_a: \beta_i \neq 0$ . The decision rule was if  $p < 0.05$ , then the model was significant with good dependent variable predictors and the results were due to chance. That is, if  $H_0$  was not accepted, then the overall model is significant whereas if it was accepted then the model is insignificant. On the other hand, if  $p > 0.05$ , then the model was not significant and may be misleading to use it in explaining the variations in the dependent variable (Githaiga, 2019). The p value expresses the strength of evidence against the study hypothesis, giving a statistical significance between dependent variable (Y) and each of the independent variables ( $X_i$ ) and that the results at least as extreme as those obtained in a sample are due to chance (Sarah & Watters, 2008).

### **3.9.6 Hypotheses Testing**

The hypotheses of the study can be represented with model using  $Y = \beta_0 + \beta_i X_i + e$  ( $i = 1$  to 5, where in each case all other variables are held constant at zero) for hypothesis one to five with the variables and parameters as previously defined. The hypotheses **H<sub>0</sub>**: The slope coefficient is equal to zero (**H<sub>0</sub>**:  $\beta_i = 0$ ) against and **H<sub>a</sub>**: The slope



coefficient is not equal to zero ( $H_a: \beta_i \neq 0$ ) were used to test the significance of  $\beta_i$  with the p value set at 5 percent level of significance. The F and t tests were used in testing the hypothesis at 95 percent confidence level. The t – test statistics indicated if the independent variable as a whole significantly affected the dependent variable while the F test statistic compared with the critical value confirmed the significant of the relationship between the variables. The decision rule was that if  $p < 0.05$ , then the null hypothesis ( $H_0$ ) was not accepted while if  $p > 0.05$ , then the  $H_0$  was accepted (Gujarati, 2004). Table 3.4 shows the summary of the hypotheses testing.

**Table 3.4: Summary of Hypotheses Testing**

Hypothesis Statement	Hypothesis Test	Decision Rule and Model
<b>H<sub>01</sub>: X<sub>1</sub> has no effect on the performance of departments</b>	<ul style="list-style-type: none"> <li>t – test used to test <math>H_0: \beta_1 = 0; H_a: \beta_1 \neq 0</math></li> <li>F - test</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not to accept <math>H_0</math> if <math>p &lt; 0.05</math></li> <li>✓ <math>Y = \beta_0 + \beta_1 X_1</math></li> </ul>
<b>H<sub>02</sub>: X<sub>2</sub> has no effect on the performance of departments</b>	<ul style="list-style-type: none"> <li>t – test used to test <math>H_0: \beta_1 = 0; H_a: \beta_1 \neq 0</math></li> <li>F - test</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not to accept <math>H_0</math> if <math>p &lt; 0.05</math></li> <li>✓ <math>Y = \beta_0 + \beta_2 X_2</math></li> </ul>
<b>H<sub>03</sub>: X<sub>3</sub> have no effect on the performance of departments</b>	<ul style="list-style-type: none"> <li>t – test used to test <math>H_0: \beta_1 = 0; H_a: \beta_1 \neq 0</math></li> <li>F - test</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not to accept <math>H_0</math> if <math>p &lt; 0.05</math></li> <li>✓ <math>Y = \beta_0 + \beta_3 X_3</math></li> </ul>
<b>H<sub>04</sub>: X<sub>4</sub> has no effect on the performance of departments</b>	<ul style="list-style-type: none"> <li>t – test used to test <math>H_0: \beta_1 = 0; H_a: \beta_1 \neq 0</math></li> <li>F - test</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not to accept <math>H_0</math> if <math>p &lt; 0.05</math></li> <li>✓ <math>Y = \beta_0 + \beta_4 X_4</math></li> </ul>
<b>H<sub>05</sub>: Z has no effect on the performance of departments</b>	<ul style="list-style-type: none"> <li>t – test used to test <math>H_0: \beta_1 = 0; H_a: \beta_1 \neq 0</math></li> <li>F - test</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not to accept <math>H_0</math> if <math>p &lt; 0.05</math></li> <li>✓ <math>Y = \beta_0 + \beta_1 Z</math></li> </ul>

The sixth hypothesis was tested by comparing the two study models  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + e$  (model 1) and  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + \beta_6X_1Z + \beta_7X_2Z + \beta_8X_3Z + \beta_9X_4Z + e$  (model 2). Comparing the two models, a significant  $\beta_5$ , that is,  $\beta_5 \neq 0$  and  $p < 0.05$  and a significant R square change shows that stakeholder involvement significantly moderates the relationship while significant interaction terms shows significant moderating effect of stakeholder involvement (Whisman & McClelland, 2005). Hence, this will show that stakeholder involvement has a statistically significant effect on the relationship between the strategy implementation drivers and the performance of departments in the National Government of Kenya.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This section outlines the study findings and discussions presented capturing the reliability and validity of the research instrument. It also captures the response rate, the diagnostic tests and the background information of the respondents. Further, it also outlines the descriptive statistics, the inferential statistics, hypotheses testing, statistical modelling and the discussions of the findings.

#### 4.2 Response Rate

The response rate is the number of usable returned questionnaires divided by the total sample size multiplied by 100 percent (Fincham, 2008). The data collection tool was administered to 214 respondents who formed the study sample. As presented in Table 4.1, a total of 152 questionnaires were returned giving a response rate of 71.0 percent.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percent (%)</b>
Returned questionnaires	152	71.0
Unreturned questionnaires	62	29.0
<b>Total questionnaires</b>	<b>214</b>	<b>100</b>

This level of response rate may be attributed to the entire process of the data collection as well as the time accorded to the respondents to interact with the questionnaire. It was a good response rate for the study as a 60 percent response rate is adequate and sufficient for any research as recommended by Mugenda and Mugenda (2003) as well as by Fincham (2008).

#### 4.3 Pilot Test Results

A pilot study was conducted aimed at testing the research instrument to ensure the method or ideas work in practice and provided an opportunity to make necessary adjustments before the main study (Kim, 2011). It was undertaken using a pilot sample

of 21 respondents to test the reliability and validity of the research tool. The questionnaires were administered to the respondents and 17 of them were returned and examined, coded and the resultant data analysed. The outcome was used to improve on the research tool before being rolled out for the main study.

#### 4.3.1 Reliability Test for the Research Tool

Reliability was ascertained by testing the internal consistency of the instrument which refers to the tool being able to produce stable and consistent results (Kothari, 2004). The internal consistency of the items was tested with the aid of the Cronbach's Alpha test; a statistical coefficient lying between 0 and 1. The test shows how well the items are positively correlated and the higher the coefficient, the higher the reliability of the instrument. The correlation of the item scores to their total scores enabled identifying the statistically insignificant items and adjusting them to improve the reliability coefficient.

**Table 4.2: Summary of the Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>No. of Items</b>	<b>Comments</b>
<b>Organizational Resources</b>	0.845	0.836	6	Accepted
<b>Managerial Roles</b>	0.901	0.911	6	Accepted
<b>Strategic Communication</b>	0.955	0.955	6	Accepted
<b>Leadership Practices</b>	0.856	0.864	6	Accepted
<b>Stakeholder Involvement</b>	0.810	0.821	6	Accepted
<b>Performance of Departments</b>	0.933	0.934	6	Accepted

Table 4.2 shows the summary of the final Cronbach's Alpha values of the variables which are all above the adopted 0.7 threshold (Taber, 2017). The constructs are acceptable and good coefficients as they are above 0.8 (Jooste & Fouries, 2009). Hence, they were adopted as sufficient measures of the internal consistency and accepted to be reliable to capture the study variables.

### 4.3.2 Validity Test for the Research Tool

The validity of a research instrument is about the accuracy of the data obtained representing the study variables (Saunders, Lewis & Thornhill, 2003). That is, it is about the data collected with the instrument being a true reflection of the variables. To ensure content validity, criterion validity, face validity and the construct validity of the tool, expert judgement was utilized where, two experts were requested to examine the instrument for appropriateness, clarity and breadth. Their recommendations were then captured and then the final instrument was ascertained by the supervisors before being rolled out for data collection. The expert judgement was complemented with statistical testing of the data collection tool with the aid of Kaiser – Meyer – Olkin (KMO) and the Bartlett’s Tests.

**Table 4.3: KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.793
Bartlett's Test of Sphericity	Approx. Chi-Square	144.099
	df	15
	Sig.	0.000

The results in Table 4.3 indicate that the KMO measure of sampling adequacy was equal to 0.793 which is greater than 0.5 and less than 1. That is, the KMO value lies within the significant range of 0 to 1, thus, it was acceptable. The Bartlett’s Test of Sphericity has an approximate Chi Square of 144.099 whose p value is 0.000 at 15 degrees of freedom. This is less than 0.05 and thus it was also acceptable. Hence, the results show that the sample was adequate with suitable and eligible valid factors for the study.

### 4.3.3 Qualitative Data Examination for Appropriateness

The responses for the unstructured items for the various variables formed the qualitative data for the study. To ensure reliability and validity of the instrument from the qualitative data perspective, expert judgement was used to ascertain the items for relevance and appropriateness. Further, some peers and respondents were randomly interviewed to establish if the questions were clear and easy to understand. Then two

experts were requested to examine, review and analyse the responses thematically for similar responses or phrases and categorize them into similar sub categories and categories as guided by the study variables (Hsieh & Shannon, 2005). The ambiguities and misrepresentations were identified and rectified before the supervisor were requested to ascertain the appropriateness of the instrument.

#### **4.4 Descriptive Analysis**

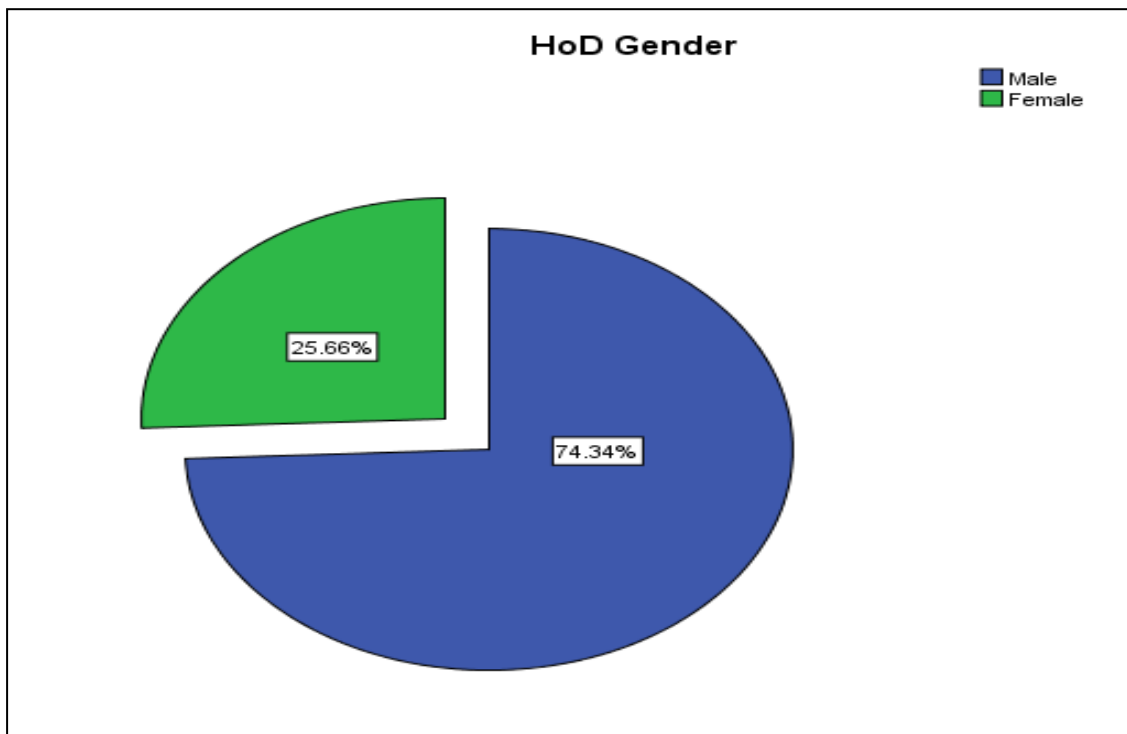
Descriptive statistics summarizes the data of a study and they include measures of central tendency and the measures of dispersion or variation or spread. The quantitative data was analysed using SPSS version 23 to generate the descriptive statistics which were used as statistical indices from the raw data of the variables (Kothari, 2004; Choge, 2017). The study used sum, frequencies and percentages to present the descriptive statistics. These were used to give a summarized general overview of the study variables based on the data collected.

##### **4.4.1 Background Information of the Respondents**

The respondents' background information sought included the age, the gender, the length of service as well as the highest level of education. The results were summarised and presented as shown herein. These demographic attributes are key in informing on the effect and perceptions of the respondents' opinion and knowledge on strategy implementation (PSC(K), 2011).

### Gender Distribution of Respondents

The gender distribution of the respondents is as shown in Figure 4.1. The results show that 74.3 percent of the National Government heads of departments in the counties were male while 25.7 percent were female.

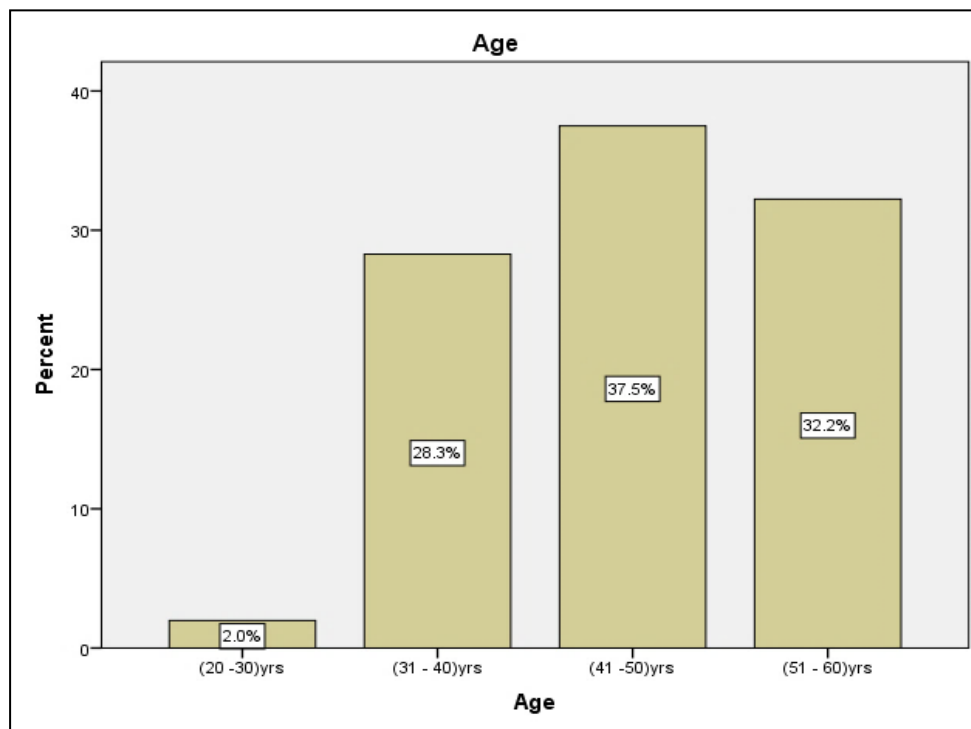


**Figure 4.1: Distribution of Respondents by Gender**

The results show that the HoDs are composed of both males and females and thus, the data for the study was obtained from both gender. The ratio of the male to female National Government HoDs in these counties does not meet the constitutional threshold of the two thirds gender rule (GoK, 2010). These results were in concurrence with the Public Service Commission annual evaluation report of the 2020/2021 financial year which showed that the gender representation does not meet the constitutional requirement (PSC(K), 2021b). According to Karakuş (2018), gender determines the sensitivity to managerial actions and organizational commitment. Hence, the National Government should have a deliberate affirmative action for full actualization of the constitutional gender rule during the promotions, appointments and deployment of the heads of departments.

### Distribution of the Respondents by Age

The distribution of the respondents by age show that 2.0 percent of them were on age bracket of 20 to 30 years, 28.3 percent were in the age bracket of 31 to 40 while 37.5 percent lie in the age bracket of 41 to 50 and 32.2 percent were in the bracket of 51 to 60 years of age as shown in Figure 4.2. These results show that majority (98.0%) of the respondent were aged above 30 years, implying that the heads departments in the counties were mature to shoulder the assigned responsibilities. An employee age and maturity shapes and influences his or her opinion, views, attitude, evaluation, decision making, perceptions and behaviour in the work place (Karakuş, 2018). Therefore, the heads of department's age is likely to affect the implementation of the departmental strategies.

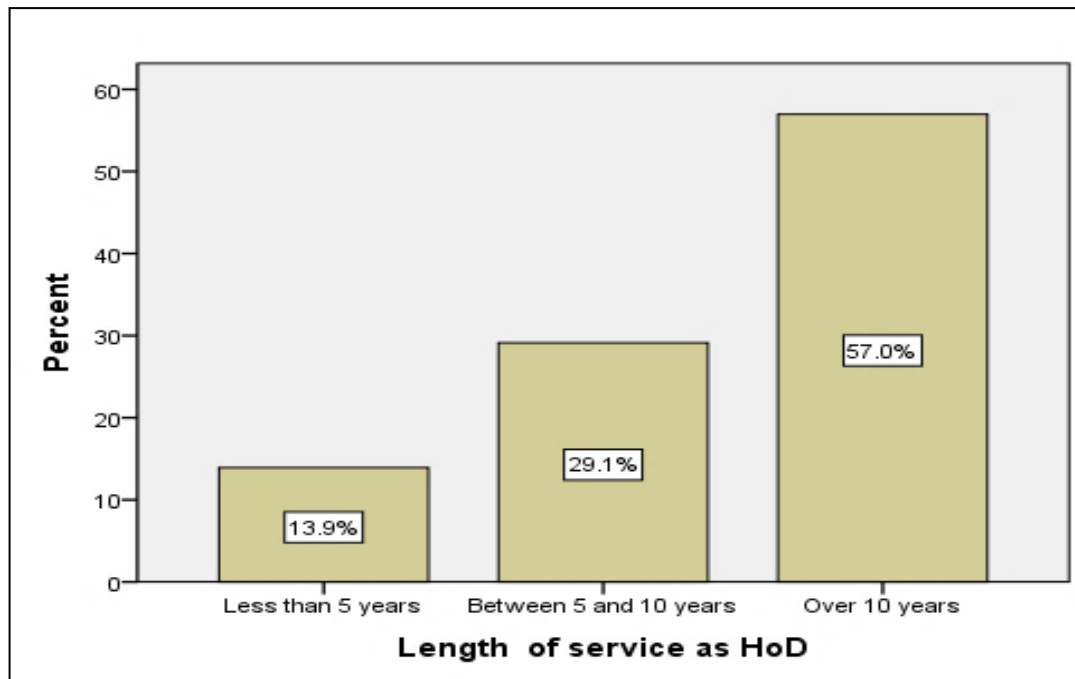


**Figure 4.2: Distribution of Respondents by Age**



### Distribution by Length of Service as Head of Departments

The length of service may be described as the number of years an employee has worked in an organization. In a work place, it influences an employee work performance and job satisfaction with a longer length of service reflecting job security and loyalty from the employer. According to Kitonga (2017), the length of time an employee works in an organization reflects the experience the employee has on the organization performance. The results shown in Figure 4.3 represent the length of service of the respondents that they have served as heads of departments.



**Figure 4.3: Length of Service as HoD**

The results indicate that 57.0 percent have served as heads of departments for over 10 years, another 29.1 percent have served as HoDs for between 5 and 10 years while 13.9 percent have been heads of department for a period of less than 5 years. These results, show that majority of the respondents, 86.1 percent, have served as heads of departments for over 5 years. These results imply that the HoDs have adequate experience as departmental heads in the National Government of Kenya; an experience that they have earned over time. Employee experience is a main component in productivity and therefore, the HoDs length of service may have effect on the

departmental strategy implementation and consequently, affecting the performance of the departments.

### **Highest Level of Education of the Respondents**

Good academic background implies that an employee is well grounded to undertake the organizational mandate (Kitonga, 2017). The respondents were requested to state their highest educational level and Table 4.4 shows their responses.

**Table 4.4: Highest Level of Education**

<b>Characteristic</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Diploma Level</b>	9	5.9
<b>Bachelor's Degree Level</b>	80	52.6
<b>Master's Degree Level</b>	63	41.5
<b>Total Number of Respondents</b>	152	100.0

The findings show that 41.5 percent of the heads of departments hold a master’s degree while 52.6 percent have a bachelor’s degree. A further 5.9 percent are diploma holders as their highest academic level while none of the respondents indicated to be a PhD degree holder. The results imply that the HoDs are well grounded academically to be able to understand their departmental strategy activities and programs for implementation. The educational level of an employee influences his or her work performance (Ng & Feldman, 2009). Hence, the HoDs educational level is likely to affect their departmental strategy implementation.

The results on the demographic attributes of the respondents show that there is need for the National Government to work towards achieving the constitutional two thirds gender rule when promoting, appointing and deploying the heads of departments. The result also show that the heads of departments are mature to shoulder the responsibilities assigned to them. Further, they are not only well grounded academically to be able to understand their departmental strategy activities and programs but also, they have adequate experience as heads of departments in the National Government of Kenya. Therefore, their responses are expected to be reliable.

#### 4.4.2 Organizational Resources Descriptive Analysis

The study sought to find out if the respondents were in agreement or they disagreed with the proposition that organizational resources significantly affect the performance of National Government departments in Kenya. Table 4.5 shows the descriptive statistics of the various items representing the organizational resources variable.

**Table 4.5: Descriptive Statistics for Organizational Resources Items**

Item	Valid N	SD %	DI %	NE %	AG %	SA %	Implication
1. Resources appropriated sufficiently support strategy implementation programs	151	4.6	24.5	27.2	25.8	17.9	Majority (43.7%) agreed
2. Resources apportioned adequately sustain strategy implementation activities	152	5.9	21.7	30.9	28.3	13.2	Majority (41.5%) agreed
3. Resource deployment leads to skewed strategy implementation programs	151	2.6	14.6	23.2	37.7	21.9	Majority (59.6%) agreed
4. Resources are properly assigned to enhance strategy Implementation	152	1.3	19.1	27.6	35.5	16.4	Majority (51.9%) agreed
5. The way resources are shared drives strategy implementation programs	151	2.6	13.9	22.5	35.1	25.8	Majority (60.9%) agreed
6. The resource allotment creates a gap in strategy and its implementation	152	4.6	10.5	20.4	39.5	25.0	Majority (64.5%) agreed

**Key:** Valid N = Total Valid Responses, SD = Strongly Disagree, DI = Disagree, NE = Neutral, AG = Agree, SA = Strongly Agree.

These results show that from 151 valid responses, 43.7 percent were in agreement that the resources appropriated to the departments sufficiently support implementation of

their strategy programs while 29.1 percent disagreed and 27.2 percent were neutral. For the proposition that the resources apportioned to the departments adequately sustain implementation of their strategy activities, from 152 valid responses, 41.2 percent were in agreement while 27.6 percent disagreed and 30.9 percent were neutral. The results imply that majority of the respondents were in agreement with the assertion that the resources allocated sufficiently support the strategy implementation in the departments.

The results also show that from 151 valid responses, 59.6 percent were in agreement with the assertion that resources in the departments are properly assigned to enhance strategy implementation while 17.2 percent disagreed and 23.2 percent were neutral. Further, out of 151 valid responses, 51.9 percent were in agreement that the resource deployment lead to skewed implementation of the departmental strategy programs while 20.4 percent disagreed and 27.6 percent were neutral. That is, according to the majority, though the resources are properly aligned to enhance strategy implementation, the way they are deployed leads to skewed strategy implementation.

The results further show that out of 151 valid responses, 60.9 percent were in agreement that the way resources are shared to the departments drive implementation of strategy programs while 16.5 percent were in disagreement and 22.5 percent were neutral. The results also show that from 152 valid responses, 64.5 percent were in agreement that the resource allotment to the departments create a gap in the strategy and its implementation while 15.1 percent disagreed and 20.4 percent were neutral. That is, majority of the respondents were in agreement that though the sharing of resources drive strategy implementation, their distribution creates a gap between the strategy and its implementation.

The results show that the allocation of resources to the departments sufficiently support and sustain the implementation of strategy programs and activities. However, though the resources are properly aligned to enhance strategy implementation, the way they are deployed leads to skewed strategy implementation. Further, though the sharing of resources drive the strategy implementation, their distribution creates a gap between the strategy and its implementation. Thus, when examining performance of the

National Government departments, it is important to look at how the organizational resource are allocated, their alignment as well as their distribution. These findings imply that the organizational resources do affect strategy implementation in the departments. This is consistent with Owino and Etyang (2017) assertion on resource distribution and allocation being skewed and remains a contentious issue.

#### **4.4.3 Managerial Roles Descriptive Analysis**

The study sought to find out if the respondents were in agreement or they were in disagreement with the proposition that managerial roles significantly affect the performance of National Government departments in Kenya. The results in Table 4.6 presents the descriptive statistics on the various managerial roles items. The results show that out of 152 valid responses, 62.5 percent were in agreement that the way activities are organized in the departments enhance success of the strategy implementation while 14.5 percent disagreed and 23.0 percent remained neutral. The results also show that out of 151 valid responses, 57.6 percent were in agreement that the departments harmonize their programs in a way that leads to its strategy implementation success while 15.3 percent disagreed and 27.2 percent remained neutral. Hence, according to the majority of the respondents, the coordination of activities enhances the strategy implementation success in the National Government departments.

**Table 4.6: Descriptive Statistics for Managerial Roles Items**

<b>Item</b>	<b>Valid N</b>	<b>SD %</b>	<b>DI %</b>	<b>NE %</b>	<b>AG %</b>	<b>SA %</b>	<b>Implication</b>
1. The way activities are organized enhances strategy implementation success	152	0.7	13.8	23.0	38.2	24.3	Majority (62.5%) agreed
2. Harmonization of programs leads to strategy implementation success	151	0.7	14.6	27.2	45.0	12.6	Majority (58.6%) agreed
3. Management dedication to strategy implementation is high	152	1.3	13.2	32.9	36.2	16.4	Majority (52.6%) agreed
4. Employees are always devoted to implementation of strategy activities	152	1.3	13.8	28.9	36.2	19.7	Majority (55.9%) agreed
5. Department has an elaborate way of tracking strategy implementation activities	152	2.0	13.8	34.2	39.5	10.5	Majority (50.0%) agreed
6. Dept. has a well-designed framework for observing strategy implementation	150	12.0	0.00	27.3	39.3	21.3	Majority (60.6%) agreed

**Key:** Valid N = Total Valid Responses, SD = Strongly Disagree, DI = Disagree, NE = Neutral, AG = Agree, SA = Strongly Agree.

The results also show that out of 152 valid responses, 52.6 percent agreed that the department's management is dedicated to the implementation of its strategy activities, 14.5 percent disagreed and 32.9 percent remained neutral. The results also indicate that out of 152 valid responses, 55.9 percent agreed that the employees are always devoted to the implementation of the departmental programs while 15.1 percent were in disagreement and 28.9 percent remained neutral. These results have the implication that majority of the respondents agreed that the management was committed to the implementation of the departmental strategy programs and activities.

Further, the results show that out of 152 valid responses, 50.0 percent of the respondents indicated that they are in agreement that the departments had a well-designed framework for observing implementation of their strategy programs, 15.8 percent were in disagreement while 34.2 percent remained neutral. The results also show that out of 150 valid responses, 60.6 percent of the respondents were in agreement that the departments have an elaborate way of tracking the implementation of their strategy activities, 12.0 percent of the respondents being in disagreement and 27.3 percent of the respondents remained neutral. These results imply that majority of the HoDs were in agreement that the departments have a well-designed framework and an elaborate way of monitoring the implementation of their strategy programs and activities.

The results show that the way activities are organized and harmonised in the departments enhance the strategy implementation success and the management have high dedication in the implementation of the strategy programs and activities. The employees are always devoted to implementation of programs and the departments have a well-designed framework for observing implementation of strategy programs. Further, the departments have an elaborate way of tracking implementation of their strategy activities. Therefore, this implies that coordination of activities enhances the strategy implementation success with the management being committed to the implementation of departmental programs and activities. They have an elaborate way of monitoring implementation of their strategy programs and activities.

#### **4.4.4 Strategic Communication Descriptive Analysis**

The study sought to find out if the respondents were in agreement or they disagreed that strategic communication has significant effect on the performance of National Government departments in Kenya. Table 4.7 show the descriptive statistics of the strategic communication items.

These results show that from 152 valid responses, 56.6 percent of the respondents agreed that the departments have clear systems of disseminating information on their strategy programs, 20.4 percent of the respondents were in disagreement while 23.0 percent of them remained neutral. The results also show that from 151 valid responses,

52.3 percent of the respondents agreed that the way the departments convey information on their strategy programs enhance the implementation while 21.9 percent of the respondents disagreed and 25.8 percent of them remained neutral. That is, majority of the HoDs were in agreement that the departments have a clear strategy alignment that enhances the implementation of their departmental strategies.

**Table 4.7: Descriptive Statistics for Strategic Communication Items**

<b>Item</b>	<b>Valid N</b>	<b>SD %</b>	<b>DI %</b>	<b>NE %</b>	<b>AG %</b>	<b>SA %</b>	<b>Implication</b>
1. Clear system of disseminating information on strategy programs	152	2.0	18.4	23.0	32.9	23.7	Majority (56.6%) agreed
2. The way information on strategy programs is conveyed enhances implementation	151	21.9	0.00	25.8	37.7	14.6	Majority (52.3%) agreed
3. Mode of transmission of information enhances strategy implementation	151	22.5	0.00	35.8	29.1	12.6	Majority (41.7%) agreed
4. The way information is transmitted improves implementation of strategies	151	1.3	19.2	39.1	29.1	11.3	Majority (40.4%) agreed
5. Proper channels of sharing information on strategy activities and program	152	0.7	21.7	31.6	34.2	11.8	Majority (46.0%) agreed
6. Good horizontal and vertical systems of sharing information on strategies	152	2.0	17.1	34.2	27.0	19.7	Majority (46.7%) agreed

**Key:** Valid N = Total Valid Responses, SD = Strongly Disagree, DI = Disagree,

NE = Neutral, AG = Agree, SA = Strongly Agree.

The results also revealed that out of 151 valid responses, 41.7 percent of the respondents agreed that the mode of transmission of information to employees enhances strategy implementation while 22.5 percent disagreed and 35.8 percent of



them remained neutral. Further, the results also revealed that out of 151 valid responses, 40.4 percent of the respondents agreed that the way information is transmitted to employees improves strategy implementation while 20.5 percent were in disagreement and 39.1 percent of them remained neutral. These results show that majority of the HoDs were in agreement that the way employees are engaged enhances strategy implementation.

Further, the findings indicated that out of 152 valid responses, 46.0 percent of the respondents agreed that the departments have proper channels of sharing information on strategy activities and programs while 22.4 percent disagreed and 31.6 percent of them opted to be neutral. The results also revealed that out of 152 valid responses, 46.7 percent of the respondents were in agreement that the departments had good vertical and horizontal systems for sharing information on strategies while 19.1 percent disagreed and 34.2 percent of them remained neutral. Thus, the majority of the HoDs were in agreement that the departments have proper channels of information transmission.

The results show that the departments have a clear strategy alignment that enhances the implementation of the departmental strategy programs. The way employees are engaged enhances strategy implementation and the departments have proper channels of information transmission. However, the performance has remained moderate, implying that there is need for the management to examine the strategic communication contribution to the departmental strategy implementation.

#### **4.4.5 Leadership Practices Descriptive Analysis**

The study sought to find out if the respondents were in agreement or disagreed with the proposition that leadership practices significantly affect the performance of the National Government departments in Kenya. The descriptive statistics of the leadership practices items are as presented in Table 4.8.

**Table 4.8: Descriptive Statistics for Leadership Practices Items**

Item	Valid N	SD %	DI %	NE %	AG %	SA %	Implication
1. Familiarization with strategic goals commits employees to strategy implementation	152	2.6	10.5	18.4	44.1	24.3	Majority (68.4%) agreed
2. Adoption of strategic intent enhances implementation of objectives	151	4.0	12.6	19.2	43.0	21.2	Majority (64.2%) agreed
3. Department has an elaborate training system for employees on strategy activities	152	0.7	25.7	28.3	28.9	16.4	Majority (45.3%) agreed
4. Investment in skills development to improve on implementation of programs	151	1.3	26.5	17.9	37.7	16.6	Majority (54.3%) agreed
5. Managers do not assign key tasks on strategy implementation to other staff	151	11.9	37.1	19.9	23.2	7.9	Majority (49.0%) disagreed
6. Strategies have clear description of staff roles	152	1.3	19.7	21.1	42.8	15.1	Majority (57.9%) agreed

**Key:** Valid N = Total Valid Responses, SD = Strongly Disagree, DI = Disagree,

NE = Neutral, AG = Agree, SA = Strongly Agree

The results show that out of 152 valid responses, 68.4 percent were in agreement that familiarization with strategic goals commits employees to strategy implementation while 13.1 percent disagreed and 18.4 percent were neutral. These results also show that from 151 valid responses, 64.2 percent were in agreement that the employee's adoption of strategic intent enhances implementation of the departmental objectives while 16.6 percent disagreed and 19.2 percent were neutral. This implies that provision of strategic direction enhances strategy implementation in the National Government departments.

The results also show that from 152 valid responses, 45.3 percent were in agreement that the departments have an elaborate training system for employees on strategy programs while 26.4 percent disagreed and 28.3 percent were neutral. Further, the

results show that from 151 valid responses, 54.3 percent were in agreement that the departments invest in skills development to improve on the implementation of their programs while 27.8 percent disagreed and 17.9 percent were neutral. This implies that majority of respondents were in agreement that investment in employee empowerment in the departments improves strategy implementation and the departments have an elaborate training system.

Further, the results show that from 151 valid responses, 31.1 percent were in agreement that the managers in the departments do not assign key tasks on strategy implementation to other staff while 49.0 percent disagreed and 19.9 percent were neutral. The results also show that from 152 valid responses, 57.9 percent were in agreement that the departmental strategies have clear description of staff roles while 21.0 percent disagreed and 21.1 percent were neutral. These findings imply that majority of the HoDs were in agreement that the departmental leadership delegates strategy implementation roles to other staff under them.

The results revealed that providing strategic direction enhances strategy implementation in the departments while investing in employee empowerment improves the strategy implementation. Further, the study established that the departments have an elaborate training system and the leadership in the National Government departments delegates strategy implementation roles to other staff. However, despite all these being in place, the performance of the departments remains average. This implies that the National Government departments should re – evaluate the leadership practices adopted in a bid to improve on their performance.

#### **4.4.6 Stakeholder Involvement Descriptive Analysis**

The study sought to find out if the respondents were in agreement or they were in disagreement with the assertion that stakeholder involvement significantly affect the performance of departments in the National Government of Kenya. The results in Table 4.9 show the descriptive statistics for the stakeholder involvement items.

**Table 4.9: Descriptive Statistics for Stakeholder Involvement Items**

Item	Valid N	SD %	DI %	NE %	AG %	SA %	Implication
1. Handling of stakeholder involvement enhances strategy implementation	152	0.7	12.5	21.1	44.1	21.7	Majority (65.8%) agreed
2. Stakeholder management systems improve strategy implementation outcomes	152	14.5	0.00	21.1	46.1	18.4	Majority (64.5%) agreed
3. Empowering stakeholders with necessary information enhance strategy implementation	152	11.2	0.00	25.7	46.7	16.4	Majority (63.1%) agreed
4. Information flow promotes involvement of stakeholders in strategy implementation	152	6.6	0.00	30.3	45.4	17.8	Majority (63.3%) agreed
5. Discussing stakeholder demands contributes enhance departmental strategy implementation	151	0.7	11.3	22.5	43.7	21.9	Majority (65.6%) agreed
6. Sharing issues of stakeholder interests promotes departmental strategy implementation	152	1.3	9.9	27.0	43.4	18.4	Majority (61.8%) agreed

**Key:** Valid N = Total Valid Responses, SD = Strongly Disagree, DI = Disagree, NE = Neutral, AG = Agree, SA = Strongly Agree.

The results show that from 152 valid responses, 65.8 percent were in agreement that the way the stakeholder involvement is handled enhances strategy implementation while 13.2 percent disagreed and 21.1 percent remained neutral. The results also show that from 152 valid responses, 64.5 percent were in agreement that the stakeholder management systems improved strategy implementation outcomes while 14.5 percent disagreed and 21.1 percent remained neutral. These results imply that according to the majority of the HoDs, the stakeholder involvement management enhances the implementation of strategies in the National Government departments of Kenya.

The results also show that from 152 valid responses, 63.1 percent were in agreement that empowering stakeholders with information enhances strategy implementation while 11.2 percent disagreed and 25.7 remained neutral. Further, the results show that from 152 valid responses, 63.2 percent of the respondents were in agreement that information flow promotes stakeholders involvement in strategy implementation while 6.6 percent disagreed and 30.3 percent remained neutral. These results imply that according to the majority of the HoDs, information flow improves the stakeholder involvement in strategy implementation in the National Government departments of Kenya.

Further, the results show that from 151 valid responses, 65.6 percent were in agreement that discussing the stakeholder demands enhances departmental strategy implementation while 12.0 percent disagreed and 22.5 percent were neutral. The results also show that from 152 valid responses, 61.8 percent of the respondents were in agreement that sharing issues of stakeholder interests enhances strategy implementation in the departments while 11.2 percent disagreed and 27.0 percent were neutral. These results imply that according to the majority of the HoDs, deliberating issues of stakeholder interests and demands during the stakeholder involvement improves the strategy implementation in the National Government departments of Kenya.

According to these findings, majority of the HoDs were of the view that the stakeholder involvement management improves strategy implementation while information flow improves the stakeholder involvement in strategy implementation and deliberating issues of stakeholder interests and demands during the stakeholder involvement improves the strategy implementation in the National Government departments of Kenya. However, despite the stakeholder involvement appreciation, the performance of the departments remained moderate, implying the necessity to re-evaluate the stakeholder involvement in the strategy implementation process.

#### **4.4.7 Performance of Departments Descriptive Analysis**

The study sought to assess the performance of departments in the last five years based on the information held in the departmental county offices, in terms of the degree of

completion and achievement in the strategy implementation. Table 4.10 show the descriptive statistics describing the performance of the departments.

**Table 4.10: Descriptive Statistics for Performance of Departments Items**

<b>Item</b>	<b>Valid N</b>	<b>VL %</b>	<b>LO %</b>	<b>AV %</b>	<b>HI %</b>	<b>VH %</b>	<b>Implication</b>
1. Degree of accomplishment of departmental mission programs in the last 5 years	151	6.0	17.2	31.8	31.8	13.2	55.0% stated it was below 60%
2. Rate of accomplishment of departmental programs in the last 5 years	151	7.3	19.9	26.5	35.1	11.3	53.7% stated it was below 60%
3. Average achievement of departmental goals in the last 5 years	151	6.6	27.2	21.9	35.9	8.6	55.7% stated it was below 60%
4. Degree of achievement of departmental goals in the last 5 years	151	7.3	19.2	23.2	36.4	13.9	50.3% stated it was above 60%
5. Rate of achievement of departmental objectives in the last 5 years	150	2.7	14.7	32.7	37.3	12.7	50.0% stated it was below 60%
6. Average achievement of departmental objectives in the last 5 years	150	6.0	25.3	25.3	37.3	6.0	56.6% stated it was below 60%

**Key:** Valid N = Total Valid Responses, VL = Very Low, LO = Low, AV = Average,

HI = High, VH = Very High.

The results show that from 151 valid responses, 45.0 percent of the respondents show a high degree of the accomplishment of departmental mission programs while 31.8 percent show an average rating and 23.2 percent show a low rating. That is, majority of the HoDs (55.0%) stated that the departments had average accomplishment of the mission programs.

The results also show that from 151 valid responses, 46.4 percent of the respondents have a high rating of the accomplishment of their departmental programs while 26.5 percent gave an average rating and 27.2 percent gave a low rating. This indicates that

majority of the HoDs (53.7%) stated that the departments had an average accomplishment of their departmental programs.

Further, from 151 valid responses, 44.5 percent of the respondents gave a high rating of the average achievement of their departmental goals while 21.9 percent gave an average rating and 33.8 percent had a low rating. That is, majority of the respondents (55.7%) indicated that the departments had an average achievement of their departmental goals. The results also show that from 151 valid responses, 50.3 percent of the respondents gave a high rating of the degree of achievement of their departmental goals while 23.2 percent of them gave an average rating and 26.5 percent had a low rating. These results show that according to majority of the HoDs, the degree of achievement in the strategy implementation in the National Government departments lies between 41 and 60 percent, which is an average performance.

The results also show from 150 valid responses, 50.0 percent gave a high rating of the rate of achievement of departmental objectives while 32.7 percent gave an average rating and 17.4 percent gave a low rating. That is, majority of the respondents (50.0%) stated that the departments had average degree of achievement of their departmental objectives. Similarly, from 150 valid responses, 43.3 percent gave a high rating of the average achievement of their departmental objectives while 25.3 percent of them gave an average rating and 31.3 percent gave a low rating. These results show that the majority of the respondents (56.6%) indicated that the departments had an average achievement of departmental objectives. Hence, according to majority of the HoDs, in the last five years, the degree of achievement of implementation of strategies in the departments ranged between 41 and 60 percent, which is an average performance.

The findings revealed that in the last the years the degree of completion and the degree of achievement of the strategy implementation in the National Government departments of Kenya was average. That is, the performance of the National Government departments ranged between 41 and 60 percent. This implies that not all the strategies implemented were accomplished within the expected time and were performing as intended. These results are in conformity with the Public Service Commission performance evaluation reports (PSC(K), 2020b; PSC(K), 2021a).

## 4.5 Qualitative Data Analysis for Variables

Content analysis was used to analyse the qualitative data generated from the data collection tool. It was used to identify and thematically categorize the responses into sub categories and categories. This involved identifying the relevant responses as a way of cleaning the data, then grouping the similar responses together as sub - categories followed by banding them into categories and finally presenting them in tables as appropriate. The categories were either explicit or inferred.

### 4.5.1 Organizational Resources Categories

The respondents were asked to state how the departments ensure the resources assigned to them are utilized in the implementation of the intended strategy programs. From the responses, a total of 13 sub – categories were identified from 112 valid responses and banded into 4 categories as shown in Table 4.11. The results show that the majority of the HoDs ensured the resources assigned to them are utilized in the implementation of the intended programs through compliance to legal provisions, proper planning, auditing for accountability and monitoring and evaluation.

**Table 4.11: Resources Utilized as Intended**

<b>Sub Category</b>	<b>Category</b>
1. Follows the strategy laid down procedure and timelines	Compliance to legal provisions
2. Compliance on resource utilization for intended purpose	
3. Minimizing wastage of resources for efficient use.	Auditing for accountability
4. Using internal audit.	
5. Ensuring accountability to curb wastage.	
6. Using internal control checks and balances.	Monitoring and Evaluation
7. Ensuring weekly reports are prepared for evaluation.	
8. Continuous and regular monitoring and evaluation	
9. Inducting and sensitizing monitoring teams	
10. Set work plans and schedules	
11. Proper work planning	Proper Planning
12. Aligning activities to resources	
13. Setting up coordination and supervision teams	



These results are in agreement with article 232 of the constitution of Kenya which entrenches compliance to the legal provisions as a constitutional imperative; entrenching in the public service adherence to high standards of professionalism (GoK, 2010). While adopting monitoring and evaluation is in agreement with the provisions of the Kenya Monitoring and Evaluation policy. The policy obligates the departments to ensure regular monitoring and evaluation to strengthen resource utilization for timely strategy implementation. In any organization, monitoring and evaluation is an important tool for effective implementation of strategies, policies, plans and programs (GoK, 2022). On the other hand, audit for accountability improves the performance and public sector accountability (Haliah et al., 2021). Further, according to Garoby *et al* (2003) proper planning leads into continuous performance improvement as it helps employees in working towards the organizational goals.

The respondents were also asked to state one strategy that the departments use to ensure proper utilization of resources assigned to it for implementation of programs. From 114 valid responses, 12 sub categories were identified which were banded into 4 categories as shown in Table 4.12.

**Table 4.12: Proper Resource Utilization during Implementation.**

<b>Sub Category</b>	<b>Category</b>
1. Supervising the implementation process	Monitoring and Evaluation
2. Monitoring and Evaluation	
3. Performance evaluation	
4. Regular review of performance	
5. Having a tracking system	
6. Minimizing wastage of resources	Compliance to legal Provisions
7. Controlling use of resources	
8. Adherence to financial management guidelines	
9. Proper regular audits	Auditing for Accountability
10. Ensuring accountability and integrity	
11. Proper planning	Proper Planning
12. Preparing work plans based on available resources	

The results show that the respondents identified monitoring and evaluation, compliance to legal provisions, auditing for accountability and proper planning as also key strategies for ensuring proper resource utilization during the implementation of programs. Monitoring and evaluation is a performance strategy adopted in all departments anchored on Kenya Monitoring and Evaluation Policy. Just like in other organizations, it is geared towards fulfilling accountability requirements, contributing to adaptive management and also monitors the strategy implementation outcomes (Douthwaite *et al.*, 2014).

Audit strategy aims at providing information to the top management about the overall organization performance to ensure accountability and it is recommended that all audit parameters are implemented (Momanyi & Ngacho, 2018). In the National Government departments, auditing is carried out in compliance to legal requirements as anchored in the constitution. Past studies have shown that proper planning has significant influence on strategy implementation (Muriuki *et al.*, 2017). However, despite these strategies being in use, the performance of departments in the National Government of Kenya remained average (PSC(K), 2020). Hence, there is need to re – engineer the processes defining the strategy implementation.

#### **4.5.2 Managerial Roles Categories**

The respondents were asked to briefly explain how the departments ensure commitment of employees to enhanced implementation of strategies. From 124 valid responses, a total of 16 sub categories were identified and banded into 4 categories as presented in Table 4.13.

**Table 4.13: Employee Commitment and Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Tracking performance by doing spot checks.	Tracking performance
2. Setting performance targets	
3. Periodical performance review meeting	
4. Routine monitoring and random checks for follow up	
5. Ensure they understand their job description	Aligning employees to implementation
6. Aligning employees to the implementation process	
7. Smart work plans for actualizing the strategic objectives	
8. Well prepared work plans	Capacity building
9. Motivation and team building.	
10. Training and development	
11. Recognising, listening and rewarding employees.	
12. Sensitization on the programs	Supervision for intervention on challenges
13. Responding to Implementation barriers	
14. Supervision and progress reports	
15. Guidance and direction/leadership	
16. Providing a conducive work environment	

The results show that the respondents indicated that this is done through tracking performance, capacity building, aligning employees to implementation and supervision for timely intervention on challenges. Tracking performance in the departments is necessary as it enables continuous assessment of the implementation of the departmental strategic goals. The departmental performance tracking for strategy implementation is normally included in the work performance contracts. According to Song *et al.* (2022) it enables the management to track the timeliness, correctness and accuracy of the targets.

Capacity building is a systematic approach towards improving employee capability necessary in work performance. According to Yamoah and Maiyo (2013), it is significant in employee performance while according to Wasseem *et al.* (2019) it positively impacts on employee performance. While aligning employees to the implementation process enhances supervision for timely intervention on emerging issues and thus contributing to the achievement of the departmental goals.

The respondents were further asked to state one managerial role that contributes to enhanced implementation of departmental strategies. From 117 valid responses, a total of 16 sub categories were identified and banded into 5 categories as shown in Table 4.14.

**Table 4.14: Managerial Roles Contributing to Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Proper planning and organization	Planning and Organizing
2. Assigning tasks to implementing teams	
3. Monitoring and evaluation	Monitoring and evaluation
4. Periodic performance review meetings	
5. Performance appraisals	Managing the Process
6. Coordination of implementation process	
7. Performance contracting	
8. Close supervision of the workers	Capacity building
9. Motivation of employees	
10. Team work and capacity building	
11. Recognising employee role from the start	
12. Employee training and development	Leadership provision
13. Mentoring	
14. Timely communication of information and feedback	
15. Providing guidance and strategic direction	
16. Delegating duties to staff members	

The results show that according to the respondents, the managerial roles that contribute to enhanced implementation of departmental strategies are monitoring and evaluation, planning and organizing, capacity building, leadership provision and managing the process. These are management activities anchored on the administrative management theory and they contribute towards organizational performance.

### 4.5.3 Strategic Communication Categories

The respondents were asked to briefly explain how information on strategy programs communicated across the department enhance ownership of the implementation process. From 68 valid responses, a total of 14 sub categories were identified and banded into 4 categories as shown in Table 4.15.

**Table 4.15: Information Communication and Implementation Ownership**

<b>Sub Category</b>	<b>Category</b>
1. Creates awareness of the goals	Creates awareness and understanding
2. Enables understanding of the strategies	
3. Enhances sensitization of employees	
4. Enables internalizing goals and objectives	Empowering employees
5. Empowers employees	
6. Enhances timely task completion	
7. Enhances monitoring of activities.	Encourages participation
8. Improves employee involvement	
9. Enables participating in planning	
10. Builds teamwork	
11. Encourages participation	Enhances strategic direction
12. Instrumental in implementation process	
13. Enhances cascading information	
14. Enables cascading strategic direction	

The results show that the respondents identified creating awareness and understanding, empowering employees, encouraging participation and enhancing strategic direction as the ways in which information on strategy programs enhance ownership of the implementation process. According to Pirri, (2014) creating awareness helps in gathering feedback, fostering participative management as well as the understanding on why something needs to be done. While employee empowerment from the perspective of organizational policies is a management strategy which according to Mustafa and Bon (2012), has a positive significant effect on organizational performance and functions. On the hand, participation improves employee satisfaction, commitment and productivity in organizational performance (Bhatti & Qureshi, 2007).

Further, the respondents were also requested to briefly explain how the transmission and flow of information facilitates implementation of programs in the departments. From 56 valid responses, a total of 12 sub categories were identified and banded into 4 categories as shown in Table 4.16.

**Table 4.16: Information Transmission and Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Enhances clarity on targets	Clarity of targets
2. Assists in duty assignment and teamwork	
3. Facilitates understanding of the program and specific timelines	
4. Helps in formation of implementation teams.	Alignment to strategy
5. Creates opportunity for engagement process	
6. Creates relationship between management and employees	
7. Timely dissemination of information to implementers	Disseminating information
8. Strengthens interaction in the implementation process	
9. Cascades information to the field officers	
10. Equips the employees with knowledge	Empowering employees
11. End user involvement enhancing implementation	
12. Strengthens strategy implementation	

The results show that according to the respondent's clarity of targets, dissemination of information, alignment to strategy and empowering employees are the ways in which information transmission and flow of information facilitates implementation of the departmental programs. Clarity of targets is a foundational component of performance and allows employees to choose the best actions in implementation. Information dissemination helps in aligning and empowering employees to participate in organizational strategy implementation. These results supports Tozer (2012) view that without clarity little progress or action can be achieved. They are also consistent with Mutisya (2016) view that strategic communication enhances employees' participation in organizational activities.

#### 4.5.4 Leadership Practices Categories

The respondents were asked to explain how regular review of departmental goals enhance the implementation of strategies. From 111 valid responses, a total of 14 sub categories were identified and grouped into 5 categories as shown in Table 4.17.

**Table 4.17: Review of Goals and Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Helps to identify weaknesses	Identifying gaps and weaknesses
2. Helps to identify gaps for intervention	
3. Ensures implementation timeframe is followed promoting performance	Strengthening Performance
4. Ensures feedback from employees	
5. Helps to evaluate performance	
6. Enables employees to be versed with strategies	
7. Improves roadmap towards achievement	
8. Enhances monitoring and evaluation	
9. Responding to emerging issues	Addressing emerging issues
10. Refocuses implementation process	
11. Helps to focus on the strengths for success	Focusing on strengths
12. Encourages realization of target success	
13. Aligns employee capabilities to goals and objectives	Promoting awareness on goals
14. Promotes awareness on goals and objectives	
15. Helps to remain focused on its mandate	

The results show that identification of gaps and weaknesses, strengthening performance, addressing emerging issues, focusing on strengths and promoting awareness on goals are some of the ways in which regular review of goals enhance strategy implementation. The regular review of the departmental strategic goals provides timely feedback from the evaluation of the previously set targets which enables identification of strengths and weaknesses for intervention on the gaps and emerging issues to improve on the performance.

The changing work environment, both the technical and institutional environment, as defined by the Constitution of Kenya, 2010, dictates the heads of departments to adapt various leadership practices to improve on their performance. Thus, the respondents were also asked to state one leadership practice that contributes to enhanced

implementation of departmental strategies. From 103 valid responses, a total of 21 sub categories were identified and banded into 4 categories as shown in Table 4.18.

**Table 4.18: Leadership Practices and Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Team building through training	Empowering Employees
2. Coaching and mentorship	
3. Motivation and sanctions	
4. Empowering and involving all employees	
5. Listening to employee inputs	
6. Commitment to work	
7. Delegation of duties	Delegation
8. Engaging working teams	Participatory leadership
9. Consultative meetings	
10. Leading by example	Accountability in performance management
11. Active participation	
12. Inclusive engagement	
13. Networking and sharing roles	
14. Planning focused on objectives	
15. Supervision and guidance	
16. Monitoring and evaluation	
17. Adherence to strategic plans	
18. Performance management	
19. Owning the process	
20. Coordination	
21. Taking responsibility	

The results show that the key leadership practices identified as contributing to enhanced implementation of the departmental strategies were empowering employees, ensuring accountability in performance management, participatory leadership and delegation. These results are consistent with Mustafa and Bon (2012) who in their study concluded that employee empowerment results in a positive influence on the performance of an organization; a view also supported by Dobre (2013). Further, the findings support Han and Hong (2019) view that accountability significantly affect organizational performance.

These results are also consistent with Safrizal *et al* (2020) findings that participatory leadership improves organizational performance. The findings are also in support of Wabomba *et al.* (2022) conclusion that delegation enables managers to focus on other



responsibilities and has a positive significant influence on employee performance. Thus, this study findings agree with other research findings that leadership practices contribute to enhanced organizational performance.

#### 4.5.5 Stakeholder Involvement Categories

The respondents were asked to explain how stakeholder involvement in the implementation of programs in their departments is undertaken. From 125 valid responses, a total of 18 sub categories were identified and banded into 5 categories as shown in Table 4.19.

**Table 4.19: Involving Stakeholders in Strategy Implementation**

<b>Sub Category</b>	<b>Category</b>
1. Hold stakeholder sensitization meetings during planning	Consultation and sensitization
2. Sharing of information with stakeholders	
3. Hold consultations with them from the start	
4. Invite stakeholders to review the implementation plans	Encouraging stakeholder participation
5. Encouraging stakeholder participation	
6. Use feedback mechanisms in place	
7. Soliciting for their support	
8. Joint planning and monitoring	
9. Use multi agency approach	Inclusivity in implementation process
10. Public participation and awareness	
11. Accommodate their inputs during the strategy implementation	
12. Allowing them to familiarize themselves with the program	
13. Stakeholder involvement in decision making process	
14. Through partnership activities and forums	
15. Incorporating them in actual performance	
16. Collaboration and networking	
17. Regular updates through meetings	Interactive stakeholder forums
18. Regular stakeholder engagement meetings	

The findings revealed that departments involve the stakeholders in the implementation of their programs by encouraging them to participate in the implementation process, through consultation and sensitization, holding interactive stakeholder forums in the implementation process as well as adopting inclusivity approach. These results are in support of the four levels of stakeholder involvement (KroczeK *et al.*, 2013).

The respondents were further asked to explain how the stakeholders' interests are taken care of during the implementation of departmental strategies. From 116 valid responses, a total of 16 sub categories were identified and banded into 4 categories as shown in Table 4.20.

**Table 4.20: Taking Care of Stakeholder Interests.**

<b>Sub Category</b>	<b>Category</b>
1. Incorporating their ideas and views	Incorporate their interests during planning
2. Considering their views during planning	
3. Solicit for their input and feedback	
4. Captured during work plan preparation	
5. Acting on monitoring and evaluation reports	Recognizing stakeholder role and responsibility
6. Encouraging them to share their interests as part of the team	
7. Encouraging participatory involvement in planning	
8. Use of consultative approach	Consultative stakeholder forums
9. Inviting them to participate in meetings	
10. Involving them in decision making	
11. Consultations and review of activities through staff meeting	
12. Organizing stakeholders' forum	Organizing for stakeholder participation
13. Enhance feedback mechanism	
14. Allowing them to critique the implementation activities	
15. Collaboration and networking	
16. Organizing for them to state interests	

The results show that stakeholder's interests are taken care of through organizing for stakeholders' participation in the implementation process, incorporating their interests in the planning stage, consultative stakeholder forums and recognizing the stakeholder role and responsibility in the implementation process. These results are in support of Munene (2013) views on addressing stakeholder interests.

#### **4.5.6 Performance of Departments Categories**

The respondents were asked to state one strategy used to ensure accomplishment of their departmental programs. From 116 valid responses, a total of 18 sub categories were identified and banded into 4 categories as shown in Table 4.21.

**Table 4.21: Ensuring Program Accomplishment**

<b>Sub Category</b>	<b>Category</b>
1. Ensuring that the planned programs are implemented on time	Periodical review of progress
2. Regular meetings for progress reporting	
3. Periodic review of planned activities	
4. Work plans and ensuring set time is followed	Compliance to work plan timelines
5. Compliance to performance set targets	
6. Adherence to work plan	
7. Adhering to set timelines	
8. Monitoring and evaluation	Monitoring and evaluation
9. Building teamwork and synergy of employees	
10. Continuous feedback analysis	Appropriate planning coordination
11. According the necessary support	
12. Planning appropriately and coordination	
13. Building ownership of the programs	
14. Communication of strategic activities	
15. Allocation of roles and responsibilities	
16. Involvement of relevant stakeholders	

The results show that the four strategies used by the departments to ensure accomplishment of their programs are monitoring and evaluation, compliance to work plan timelines, appropriate planning coordination and periodical review of the progress.

The respondents were also asked to state one strategy used to ensure achievement of their departmental strategic objectives. From 130 valid responses, a total of 18 sub categories were identified and banded into 4 categories as shown in Table 4.22.

**Table 4.22: Ensuring Achievement of Strategic Objectives**

<b>Sub Category</b>	<b>Category</b>
1. Regular dialogue meetings	Tracking performance progress
2. Constant tracking and evaluation	
3. Continuous monitoring and evaluation	
4. Monitoring of employee performance	Capacity building
5. Proper sensitization of employees on strategies	
6. Ensuring commitment of the implementers	
7. Staff motivation and sanctions	
8. Regular training and development	
9. Teamwork and motivation	Commitment execution plan
10. Optimal utilization of resources	
11. Setting realistic objectives and targets	
12. Involving stakeholders at all levels of implementation	
13. Ensuring rules and regulations are followed	Strategic control
14. Collaboration with key stakeholders	
15. Commitment to work	
16. Continuous supervision	
17. Timely communication at all levels	
18. Providing strategic control and guidance	

The results show that tracking progress in performance, ensuring commitment to execution plans, capacity building and strategic control are used by the heads of departments to ensure achievement of their strategic objectives. However, despite these strategies being in place, the performance of the departments remained moderate (PSC(K), 2020), implying there is need to re – engineer the implementation process.

#### **4.6 Factor Analysis of the Variables**

The factor analysis was used to refine and confirm the relationship between the items surveyed and the variable they were constructed to measure as well as identifying the items to be included for further analysis. The factor analysis establishes the threshold to considered to help to reduce redundancy in data (Buya, 2019; Githaiga, 2019). According to Tabachinick and Fidell (2007) as quoted by Buya (2019) the factor loading threshold can be classified as 0.7 (excellent), 0.63 (very good), 0.55 (good), 0.45 (fair) and 0.32(poor).

Further, according to Mabert *et al.*, (2003), also quoted by Buya (2019), constructs factor loading with Eigen value of 0.5 and above are acceptable for extraction but the one whose Eigen value of 0.5 and below should be deleted. However, according to David *et al.*, (2010), as quoted by Githaiga (2019), the rule of the thumb is that a factor loading of 0.4 is the minimum acceptable threshold, which was adopted for this study. The factor analysis for the variables was done using Principal Component Analysis (PCA) extraction method to establish the items to be included for further statistical analysis.

#### 4.6.1 Factor analysis of Organizational Resources Items

The factor analysis of the organizational resources constructs is presented in Table 4.23. These results show that the organizational resources constructs have factor loading that range from 0.562 to 0.767. This implies that all the constructs factor loading values were greater than 0.5, which are above minimum acceptable factor loading threshold of 0.4. Hence, the construct were all acceptable for consideration for further statistical analyses.

**Table 4.23: Factor Loading for Organizational Resources Items**

<b>Statement</b>	<b>Factor Loading</b>
1. Resource appropriated sufficiently support implementation of strategy programs	.756
2. Resources apportioned sustain implementation of strategy activities	.735
3. Resource deployment leads to skewed implementation of strategy programs	.671
4. Resources are properly assigned to enhance strategy Implementation	.668
5. The way resources are shared drives implementation of strategy programs evenly	.562
6. The resource allotment creates a gap in strategy and its implementation	.767

**Extraction Method:** Principal Component Analysis.

#### 4.6.2 Factor Analysis of Managerial Roles Items

The results in Table 4.24 shows factor analysis for the managerial roles constructs. The constructs have factor loading values ranging from 0.455 to 0.705, which are all

above the minimum acceptable factor loading threshold of 0.4. Hence, the construct were all acceptable for consideration for further statistical analyses.

**Table 4.24: Factor Loading for Managerial Roles Items**

<b>Statement</b>	<b>Factor Loading</b>
1. The way activities are organized enhances strategy implementation success	.524
2. Harmonization of programs leads to strategy implementation success	.465
3. Management dedication to strategy implementation is high	.576
4. Employees are always devoted to implementation of strategy activities	.705
5. Department has an elaborate way of tracking strategy implementation activities	.459
6. Department has well designed framework for observing strategy implementation programs	.455

**Extraction Method:** Principal Component Analysis

#### 4.6.3 Factor Analysis of Strategic Communication Items

The results in Table 4.25 shows factor analysis for the strategic communication constructs. The constructs have factor loading values ranging from 0.485 to 0.661, which are all above the minimum acceptable factor loading threshold of 0.4. Hence, the construct were all acceptable for consideration for further statistical analyses.

**Table 4.25: Factor Loading for Strategic Communication Items**

<b>Statement</b>	<b>Factor Loading</b>
1. Clear system of disseminating information on strategy programs	.659
2. The way information on strategy programs is conveyed enhances implementation	.653
3. Mode of transmission of information enhances strategy implementation	.661
4. The way information is transmitted improves implementation of strategies	.485
5. Proper channels of sharing information on strategy activities and programs	.654
6. Good vertical and horizontal systems of sharing information on strategies	.640

**Extraction Method:** Principal Component Analysis

#### 4.6.4 Factor Analysis of Leadership Practices Items

The results in Table 4.26 shows factor analysis for the leadership constructs. The constructs have factor loading values ranging from 0.105 to 0.713, which are all above the minimum acceptable threshold of 0.4 except the fifth construct with a factor loading of 0.105. Hence, the construct were all acceptable for consideration for further analysis except the fifth construct which was dropped.

**Table 4.26: Factor Loading for Leadership Practices Items**

<b>Statement</b>	<b>Factor Loading</b>
1. Familiarization with strategic goals commits employees to strategy implementation	.626
2. Adoption of strategic intent enhances implementation of objectives	.660
3. Department has an elaborate training system for employees on strategy activities	.565
4. Investment in skills development to improve on implementation of programs	.713
5. Managers do not assign key tasks on strategy implementation to other staff	.105
6. Strategies have clear description of staff roles	.593

**Extraction Method:** Principal Component Analysis

#### 4.6.5 Factor Analysis of Stakeholder Involvement Items

The results in Table 4.27 shows factor analysis for the stakeholder involvement constructs. The constructs have factor loading values ranging from 0.301 to 0.669, which are all above the minimum acceptable factor loading threshold of 0.4 except the sixth construct with a factor loading of 0.301. Hence, the construct were all acceptable for consideration in further statistical analysis except the sixth construct which was dropped.

**Table 4.27: Factor Loading for Stakeholder Involvement Items**

<b>Statement</b>	<b>Factor Loading</b>
1. Handling stakeholder involvement enhances strategy implementation	.556
2. Stakeholder management system improves strategy implementation outcomes	.553
3. Empowering stakeholders with necessary information enhances strategy implementation	.669
4. Information flow promotes involvement of stakeholder in strategy implementation	.564
5. Discussing stakeholder demands contribute to departmental strategy implementation	.591
6. Sharing issues of stakeholder interests promotes departmental strategy implementation	.301

**Extraction Method:** Principal Component Analysis

#### 4.6.6 Factor Analysis of Performance of Departments Items

Table 4.28 shows the factor analysis of the performance of the departments constructs. The constructs have factor loading values ranging from 0.605 to 0.766. These are all above the minimum acceptable factor loading threshold of 0.4. Hence, the construct were all acceptable for consideration in further statistical analyses.

**Table 4.28: Factor Loading of Performance of Departments Items**

<b>Statement</b>	<b>Factor Loading</b>
1. Degree of accomplishment of departmental mission programs in the last 5 years	.605
2. Rate of accomplishment of the departmental programs in the last 5 years	.665
3. Average achievement of departmental goals in the last 5 years	.766
4. Degree of achievement of departmental goals in the last 5 years	.676
5. Rate of achievement of departmental objectives in the last 5 years	.721
6. Average achievement of departmental objectives in the last 5 years	.763

**Extraction Method:** Principal Component Analysis



## 4.7 Diagnostic Tests for Regression Model Assumptions

### 4.7.1 Test for Linearity

The results in Table 4.29 shows the ANOVA test results of testing the null hypothesis,  $H_0$ : All the population means are exactly equal to zero against the alternate hypothesis,  $H_a$ : All the population means are not exactly equal to zero. The mean squares are not equal to zero and the F statistic equals 9.578 at (5,133) degrees of freedom with p value of 0.000. It also has p value which is less than 0.05. The calculated F statistic value is greater than the observed critical value of 2.21. Hence, the alternate hypothesis,  $H_a$ , was accepted as the significant F statistic shows that Y is a linear function both in the variables and the parameters and thus, satisfying the linearity assumption.

**Table 4.29: Linearity ANOVA Test**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	769.639	5	153.928	9.578	.000 <sup>b</sup>
	Residual	2121.441	132	16.072		
	<b>Total</b>	<b>2891.080</b>	<b>137</b>			

a. Dependent Variable: Performance of Departments  
Stakeholder Involvement, Leadership Practices, Managerial Roles , Organizational Resources

b. Predictors: (Constant), Strategic Communication,

### 4.7.2 Test for Multicollinearity

Table 4.30 shows the multicollinearity test results. The results show the Variance Inflation Factor and the tolerance values for the independent variables and the moderator. The tolerance values are all above 0.2 while the VIF values are all below 5. The values suggest that there is no multicollinearity that required correction measures.

**Table 4.30: Multicollinearity Test**

Model	Variable	Collinearity Statistics	
		Tolerance	VIF
1	Organizational Resources	0.949	1.054
	Managerial Roles	0.969	1.032
	Strategic Communication	0.976	1.025
	Leadership Practices	0.961	1.041
	Stakeholder Involvement	0.952	1.051

a. Dependent Variable: Performance of Departments

#### 4.7.3 Test for Normality

Table 4.31 shows the normality test results. The results show that the p values for the Shapiro-Wilk test statistics for all the variables were all above 0.05 except for performance of departments. Hence, the null hypotheses for the independent variables and the moderator were not accepted. Therefore, it was concluded that the sample data for the independent and moderating variables was normally distributed and the normality assumption that the data fitted a normal curve was satisfied.

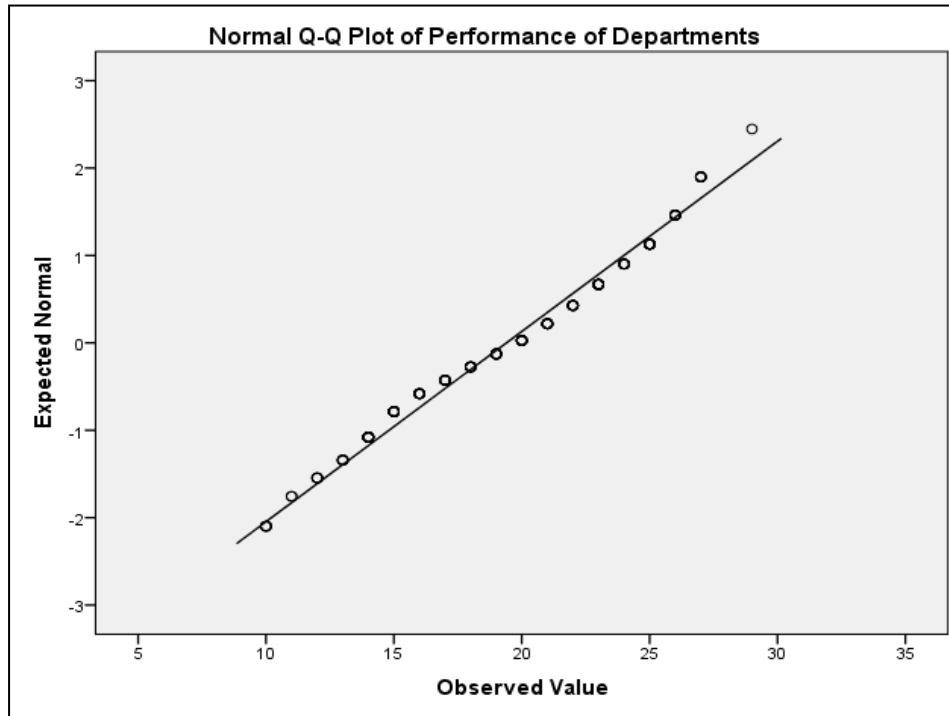
**Table 4.31: Shapiro – Wilk Normality Test**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro – Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Resources	.072	138	.077	.981	138	.053
Managerial Roles	.071	138	.083	.983	138	.075
Strategic Communication	.062	138	.200*	.981	138	.058
Leadership Practices	.066	138	.200*	.985	138	.122
Stakeholder Involvement	.065	138	.200*	.982	138	.064
Performance of Departments	.093	138	.005	.971	138	.005

\*. This a lower bound of the true significance; a. Lilliefors Significance Correction

The data for the performance of departments needed to be explored further as it had a p value less than 0.05. This was done by looking at the Q – Q plot. Though from the Shapiro – Wilk test for normality, the p value for performance of departments was less than 0.05, the Q – Q plot shown in Figure 4.4 indicates that apart from a few points, the data fits well in the best line of fit. This implies that although the Shapiro – Wilk normality test results showed that the performance null hypothesis should not be

rejected, there is no much deviation of the data from normal distribution. Hence, the data was accepted and treated to be approximately normally distributed.



**Figure 4.4: Q – Q Plot for Performance of Departments**

#### 4.7.4 Test for Heteroscedasticity

The results in Table 4.32 shows the F - test results of testing heteroscedasticity of data where the  $F_{(5,132)}$  statistic is 0.286. It has a p value of 0.920 which is greater than 0.05. This calculated F statistic value is less than the observed critical value of 2.21. Thus, from these results, heteroscedasticity that required to be addressed was not detected. Hence, it was concluded that there is no heteroscedasticity among the variables.

**Table 4.32: F Test for Heteroscedasticity**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.023	5	0.405	0.286	0.920 <sup>b</sup>
	Residual	186.942	132	1.416		
	Total	188.965	137			

a. Dependent Variable: SqReSd

b. Predictors: (Constant), Stakeholders Involvement, Leadership Practices, Managerial Roles, Strategic Communication, Organizational Resources.

#### 4.7.5 Test of Autocorrelation

The results in Table 4.33 shows the Durbin – Watson test statistic, ranging from 1.751 to 1.836 for the independent and moderator variables. The overall model has a Durbin – Watson test statistic of 1.783. These statistics lie within the range where autocorrelation that requires to be addressed is not detectable. Thus, no autocorrelation problem of major concern was detected and it was concluded there is no autocorrelation between the variable of the study.

**Table 4.33: Durbin – Watson Test for Autocorrelation**

<b>Variables</b>	<b>Durbin – Watson Statistics</b>
Organizational Resources	1.751
Managerial Roles	1.780
Strategic Communication	1.836
Leadership Practices	1.763
Stakeholder Involvement	1.757
<b>Overall Model</b>	<b>1.783</b>

#### 4.8 Correlation between the Variables

The correlation coefficients explore the relationship that may exist or may not between study variables. The coefficients are about the degree of association between the variables. The Pearson correlation coefficient method was used in examining the correlation between the study variables and the results are presented in Table 4.34.

**Table 4.34: Correlation Coefficient between Variables**

		<b>X<sub>1</sub></b>	<b>X<sub>2</sub></b>	<b>X<sub>3</sub></b>	<b>X<sub>4</sub></b>	<b>Z</b>	<b>Y</b>
<b>X<sub>1</sub></b>	Pearson	1					
	Correlation (r)						
	Sig. (2-tailed)						
	N	150					
<b>X<sub>2</sub></b>	Pearson	-.013	1				
	Correlation (r)						
	Sig. (2-tailed)	.873					
	N	147	149				
<b>X<sub>3</sub></b>	Pearson	.049	.114	1			
	Correlation (r)						
	Sig. (2-tailed)	.559	.172				
	N	147	146	149			
<b>X<sub>4</sub></b>	Pearson	.182*	.094	.106	1		
	Correlation (r)						
	Sig. (2-tailed)	.059	.258	.202			
	N	147	147	147	149		
<b>Z</b>	Pearson	-	.136	.106	.053	1	
	Correlation (r)	.157					
	Sig. (2-tailed)	.056	.098	.200	.518		
	N	149	148	148	149	149	
<b>Y</b>	Pearson	.230**	.230**	.236**	.353**	.243**	1
	Correlation (r)						
	Sig. (2-tailed)	.005	.005	.004	.000	.003	
	N	147	146	146	148	148	149

\*. Correlation is significant at the 0.05 level (2-tailed). \*\*. Correlation is significant at the 0.01 level (2-tailed). X<sub>1</sub> = Organizational Resources, X<sub>2</sub> = Managerial Roles, X<sub>3</sub> = Strategic Communication, X<sub>4</sub> = Leadership Practices, Z = Stakeholder Involvement, and Y = Performance of Departments

The results shows the correlation between organizational resources and performance of departments to be  $r = 0.230$  with  $p = 0.005$ , which is statistically significant as the  $p$  value is less than 0.05. Hence, the organizational resources are positively correlated to performance of departments. This implies that an increase in the organizational resources results into a positive increase in the performance. These results also give the correlation between managerial roles and the performance of departments to be  $r = 0.230$  with  $p = 0.005$ , which are statistically significant. Thus, managerial roles are positively correlated to performance of the departments. These results imply that an increase in managerial roles results into a positive increase in the performance.

Further, the results show that the correlation between strategic communication and performance of departments is  $r = 0.236$  with  $p = 0.004$ , which is statistically significant. Thus, strategic communication is positively correlated to performance of departments. These results imply that an increase in strategic communication results into an increase in the performance. The results also show that the correlation between leadership practices and performance of departments is  $r = 0.353$  with  $p = 0.000$ , which is statistically significant. Thus, leadership practices are positively correlated to performance of departments. These findings imply that an increase in leadership practices results into a positive increase in performance of departments.

Further, the results show that the correlation between stakeholder involvement to performance of the departments is  $r = 0.243$  with  $p = 0.003$ , which is statistically significant. Thus, the stakeholder involvement is positively correlated to performance of departments. These findings imply that an increase in stakeholder involvement results into a positive increase in performance of the National Government departments. All in all, the findings show that managerial roles, organizational resources, leadership practices, strategic communication and the stakeholder involvement have a positive statistically significant relationship with performance of the National Government departments in Kenya. However, they do not have statistically significant correlation among themselves except organizational resources and leadership practices. The results imply that the variables are reliable for further statistical analyses like regression analysis (Atikiya, 2015).

#### **4.9 Regression Analysis and Hypotheses Testing**

The study conceptualized that the strategy implementation drivers significantly affect the performance of the National Government departments with the stakeholder involvement moderating the relationship. The conceptualized relationship was represented with two statistical models, that is,  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + e$  (model 1) and  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + \beta_6X_1Z + \beta_7X_1Z + \beta_8X_1Z + \beta_9X_1Z + e$  (model 2). The strategy implementation drivers were further hypothesized to have an effect on the performance of the departments when considered individually or combined.

Fitting appropriately the obtained quantitative data into the study models, a statistical multilevel (hierarchical) analysis was undertaken. The first level evaluated the independent variable effect on the performance while the second level assessed how the independent variable combined with stakeholder involvement affect the performance of the departments in the National Government of Kenya. Finally, the third level involved evaluating how the stakeholder involvement affect the relationship between the independent variable and the dependent variable.

#### **4.9.1 Effect of Organizational Resources**

The organizational resources formed the first study hypothesis which was **H<sub>01</sub>**: Organizational resources have no significant effect on the performance of departments in the National Government of Kenya. The relationship between the organizational resources and the performance can be expressed statistically as  $Y = \beta_0 + \beta_1 X_1 + e$  where  $X_1$  = organizational resources and  $Y$  = performance of departments. This model was used in testing the hypothesis and Table 4.35 shows the regression analyses results for the relationship.

**Table 4.35: Regression Statistics for X<sub>1</sub> and Y**

		Regression Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta_i$	Std. Error	Beta		
1	Constant	14.315	1.748		8.390	.000
	X <sub>1</sub>	.242	.082	.239	.956	.004
2	Constant	6.400	2.751		2.327	.021
	X <sub>1</sub>	.291	.080	.288	3.652	.000
	Z	.372	.202	.286	3.632	.000
3	Constant	5.506	8.982		.613	.541
	X <sub>1</sub>	.334	.415	.330	.804	.423
	Z	.421	.476	.324	.883	.379
	X <sub>1</sub> Z	-.002	.022	-.052	-.105	.917

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	Sig.
1	.239	.057	.051	4.50060	.055	.004
2	.370	.137	.125	4.32142	.080	.000
3	.370	.137	.119	4.33644	.000	.917

ANOVA Statistics						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.980	1	176.980	8.737	.004
	Residual	2916.781	144	20.255		
	<b>Total</b>	<b>3093.760</b>	<b>145</b>			
2	Regression	423.283	2	211.641	11.333	.000
	Residual	2670.477	143	18.675		
	<b>Total</b>	<b>3093.760</b>	<b>145</b>			
3	Regression	423.489	3	141.163	7.507	.000
	Residual	2670.272	142	18.805		
	<b>Total</b>	<b>3093.760</b>	<b>145</b>			

The results in model one shows the partial regression coefficients were  $\beta_0 = 14.315$  ( $t = 8.390$ ,  $p = 0.000$ ) and  $\beta_1 = 0.242$  ( $t = 2.956$ ,  $p = 0.004$ ). The coefficient of organizational resources ( $\beta_1$ ) is not equal to zero and has a statistically significant  $t$  – statistic as the  $p$  value is less than 0.05. The standard error of 0.082 indicates the extent of deviation from the regression line. Substituting the partial regression coefficients



into the model  $Y = \beta_0 + \beta_1 X_1 + e$  results into an estimated linear equation  $\hat{Y} = 14.315 + 0.242 X_1$ . This implies that holding all other factors constant, a unit change in organizational resources results into 24.2 percent significant change in the performance of the departments. That the partial regression coefficient is not equal to zero and the t statistic being significant shows a reliable and valid model. That is, this statistical model can be used to estimate how organizational resources affect the performance of the departments.

The model summary statistics show a significant coefficient of determination (R square), that is,  $R^2 = 0.057$  ( $p = 0.004 < 0.05$ ). That is, a statistically significant relationship exists between organizational resources and performance of the departments. These results imply that organizational resources is able to explain 5.7 percent in the variation of the performance of the National Government departments.

The ANOVA statistics of the relationship presented show that the model has a regression mean square equal to 176.980 and residual mean square of 20.255, resulting into a significant F statistic of 8.737 at (1,144) degrees of freedom. The calculated F statistic is greater than the critical value of 3.84 with a p value equal to 0.004 which is less than 0.05. These results imply that organizational resources exert a statistically significant effect on the performance of the National Government departments.

The results also show the regression statistics of the moderated relationship, represented with the models  $Y = \beta_0 + \beta_1 X_1 + \beta_2 Z + e$  and  $Y = \beta_0 + \beta_1 X_1 + \beta_2 Z + \beta_3 X_1 Z + e$ , where the variables and parameters are as previously defined. The regression coefficients in model two show the coefficients of the relationship of the organizational resources combined with stakeholder involvement, without the interaction term, were  $\beta_0 = 6.400$  ( $t = 2.327$ ,  $p = 0.021$ ),  $\beta_1 = 0.291$  ( $t = 3.652$ ,  $p = 0.000$ ) and  $\beta_2 = 0.372$  ( $t = 3.632$ ,  $p = 0.000$ ). The p values are all less than 0.05 and this shows that the partial regression coefficients are all significant.

Substituting the coefficients into the model, the estimated statistical model becomes  $\hat{Y} = 6.40 + 0.291 X_1 + 0.372 Z$ . The stakeholder involvement in model is presented as a predictor of the performance of the departments. The coefficient of the stakeholder involvement is significant implying that stakeholder involvement is a statistically

significant predictor of the performance. These results show that when all other factors are held constant, a unit change in the organizational resources and the stakeholder involvement leads to 29.1 percent and 37.2 percent change in the National Government departments' performance respectively.

The summary statistics show that estimated model has a R square of 0.137 ( $p = 0.000$ ) These are both significant implying that when organizational resources are combined with stakeholder involvement, they explain 13.7 percent of the variation in the performance of the departments. The estimated model has a R square change of 0.080 ( $p = 0.000$ ) which implies that the inclusion of the stakeholder involvement improves the departmental performance by 8 percent.

The ANOVA statistics show that the model has a regression mean square of 211.641 and residual mean square of 18.675. This leads into a F statistic of 11.333 at (2,143) degrees of freedom with a p value of 0.000 which is less than 0.05. The calculated F statistic is greater than the critical value of 2.99. Therefore, when organizational resources and stakeholder involvement are combined, they have a statistically significant effect on the performance of the National Government departments.

Further, the regression coefficient of the moderated relationship, that is with inclusion of interaction term, were  $\beta_0 = 5.506$  ( $t = 0.613$ ,  $p = 0.541$ ),  $\beta_1 = 0.334$  ( $t = 0.804$ ,  $p = 0.423$ ),  $\beta_2 = 0.421$  ( $t = 0.883$ ,  $p = 0.379$ ) and  $\beta_3 = -0.002$  ( $t = -0.015$ ,  $p = 0.917$ ). The estimated moderated model has a R square of 0.137 ( $p = 0.917$ ) and R square change of 0.000 ( $p = 0.917$ ) which are insignificant. This implies that the variation on the performance of the departments occasioned by the combination of organizational resources and the stakeholder involvement is insignificant while the inclusion of stakeholder involvement results into insignificant improvement. Similarly, the insignificant coefficient of stakeholder involvement ( $\beta_2$ ) and the insignificant interaction term ( $\beta_3$ ) implies that the moderating effect of stakeholder involvement on the relationship between the organizational resources and the performance is not statistically significant.

The results do not back the null hypothesis,  $H_{01}$ , hence, it was not accepted. The study concluded that the organizational resources have a statistically significant positive effect on the performance of the National Government departments. Therefore, organizational resources is a strategy implementation driver for performance of National Government departments in Kenya. The results are in agreement with the proponent of resource-based view theory that resources determine the performance of organizations. The results also supports Ndege (2018) view that resources form the foundation of organizational strategy while being consistent with Barney (2003) assertion that there is need for management of resource allocation and alignment for strategy implementation.

Further, the findings show that combining organizational resources with stakeholder involvement as predictor improves the performance of the departments. But the stakeholder involvement has an insignificant moderating effect on the relationship between organizational resources and performance of the National Government departments. These findings are inconsistent with Elbanna *et al* (2016) and Twaissi and Aldehayyat (2021) views that stakeholder involvement play an important moderating role in organizational performance. Therefore, when dealing with organizational resources in strategy implementation, consideration should be put on the stakeholder involvement.

#### **4.9.2 Effect of Managerial Roles**

The study second hypothesis which was based on the managerial roles independent variable was  $H_{02}$ : Managerial roles have no significant effect on the performance of departments in the National Government of Kenya. Their relationship can be expressed with the statistical model  $Y = \beta_0 + \beta_1 X_2 + e$ , where  $\beta_0$  was the intercept term,  $X_2$  = managerial roles,  $\beta_1$  is the regression coefficient of managerial roles and  $Y$  = performance of the departments. Table 4.36 shows the regression analyses results for the relationship between the managerial roles and the performance of the departments.

**Table 4.36: Regression Statistics for X<sub>2</sub> and Y**

		Regression Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta_i$	Std. Error	Beta		
<b>1</b>	Constant	13.840	1.949		7.102	.000
	X <sub>2</sub>	.259	.089	.236	2.907	.004
<b>2</b>	Constant	9.739	2.553		3.815	.000
	X <sub>2</sub>	.228	.088	.208	2.576	.011
	Z	.257	.106	.196	2.431	.016
<b>3</b>	Constant	2.363	10.286		.230	.819
	X <sub>2</sub>	.581	.485	.530	1.197	.233
	Z	.649	.541	.497	1.201	.232
	X <sub>2</sub> Z	-.019	.023	-.475	-.740	.460

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	Sig.
<b>1</b>	.236	.056	.049	4.49846	.056	.004
<b>2</b>	.306	.094	.081	4.42314	.038	.016
<b>3</b>	.312	.097	.078	4.43020	.004	.460

ANOVA Statistics						
Model		Sum of Squares	df	Mean Square	F	Sig.
<b>1</b>	Regression	176.026	1	171.026	8.452	.004
	Residual	2893.774	143	20.236		
	<b>Total</b>	<b>3064.800</b>	<b>144</b>			
<b>2</b>	Regression	286.683	2	143.341	7.327	.001
	Residual	2778.117	142	19.564		
	<b>Total</b>	<b>3064.800</b>	<b>144</b>			
<b>3</b>	Regression	297.438	3	99.146	5.052	.002
	Residual	2767.362	141	19.627		
	<b>Total</b>	<b>3064.800</b>	<b>144</b>			

The results in model one show the partial regression coefficients of the relationship conceptualized to exist between managerial roles and the performance of the departments where  $\beta_0 = 13.840$  ( $t = 7.102$ ,  $p = 0.000$ ) and  $\beta_1 = 0.259$  ( $t = 2.907$ ,  $p = 0.004$ ). The coefficient of managerial roles ( $\beta_1$ ) is not equal to zero and has a statistically significant t – statistic as the p value is less than 0.05. The standard error of 0.089 indicates the extent of deviation from the regression line.

Substituting the coefficients into the model  $Y = \beta_0 + \beta_1 X_2 + e$  (model 1) gives an estimated linear equation of  $\hat{Y} = 13.840 + 0.259 X_2$ . This implies that holding all other factors constant, a unit change in the managerial roles results in 25.9 percent significant change in the performance. The partial regression coefficient being not equal zero and the significant t – test statistic implies a reliable and valid model. That is, the model can be relied on to estimate the managerial roles' effect on the performance of departments.

The coefficient of determination, R square, is 0.056 with p value of 0.004 which is less than 0.05 as they are shown in model 1 summary statistics in Table 4.36. That is, there is exists a statistically significant relationship between the managerial roles and performance of departments. The R square value implies that managerial roles are able to explain 5.6 percent in the variation of the performance of departments in the National Government of Kenya.

The result further show the ANOVA statistics of the conceived relationship where the model regression mean square is 171.026 and residual mean square is 20.236. These values give a F statistic of 8.452 at (1,143) degrees of freedom with a p value of 0.004 which is less than 0.05. This significant calculated F statistic is greater than the critical of 3.84, implying that the effect of managerial roles on performance of departments in the National Government of Kenya is statistically significant.

Further, Table 4.36 also shows the regression statistics of stakeholder involvement moderated relationship between managerial roles and performance of the departments. This relationship can be represented with the models  $Y = \beta_0 + \beta_1 X_2 + \beta_2 Z + e$  (model 2) and  $Y = \beta_0 + \beta_1 X_2 + \beta_2 Z + \beta_3 X_2 Z + e$  (model 3), with the variables and parameters as previously defined. In model 2, the stakeholder involvement is taken as a predictor and model 3 represents its moderating effect. The regression coefficients in model two show the coefficients of the relationship of the managerial roles combined with stakeholder involvement as predictor (without the interaction term) were  $\beta_0 = 9.739$  ( $t = 3.815$ ,  $p = 0.000$ ),  $\beta_1 = 0.228$  ( $t = 2.576$ ,  $p = 0.011$ ) and  $\beta_2 = 0.257$  ( $t = 2.431$ ,  $p = 0.016$ ). The partial regression coefficients are significant as their p values are all less than 0.05.

Substituting the coefficients into the model, the estimated statistical model becomes  $\hat{Y} = 9.739 + 0.228X_2 + 0.257Z$ , which represents the linear relationship with stakeholder involvement being a predictor. In this model, the stakeholder involvement has a significant coefficient, implying that it is a significant predictor of the performance. The results show that when all other factors are held constant, a unit change in managerial roles results into 22.8 percent significant change on the performance of departments while a unit change in stakeholder involvement leads into 25.7 percent significant change on the performance of the departments.

The estimated model,  $\hat{Y} = 9.739 + 0.228X_2 + 0.257Z$ , has a significant R square of 0.094 ( $p = 0.016 < 0.05$ ) and R square change of 0.038 ( $p = 0.016 < 0.05$ ). These results imply that when the two variables are combined, they can explain 9.4 percent in the variation in the performance while the inclusion of stakeholder involvement results into 3.8 percent significant improvement in the performance. Further, the ANOVA statistics show that the model has a regression mean square of 143.341 and residual mean square of 19.564. This leads into a significant F statistic of 7.327 at (2,142) degrees of freedom whose p value is 0.001 which is less than 0.05. The calculated F statistic is greater than the critical value of 2.99. Hence, the effect of managerial roles when combined with stakeholder involvement on the performance of departments in the National Government of Kenya is statistically significant.

Further, the results show the moderated model, that is,  $Y = \beta_0 + \beta_1X_2 + \beta_2Z + \beta_3X_2Z + e$  (inclusive of interaction term), regression coefficients are  $\beta_0 = 2.363$  ( $t = 0.230$ ,  $p = 0.819$ ),  $\beta_1 = 0.581$  ( $t = 1.197$ ,  $p = 0.233$ ),  $\beta_2 = 0.649$  ( $t = 1.201$ ,  $p = 0.232$ ) and  $\beta_3 = -0.019$  ( $t = -0.740$ ,  $p = 0.460$ ). The regression coefficients are insignificant as their p values are greater than 0.05. The model has R square change of 0.004 ( $p = 0.460$ ) which is also insignificant, implying that the variation on the performance is also insignificant. Similarly, the insignificant coefficients of stakeholder involvement ( $\beta_2$ ) and the interaction term ( $\beta_3$ ) shows that the stakeholder involvement moderating effect on the relationship is statistically insignificant.

These results are not in support of the null hypothesis,  $H_{02}$ , and hence, it was not accepted. In respect of these findings, the study concluded that the managerial roles have a statistically significant positive effect on the performance of departments. That is, the findings confirm that managerial roles is a strategy implementation driver with a statistically significant effect on the performance. The findings are in support of the management principles that emanate from the management functions stipulated in the administrative management theory.

These findings are also in support of Mbaka and Mugambi (2015) view that managerial roles drive the strategy implementation for business delivery. The results are also consistent with the views that information sharing, coordination, commitment to organizational performance are important managerial roles in strategy implementation (Kamande & Orwa, 2015; Ochola, 2016; Arifuddin & Kusumawati, 2016; Andersson, 2019; Andreassen *et al.*, 2020, Đorđević *et al.*, 2020).

Further, the findings show that combining the managerial roles with stakeholder involvement as predictor, improves the performance of the departments but the stakeholder involvement moderating effect on the relationship is statistically insignificant. This is inconsistent with Twaissi and Aldehayyat (2021) view that stakeholder involvement has an important moderating role on the performance of organizations. The findings that inclusion of stakeholder involvement improves the effect of managerial roles on the performance implies that trade-offs occur between the variables (Yukl, 2013). Therefore, with performance being a major achievement in the managerial process, when dealing with managerial roles and performance, the management should always consider the effect of the stakeholder involvement.

#### **4.9.3 Effect of Strategic Communication**

The study third hypothesis was based strategic communication and the performance of the departments. The hypothesis was  $H_{03}$ : Strategic communication has no significant effect on the performance of departments in the National Government of Kenya. This hypothesised relationship can be expressed as  $Y = \beta_0 + \beta_1 X_3 + e$ , where  $Y$  = performance of the departments,  $X_3$  = strategic communication,  $\beta_0$  = vertical intercept and  $\beta_3 =$

regression coefficient. Table 4.37 shows the regression analyses results for the relationship.

The results in model one show the partial regression coefficients of the relationship between the  $X_3$  and  $Y$  were  $\beta_0 = 14.720$  ( $t = 8.927$ ,  $p = 0.000$ ) and  $\beta_1 = 0.237$  ( $t = 2.995$ ,  $p = 0.003$ ). The coefficient of strategic communication ( $\beta_1$ ) is not equal to zero and has a statistically significant  $t$  – statistic as the  $p$  value is less than 0.05. The standard error of 0.079 indicates the extent of deviation from the regression line. Substituting the regression coefficients into the model  $Y = \beta_0 + \beta_1 X_3 + e$  gives an estimated linear equation of  $\hat{Y} = 14.72 + 0.237X_3$ . This implies that holding all other factors constant, a unit change in strategic communication will results in 23.7 percent change in performance of departments. The model has a non-zero partial regression coefficient while the  $t$  statistic is significant, implying that it is a reliable and valid model that can be used to estimate the strategic communication effect on the performance.



**Table 4.37: Regression Statistics for X<sub>3</sub> and Y**

Regression Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		$\beta_i$	Std. Error	Beta	t	
1	Constant	14.720	1.649		8.927	.000
	X <sub>3</sub>	.237	.079	.243	2.995	.003
2	Constant	9.767	2.400		4.070	.000
	X <sub>3</sub>	.219	.078	.224	2.821	.005
	Z	.287	.103	.222	2.785	.006
3	Constant	7.582	7.883		.962	.338
	X <sub>3</sub>	.331	.392	.339	.845	.400
	Z	.404	.416	.312	.971	.333
	X <sub>3</sub> Z	-.006	.021	-.154	-.291	.771

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	Sig.
1	.243	.059	.052	4.48439	.059	.003
2	.328	.108	.095	4.38210	.049	.006
3	.329	.108	.089	4.39630	.001	.771

ANOVA Statistics						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.413	1	180.413	8.971	.003
	Residual	2875.698	143	20.110		
	<b>Total</b>	<b>3056.110</b>	<b>144</b>			
2	Regression	329.307	2	164.654	8.574	.000
	Residual	2726.803	142	19.203		
	<b>Total</b>	<b>3056.110</b>	<b>144</b>			
3	Regression	330.946	3	110.315	5.708	.001
	Residual	2725.165	141	19.327		
	<b>Total</b>	<b>3056.110</b>	<b>144</b>			

The model summary statistics show that model 1 R square is equal to 0.059 and it has a p value equal to 0.003 which is less than 0.05, implying a statistically significant relationship between strategic communication and the performance. This means that the strategic communication can explain 5.9 percent in the variation of the performance of the departments. Further, the ANOVA statistics show that the model 1 regression mean square is 180.413 while the residual mean square is 20.110, resulting into a significant F statistic of 8.971 at (1,143) degrees of freedom and a p

value equal to 0.003 which is less than 0.05. The calculated F statistic is greater than the critical value of 3.84 implying that the strategic communication effect on the performance of the departments is statistically significant.

The stakeholder involvement moderated relationship of strategic communication and the performance of the departments can be represented with the models  $Y = \beta_0 + \beta_1 X_3 + \beta_2 Z + e$  (model 2) and  $Y = \beta_0 + \beta_1 X_3 + \beta_2 Z + \beta_3 X_3 Z + e$  (model 3), where the variables and parameters are as previously defined. The results show the regression coefficients of the moderated relationship, without the interaction term, as being  $\beta_0 = 9.767$  ( $t = 4.070$ ,  $p = .000$ ),  $\beta_1 = 0.219$  ( $t = 2.821$ ,  $p = 0.005$ ) and  $\beta_2 = 0.287$  ( $t = 2.785$ ,  $p = 0.006$ ). The regression coefficients are also significant as they have p values which are all less than 0.05.

When these coefficients are substituted into the model 2, with stakeholder involvement being a predictor, the estimate model of the relationship becomes  $\hat{Y} = 9.767 + 0.219X_3 + 0.287Z$ . The estimated model shows that holding all other factors constant, a unit change in strategic communication results into a 21.9 percent significant change in the performance. It also shows that when all other factors are held constant, a unit change in the stakeholder involvement leads to a 28.7 percent change in the performance.

The summary statistics show that estimated model has a significant R square of 0.108 ( $p = 0.006$ ) implying that when strategic communication is combined with stakeholder involvement, they explain 10.8 percent of the variation in the performance. Further, the estimated model has a R square change of 0.049 ( $p = 0.049$ ) which implies that inclusion of stakeholder involvement improved the performance by 4.9 percent. The results also show the moderator (Z) has a significant coefficient, implying that stakeholder involvement is a significant predictor of the performance.

The ANOVA statistics show that the model has a regression mean square of 164.564 and residual mean square of 19.203. This leads into a significant F statistic of 8.574 at (2,142) degrees of freedom whose p value is equal to 0.000 that is less than 0.05. The calculated F statistic is greater than the critical value of 2.99, implying that the effect of strategic communication when combined with stakeholder involvement on the performance of the departments is statistically significant.

Further, the results shows that the regression coefficient for the model with interaction term are  $\beta_0 = 7.582$  ( $t = 0.962$ ,  $p = 0.338$ ),  $\beta_1 = 0.331$  ( $t = 0.845$ ,  $p = 0.400$ ),  $\beta_2 = 0.404$  ( $t = 0.971$ ,  $p = 0.333$ ) and  $\beta_3 = -0.006$  ( $t = -0.291$ ,  $p = 0.771$ ). The regression coefficient of stakeholder involvement ( $\beta_2$ ) and the interaction term ( $\beta_3$ ) are insignificant as their  $p$  values are greater than 0.05. The model has an insignificant R square of 0.108 ( $p = 0.771$ ) and an insignificant R square change of 0.001 ( $p = 0.771$ ). This implies that the variation on the performance occasioned by the combination of strategic communication, stakeholder involvement and the interaction term is insignificant. Similarly, the inclusion stakeholder involvement does not result into a significant improvement on the performance. Therefore, the stakeholder involvement moderating effect on the relationship between the strategic communication and the performance is not statistically significant.

The findings do not support the null hypothesis,  $H_{03}$ , and hence, the alternate hypothesis was accepted. Hence, it was concluded that strategic communication has a significant statistical effect on the performance of departments in the National Government of Kenya. The findings confirm that strategic communication is a significant strategy implementation driver in the performance of departments and are consistent with Heide *et al.* (2018) findings that strategic communication contributes to organizational goals. The findings also support Ruler (2018) view that strategic communication focuses on how organizations promote themselves and that it is efficient when it is consistent with the organization vision and mission. The findings are also in support of the communication theory proposition that an organization needs to communicate within itself and with others to survive while also being in tandem with the constitution of Kenya 2010 requirements (GoK, 2010).

Further, the study concluded that when strategic communication is combined with stakeholder involvement as predictor, the performance of the departments improves. However, the stakeholder involvement moderating effect on the relationship between strategic communication and the performance is not statistically significant. These results are inconsistent with Twaissi and Aldehayyat (2021) findings that stakeholder involvement is a statistically significant moderator in performance of organizations.

Therefore, when dealing with strategic communication for strategy implementation, there is need to put into consideration the effect of the stakeholder involvement.

#### **4.9.4 Effect of Leadership Practices**

The fourth hypothesis was **H<sub>04</sub>**: Leadership practices has no significant effect on the performance of the departments in the National Government of Kenya. This hypothesized relationship can be expressed with the statistical model  $Y = \beta_0 + \beta_1 X_4 + e$ , where  $Y$  represents the performance of departments,  $\beta_0$  is the intercept,  $\beta_1$  is the regression coefficient of leadership practices and  $X_4$  represents the leadership practices. The regression statistics of the relationship between leadership practices and the performance are as presented in Table 4.38.

The results in model one show the partial regression coefficients of the relationship were  $\beta_0 = 12.722$  ( $t = 8.269$ ,  $p = 0.000$ ) and  $\beta_1 = 0.378$  ( $t = 4.459$ ,  $p = 0.000$ ). The standard error of 0.085 indicates the extent of deviation from the regression line. Substituting the regression coefficients into the model  $Y = \beta_0 + \beta_1 X_4 + e$  gives an estimated linear equation  $\hat{Y} = 12.722 + 0.378 X_4$ . This implies that holding all other factors constant, a unit change in leadership practices results in 37.8 percent change in performance of the departments. The partial regression coefficient of leadership practices ( $\beta_1$ ) is not equal to zero and it is statistically significant as the  $t$  – test statistic has a  $p$  value which is less than 0.05, implying that the model is reliable and valid. These findings show that the estimated model can be used to estimate the effect of leadership practices on performance of departments.

**Table 4.38: Regression Statistics for X<sub>4</sub> and Y**

Regression Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta_i$	Std. Error	Beta		
1	Constant	12.722	1.539		8.269	.000
	X <sub>4</sub>	.378	.085	.347	4.459	.000
2	Constant	7.670	2.331		3.290	.001
	X <sub>4</sub>	.367	.083	.337	4.424	.000
	Z	.284	.100	.216	2.835	.005
3	Constant	-6.959	7.620		-.913	.363
	X <sub>4</sub>	1.208	.425	1.109	2.839	.005
	Z	1.050	.393	.798	2.672	.008
	X <sub>4</sub> Z	-.044	.022	-1.001	-2.014	.046

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	Sig.
1	.347	.121	.115	4.34659	.121	.000
2	.409	.167	.156	4.24482	.046	.005
3	.436	.190	.173	4.20045	.023	.046

ANOVA Statistics						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	375.656	1	375.656	19.884	.000
	Residual	2739.460	145	18.893		
	<b>Total</b>	<b>3115.116</b>	<b>146</b>			
2	Regression	520.454	2	260.227	14.442	.000
	Residual	2594.661	144	18.018		
	<b>Total</b>	<b>3115.116</b>	<b>146</b>			
3	Regression	592.050	3	197.350	11.185	.000
	Residual	2523.065	143	17.644		
	<b>Total</b>	<b>3115.116</b>	<b>146</b>			

These results also show the model summary statistics where the coefficient of determination, R square is 0.121 ( $p = 0.000 < 0.05$ ), implying that leadership practices can explain 12.1 percent in the variation of the performance. Thus, these results show that leadership practices and performance of the departments have a statistically significant relationship.

The model ANOVA statistics of the relationship show that the model regression mean square is 375.656 and the residual mean square is 18.893, which results into a significant F statistic of 19.884 at (1,145) degrees of freedom with a p value of 0.000 (<0.05). The calculated F statistic is greater than the critical value of 3.84, implying that the effect of leadership practices on the performance of the departments is statistically significant.

The stakeholder involvement moderated relationship between the leadership practices and the performance can be represented with the models  $Y = \beta_0 + \beta_1X_4 + \beta_2Z + e$  (model 1) and  $Y = \beta_0 + \beta_1X_4 + \beta_2Z + \beta_3X_4Z + e$  (model 2), with the variables and parameters as previously defined. The results show the regression statistics of the moderated relationship, without the interaction term, as being  $\beta_0 = 7.670$  ( $t = 3.290$ ,  $p = 0.001$ ),  $\beta_1 = 0.367$  ( $t = 4.424$ ,  $p = 0.000$ ) and  $\beta_2 = 0.284$  ( $t = 2.835$ ,  $p = 0.005$ ). The regression coefficients are all significant as their p values are less than 0.05. Substituting the coefficients into the model, the relationship estimated model becomes  $\hat{Y} = 7.67 + 0.367X_4 + 0.284Z$ . This estimated model implies that when all other factors are held constant, a unit change in leadership practices results into 36.7 percent significant change in the performance and a unit change in stakeholder involvement leads into 28.4 percent change in the performance of the departments.

The resultant estimated model has a significant R square of 0.167 ( $p = 0.005$ ) and a R square change of 0.046 ( $p = 0.005$ ) which is also significant. This implies that the combination of leadership practices and stakeholder involvement explains 16.7 percent of the variation in the performance while the inclusion of stakeholder involvement improves the performance by 4.6 percent. The significant coefficient of stakeholder involvement ( $\beta_2$ ) shows that it is a significant predictor of the performance of the departments.

Further, the ANOVA statistics show that the model has a regression mean square of 260.227 and residual mean square of 18.018. This leads into a significant F statistic of 14.442 at (2,144) degrees of freedom with a p value of 0.000 (< 0.05). This calculated F statistic is greater than the critical value of 2.99, implying that the effect of leadership

practices combined with stakeholder involvement on the performance of departments in the National Government of Kenya is statistically significant.

Further, the results show that the regression coefficient for model 2 (with interaction term) are  $\beta_0 = -6.959$  ( $t = -0.913$ ,  $p = 0.363$ ),  $\beta_1 = 1.208$  ( $t = 2.839$ ,  $p = 0.005$ ),  $\beta_2 = 1.050$  ( $t = 3.672$ ,  $p = 0.008$ ) and  $\beta_3 = -0.044$  ( $t = -2.014$ ,  $p = 0.046$ ). Substituting the coefficient into the model, the relationship can be estimated with  $\hat{Y} = -6.959 + 1.208X_4 + 1.050Z - 0.044 X_4Z$ . The significant interaction term ( $\beta_3$ ) and the partial regression coefficient of stakeholder involvement ( $\beta_2$ ) imply that moderating effect of the stakeholder involvement on the relationship between the leadership practices and the performance is statistically significant.

The model has a significant R square of 0.190 ( $p = 0.005$ ) and a significant R square change of 0.023 ( $p = 0.005$ ). This implies the leadership practices combined with the stakeholder involvement explains 19.0 percent of the variation in the performance while the inclusion of stakeholder involvement improves the performance by 2.3 percent. The ANOVA statistics show that the model has a regression mean square of 197.350 and residual mean square of 17.644. This leads into a significant F statistic of 11.185 at (3,143) degrees of freedom with a p value of 0.000 ( $< 0.05$ ). The calculated F statistic is greater than the critical value of 2.60 implying that stakeholder involvement moderating effect on the relationship is statistically significant. Therefore, the leadership practices effect on the performance of the departments moderated by stakeholder involvement is statistically significant.

The results do not support the null hypothesis,  $H_{04}$ , and hence, it was concluded that leadership practices has a significant positive effect on the performance of the National Government departments in Kenya. These findings imply that leadership practices is a significant strategy implementation driver on the performance of the National Government departments in Kenya. These results are in agreement with the findings of Kuria *et al* (2016), Kitonga (2017), Kagumu (2018), Githaiga (2019) and Mutole (2019) among others in addition to being in agreement with the proponent of contingency theory which assumes that performance is contingent to the situation which dictates the best leadership practice to adopt.

Further, the findings show that combining leadership practices with stakeholder involvement as predictor improves the performance of the departments with the stakeholder involvement moderating effect on the relationship being statistically significant. Therefore, when dealing with leadership practices for strategy implementation, there is need to put into consideration the important effect of the stakeholder involvement. These results support Twaissia and Aldehayyata (2020) view that the stakeholder involvement moderating role cannot be ignored while also supporting the findings of Kuria *et al* (2016), Elbanna *et al.* (2016), Kitonga (2017), Kagumu (2018), Githaiga (2019) and Mutole (2019).

#### **4.9.5 Effect of Stakeholder Involvement**

The fifth hypothesis was based on the relationship between stakeholder involvement and the performance, the hypothesis being **H<sub>05</sub>**: Stakeholder involvement has no significant effect on the performance of departments in the National Government of Kenya. This relationship can be expressed statistically with the model  $Y = \beta_0 + \beta_1 Z + e$ , where Y represents the performance,  $\beta_0$  is the intercept, Z is the stakeholder involvement,  $\beta_1$  is the partial regression coefficient of Z and e is the error of margin. The regression analyses results for the relationship between the stakeholder involvement and performance of departments are as shown in Table 4.39.



**Table 4.39: Regression Statistics for Z and Y**

Regression Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta_i$	Std. Error	Beta		
1	Constant	13.534	1.980		6.834	.000
	Z	.318	.105	.243	3.032	.003

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the estimate	R Square Change	Sig.
1	.243	.059	0.053	4.50265	.059	0.003

ANOVA Statistics						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	186.341	1	186.341	9.191	.003
	Residual	2959.984	146	20.274		
	<b>Total</b>	<b>3146.324</b>	<b>147</b>			

The results show that  $\beta_0 = 13.534$  ( $t = 6.834, p = 0.000$ ) and  $\beta_1 = 0.318$  ( $t = 3.032, p = 0.003$ ). The regression coefficient of stakeholder involvement ( $\beta_1$ ) is not equal to zero and has a statistically significant t - statistic as the p value is less than 0.05. The standard error of 0.105 indicates the extent of deviation from the regression line. Substituting the coefficients in model  $Y = \beta_0 + \beta_1 Z + e$  gives an estimated linear equation of  $\hat{Y} = 13.534 + 0.318Z$ . This implies that holding all other factors constant, a unit change in stakeholder involvement results in 31.8 percent significant change in the performance. The partial regression coefficient of Z being not equal to zero and the significant t statistic implies that the model is reliable and valid and thus, it can be used to estimate the stakeholder involvement effect on the performance of departments in the National Government of Kenya.

The model summary statistics in the table show that the coefficient of determination, R square, is 0.059 ( $p = 0.003 < 0.05$ ), implying that the stakeholder involvement can explain 5.9 percent in the variation of the performance of departments in the National Government of Kenya. These results indicate that there exists a statistically significant relationship between the stakeholder involvement and performance of the departments

in the National Government in Kenya. The ANOVA statistics show that the model regression mean square is 186.341 and the residual mean square is 20.274, resulting into a F statistic of 9.191 at (1,146) degrees of freedom with a p value of 0.003 (< 0.05). The calculated F statistic exceeds the critical value of 3.84, indicating that stakeholder involvement effect on departmental performance is statistically significant.

The results do not support the null hypothesis,  $H_{05}$ , and thus, it was concluded that stakeholder involvement significantly affect the performance of National Government departments in Kenya. This indicates that stakeholder involvement is a significant strategy implementation driver on the performance of the departments. This suggests that there is need for departmental heads to involve stakeholders during strategy implementation. However, the way this is handled determines the stakeholder effect on performance of the departments.

These findings are in support of stakeholder theory view on the importance of the involvement and participation of various actors towards achieving socio-economic development while attending to their interests improves the organizational performance. Additionally, the results support the position of Waligo *et al.* (2013) who posited that stakeholders do play a critical role in shaping policy and enhancing service delivery at strategic levels. They are also in support of Kroczeck *et al.*(2013) findings that stakeholder involvement influences ICT projects in Macha, Zambia. The findings are also consistent with Munene (2013) findings that stakeholder involvement as an independent variable is a critical component in performance.

#### **4.9.6 Moderating Effect of Stakeholder Involvement**

The sixth hypothesis was based on the moderating effect of stakeholder involvement; the hypothesis being  $H_{06}$ : Stakeholder involvement has no significant moderating effect on the relationship between the strategy implementation drivers and the performance of departments in the National Government of Kenya. This relationship can be represented with the statistical models  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + e$  (model 1) and  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + \beta_6X_1Z + \beta_7X_2Z + \beta_8X_3Z + \beta_9X_4Z + e$  (model 2). The hypothesis was tested by comparing these two

models. This involved examining the significance of  $\beta_5$ , the R square change and the interactions terms regression coefficients. According to Whisman and McClelland (2005), if they are significant, stakeholder involvement is a statistically significant moderator for the relationship. The regression analyses statistics for the relationship between the strategy implementation drivers and the performance moderated by the stakeholder involvement are as shown Table 4.40.

The results show a significant partial regression coefficient of the stakeholder involvement ( $\beta_5 = 0.253$ ,  $t = 2.548$ ,  $p = 0.012 < 0.05$ ) in model 1. The significant  $\beta_5$  shows stakeholder involvement is a significant predictor of the performance. The results also show that model 1 has a R square of 0.271 ( $p = 0.000 < 0.05$ ). That is, the coefficient of determination for model 1 is significant. The results imply that the strategy implementation drivers inclusive of the stakeholder involvement as predictor is able to explain 27.1 percent of the variation in performance of the departments. While the ANOVA statistics show that the model has regression mean square of 156.596 and a residual mean square of 15.865, resulting into a significant F statistic of 9.871 at (5,133) degrees of freedom with a p value of 0.000 ( $< 0.05$ ). This calculated F statistic is greater than the critical value of 2.21 implying that the strategy implementation drivers, inclusive of the stakeholder involvement, have a statistically significant effect on the performance.

**Table 4.40: Overall Multiple Regression Statistics**

Overall Multiple Regression Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		$\beta_i$	Std. Error	Beta		
1	$\beta_0$	-2.028	3.294		-.616	.539
	X <sub>1</sub>	.213	.076	.214	2.791	.006
	X <sub>2</sub>	.155	.083	.142	1.873	.063
	X <sub>3</sub>	.163	.072	.170	2.262	.025
	X <sub>4</sub>	.316	.082	.292	3.830	.000
	Z	.253	.099	.195	2.548	.012
2	$\beta_0$	-16.619	15.131		-1.098	.274
	X <sub>1</sub>	.206	.408	.207	.505	.614
	X <sub>2</sub>	.187	.451	.171	.415	.679
	X <sub>3</sub>	.335	.364	.348	.920	.359
	X <sub>4</sub>	.924	.427	.856	2.163	.032
	Z	1.036	.798	.799	1.299	.196
	X <sub>1</sub> Z	.000	.022	.008	.016	.987
	X <sub>2</sub> Z	-.002	.024	-.055	-.091	.928
	X <sub>3</sub> Z	-.009	.019	-.243	-.487	.627
	X <sub>4</sub> Z	-.032	.022	-.731	-1.461	.147

Model Summary Statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Sig.
1	.520	.271	.243	3.98308	.271	.000
2	.534	.285	.235	4.00469	.014	.633

ANOVA Statistics for the Models						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	782.990	5	156.596	9.871	.000
	Residual	2110.032	133	15.865		
	<b>Total</b>	<b>2893.022</b>	<b>138</b>			
2	Regression	824.182	9	91.576	5.710	.000
	Residual	2068.840	129	16.038		
	<b>Total</b>	<b>2893.022</b>	<b>138</b>			

The results also show that model 2 has regression coefficient of stakeholder involvement and the interaction terms which are all insignificant. Further, the R square of model 2 is 0.285 ( $p = 0.633 > 0.05$ ), which is insignificant and comparing it with the R square of model 1, shows an insignificant R square change of 0.014 ( $p = 0.633 > 0.05$ ). These results indicate a statistically insignificant stakeholder involvement moderating effect on the relationship between the drivers and the performance of the departments.

The findings are in support of the null hypothesis,  $H_{06}$ , and therefore, it was concluded that stakeholder involvement is not a statistically significant moderating variable on the relationship between the strategy implementation drivers and the performance of departments in the National Government of Kenya. However, these results are not consistent with the view of Twaissi and Aldehayyat (2021) that the stakeholder involvement moderating effect on the performance organizations cannot be ignored and that higher involvement results into a more moderating effect.

#### 4.9.7 Overall Model for the Study

The strategy implementation drivers relationship with the performance of departments in the National Government of Kenya moderated by stakeholder involvement was assessed using the model  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + e$  (model 1) combined with  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5Z + \beta_6X_1Z + \beta_7X_1Z + \beta_8X_1Z + \beta_9X_1Z + e$  (model 2), where the variables and parameters are as previously defined. The findings showed that stakeholder involvement was not a statistically significant moderator for the relationship but it was a significant strategy implementation driver of the performance. Hence, it was not statistically necessary to continue with further analysis of model 2 and thus, it was dropped.

The relationship between the strategy implementation drivers inclusive of the stakeholder involvement as a predictor and the performance is represented with the statistical model 1. The model regression coefficients are as shown in Table 4.40, where  $\beta_0 = -2.028$  ( $t = -0.616$ ,  $p = 0.539$ ),  $\beta_1 = 0.213$  ( $t = 2.791$ ,  $p = 0.006$ ),  $\beta_2 = 0.155$  ( $t = 1.1873$ ,  $p = 0.063$ ),  $\beta_3 = 0.163$  ( $t = 2.262$ ,  $p = 0.025$ ),  $\beta_4 = 0.316$  ( $t = 3.830$ ,  $p = 0.000$ ) and  $\beta_5 = 0.253$  ( $t = 2.548$ ,  $p = 0.012$ ). All the coefficients of the variables are statistically significant except that of managerial roles ( $\beta_2$ ). That is, when the organizational resources, managerial roles, strategic communication, leadership practices and stakeholder involvement are combined together, they are all significant strategy implementation drivers of the performance of the departments except managerial roles, which was dropped from consideration for further statistical analysis.

Substituting the significant partial regression coefficients into the model  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 Z + e$ , results into the estimated model  $\hat{Y} = - 2.028 + 0.213X_1 + 0.155X_2 + 0.163X_3 + 0.316X_4 + 0.253Z$ . This estimated model implies that when all the other the variables are held constant, a unit change in the organizational resources leads into 21.3 percent significant change in the performance of the departments while a unit change in managerial roles leads into 15.5 percent statistically insignificant change. Further, when all the other variables are held constant, a unit change in strategic communication results into 16.3 percent significant change in the performance while a unit change in leadership practices results into 31.6 percent significant change in the performance. Similarly, when all the other variables are held constant, a unit change in stakeholder involvement results into 25.3 percent change in the performance.

Since managerial roles have a statistically insignificant effect on the performance when combined with the other strategy implementation drivers, it was dropped from the estimated model without causing any significant change. This results into an estimated statistical model  $\hat{Y} = - 2.028 + 0.213X_1 + 0.163X_3 + 0.316X_4 + 0.253Z$ . This estimated statistical model has a logical relationship as the regression coefficients are all simultaneously not equal to zero and has a significant R square of 0.271. Hence, the estimated statistical model is reliable and valid. The significant R square shows that the strategy implementation drivers in the estimated model are to explain 27.1 percent of the variation in the performance of the departments.

The estimated statistical model  $\hat{Y} = - 2.028 + 0.213X_1 + 0.163X_3 + 0.316X_4 + 0.253Z$  may be treated as the overall model of the study that can be used to estimate the performance of departments in the National Government of Kenya. The overall model R square value of 0.271 implies that other strategy implementation drivers of the performance of the departments may be in existence but were not considered. However, they should be explored to maximize on the performance. These finding supports Ogutu (2017) view that organization performance is function of many variables.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter is composed of a summary of the major findings and the conclusion of the study. Recommendations from the study findings to the academician and the policy makers as well as the study contribution to theory and the possible other research areas for future studies as guided by the study objectives are also presented herein.

#### 5.2 Summary of Major Findings

The main purpose of this study was to assess the effect of strategy implementation drivers on the performance of departments in the National Government of Kenya moderated by stakeholder involvement. The identified strategy implementation drivers for the study were organizational resources, managerial roles, and strategic communication and leadership practices while stakeholder involvement was moderator. To achieve the objective, a cross – sectional research design was adopted while quantitative and qualitative data, collected using a validated semi – structured questionnaire, was utilized. The response rate was 71.0 percent which was sufficient for the study.

Diagnostic tests showed that the data collected satisfied the linearity, normality, multicollinearity, heteroscedasticity and autocorrelation assumptions of classical linear multiple regression model. The study examined the respondents' distribution by gender, age, length of service as heads of departments and their highest level of education as demographic attributes. The findings on these attributes showed that the responses from respondents were expected to be reliable. However, it was established that there is need for the National Government to work towards achieving the constitutional two thirds gender rule threshold when promoting, appointing and deploying the departmental heads.

The assessment of the performance revealed that the degree of completion as well as the degree of achievement of strategy implementation in the National Government departments was moderate. This implies that there are several strategies implemented whose outcome is not as expected. Some of the key strategies used to ensure completion and achievement of the strategy implementation include monitoring and evaluation, compliance to legal provisions and time lines, provision of the necessary support, tracking and periodical review of progress, ensuring commitment to work, motivation and capacity building, strategic control and guidance. However, despite these strategies being in place, the departments continue to register moderate performance, implying there is need for re – engineering the strategy implementation process in the departments. The summary of the major study findings per variable is as presented herein.

### **5.2.1 Organizational Resources and Performance of Departments**

The study assessed the effect of organizational resources on the performance of the National Government departments and the findings show that the organizational resources have a positive correlation with the performance. The results also revealed that resource allocation supports and sustains the implementation of strategy programs and activities sufficiently. However, the deployment is skewed while the distribution creates a gap between the strategy and its implementation, affecting the degree of success of the departmental strategic activities and programs.

The results also revealed that the departments ensure the resources assigned to them are properly utilized in implementing the intended strategy programs through regular monitoring and evaluation, compliance to legal provisions, auditing to ensure accountability and proper planning as key strategies. However, despite these strategies being in use, the departments' performance has remained moderate. This implies that there is need for re – engineering the departmental strategy implementation processes.

The study further established that the organizational resources effect on the performance of departments is statistically significant while when combined stakeholder involvement as a predictor the effect on the performance improves. The study findings revealed that when the organizational resources are combined with



stakeholder involvement, managerial roles, leadership practices and strategic communication, they contribute 21.3 percent statistically significant change in the performance. However, the moderating effect of stakeholder involvement on the relationship is not statistically significant.

The findings also confirmed that organizational resources is a statistically significant strategy implementation driver of the performance of departments in the National Government of Kenya. It is a significant strategy implementation driver in the performance even when combined with the other drivers assessed in the study. However, the way the resources are allocated, aligned and distributed in the departmental strategy implementation process may be contributing to the average performance of the National Government departments.

### **5.2.2 Managerial Roles and Performance of Departments**

The study examined the managerial roles effect on the performance of the departments and the findings show that they are positively correlated. The study results also revealed that the departmental management is highly dedicated to the strategy implementation while success of the implementation of the strategy activities is enhanced by the way they organize and harmonize activities. Further, the study established that the employees are always devoted to the department's programs implementation and the departments have a well-designed framework that aids in observing the implementation of programs. They also have a well-established way of monitoring and tracking the strategy implementation process.

The study also revealed that departments' management is committed to strategy implementation while the coordination of activities in the departments enhance the success of strategy implementation. Similarly, the findings revealed that the heads of departments ensure commitment of employees to enhanced implementation of strategies through tracking employee performance, motivation and capacity building of the employees, aligning the employees to the implementation process and supervision for timely intervention on challenges.

The findings further revealed that managerial roles that contribute to enhanced implementation of departmental strategies are monitoring and evaluation, motivation, capacity building, leadership provision, planning, organizing and managing the process. These are roles anchored on the administrative management theory. However, despite all these managerial roles being in place, the performance remained average and therefore, it is crucial for the departments to re – engineer the processes surrounding their strategy implementation process.

The study established that managerial roles have statistically significant positive effect on the performance. It has a significant effect as a single independent variable and also when combined with stakeholder involvement as a predictor but the stakeholder involvement is not a statistically significant moderator on the relationship. Further, when managerial roles is combined with other identified strategy implementation drivers it does not have statistically significant effect on the performance. This implies that depressing trade-offs occur reducing the contribution of managerial roles on the performance. In this regard, the way managerial roles and other strategy implementation drivers are balanced may be the source of the moderate performance of departments.

### **5.2.3 Strategic Communication and Performance of Departments**

The study assessed strategic communication effect on the performance of departments and it was established that strategic communication has a positive correlation with performance. The results revealed that the departments have clear strategy alignment, proper channels of information transmission and the way employees are engaged enhance the strategy implementation. The results also revealed that communication of information on strategy programs across the departments creates awareness and understanding, empowers employees, encourages employee participation and enhances strategic direction leading to ownership of the implementation process.

Further, the findings revealed that strategic communication facilitates implementation of the departmental programs by clarifying the targets, disseminating information, alignment to strategy and empowering employees. Thus, through strategic communication, the employees are empowered to participate in organizational strategy

implementation. However, the available records show that the performance of departments has remained moderate, implying the necessity for the management to re – examine the strategic communication strategy of the departments with a view of improving its contribution on the performance.

The study having established that strategic communication has a significant effect on the performance implies that it is a statistically significant strategy implementation driver. It also has a statistically significant effect on the performance when combined with stakeholder involvement. Further, when strategic communication is combined with managerial roles, organizational resources, stakeholder involvement and leadership practices it also has a statistically significant effect on the performance. However, the stakeholder involvement moderating effect on the relationship is not statistically significant. This implies that trade-offs occur between these variables and thus, when the heads of departments handle strategic communication and performance of departments, they should be sensitive to the other strategy implementation drivers.

#### **5.2.4 Leadership Practices and Performance of Departments**

The study evaluated the effect of leadership practices on the performance of departments and established that the leadership practices are positively correlated with performance. The results also revealed that provision of strategic direction enhances strategy implementation while investment in employee empowerment improves strategy implementation. Further, it was established that the departmental leadership delegates strategy implementation roles to other staff while the departments have an elaborate training system.

The changing work environment as defined by the constitution dictates the heads of departments to adapt various leadership practices to improve on their performance. The study findings revealed that the key leadership practices contributing to enhanced implementation of departmental strategies were empowering employees, ensuring accountability in performance management, participatory leadership, delegation and regular review of departmental strategies. The regular review of departmental goals enables identification of weaknesses and gaps for intervention. It also enhances

focusing on the departmental strengths, embracing emerging issues as well as promoting awareness of the goals and objectives.

The study established that leadership practices effect on the performance of departments is statistically significant, implying that it is a significant strategy implementation driver even when it is combined with stakeholder involvement as a predictor. The findings indicate that stakeholder involvement significantly moderates the relationship under investigation. Moreover, when leadership practices are combined with stakeholder involvement, managerial roles, organizational resources, and strategic communication, the effect on performance is also statistically significant. Additionally, the inclusion of stakeholder involvement enhances departmental performance. Consequently, management should consider integrating other strategy implementation drivers alongside leadership practices to improve departmental performance.

#### **5.2.5 Stakeholder Involvement and Performance of Departments**

The study assessed the effect of stakeholder involvement on departmental performance and found a positive correlation between them. The findings also revealed that the way the departments handle stakeholder involvement enhances strategy implementation with the stakeholder management systems improving the strategy implementation outcomes. Thus, these results imply that the stakeholder involvement management enhances the implementation of strategies in the National Government departments.

The findings also show that when stakeholders are empowered with information it enhances strategy implementation and the information flow promotes stakeholder involvement in the strategy implementation. Further, when stakeholder demands are discussed and the issues of stakeholder interests are shared, it enhances the strategy implementation. Thus stakeholder involvement management, deliberating on stakeholder interests and demands and information flow enhances strategy implementation within the National Government departments.

The results also revealed that the departments involve the stakeholders in the programs implementation through sensitization, consultation, encouraging their participation in the implementation process, adopting inclusivity approach and interactive stakeholder involvement forums in the implementation process. Further, the stakeholders' interests during their involvement are addressed by organizing for their participation in the implementation process, incorporating them in the planning stage, organizing consultative forums and recognizing their roles and responsibilities in the implementation process. Hence, the way the heads of departments involve the stakeholders determines the effect of the strategy implementation drivers on the performance of the departments.

The study also established that stakeholder involvement has a statistically significant effect on the performance of the departments. Thus, it is a statistically significant strategy implementation driver of the performance of departments in the National Government of Kenya. When combined with other drivers identified for study, that is, organizational resources, managerial roles, strategic communication and leadership practices, the stakeholder involvement also has statistically significant positive effect on the performance. Hence, when assessing the performance of departments, the effect of stakeholder involvement effect should not be ignored.

#### **5.2.6 Moderating Effect of Stakeholder Involvement**

The study assessed the effect of stakeholder involvement on the relationship between the strategy implementation drivers and the performance of the National Government departments. The drivers assessed were managerial roles, strategic communication, organizational resources and leadership practices with the stakeholder involvement being examined as a strategy implementation driver as well as a moderating variable. The findings show that they were found to be statistically significant strategy implementation drivers of the departments' performance.

The study further established each variables also had a statistically significant effect on the performance of departments in the National Government of Kenya when combined with stakeholder involvement. However, though the stakeholder involvement was found to be a significant strategy implementation driver, the findings

show that it did not have a significant moderating effect on these relationship between the specific drivers and the performance except in the case of the leadership practices.

Further, when the strategy implementation drivers were combined together, they all had a statistically significant effect on the performance except the managerial roles. But examination of the stakeholder involvement showed that it did not have an overall statistically significant moderating effect on the relationship between the drivers and the performance of departments in the National Government of Kenya. Therefore, the stakeholder involvement is a significant strategy implementation driver, it is not a statistically significant moderator as conceptualized in this study. This relationship can be represented with the estimated model  $\hat{Y} = - 2.028 + 0.213X_1 + 0.163X_3 + 0.316X_4 + 0.253Z$ . This is the overall statistical model of the study and it can be used in estimating the performance of departments in the National Government of Kenya.

The overall statistical model shows that when all other variables are held constant, a unit change in organizational resources leads into 21.3 percent change in the performance of departments, while a unit change in strategic communication results into 16.3 percent change in performance of the departments. In the same breath, a unit change in leadership practices leads into 31.6 percent change in performance of the departments. Similarly, holding constant all the other variables, a unit change in stakeholder involvement leads into a 25.3 percent change in performance of departments in the National Government of Kenya.

Further, the estimated statistical model has a statistically significant R square equal to 0.271. This coefficient of determination shows that the strategy implementation drivers in this study are able to explain only 27.1 percent of the variation in the performance of the departments. However, the small value of R square implies that there exists other strategy implementation drivers in the performance of departments in the National Government of Kenya that were not considered in this study but should be explored.

### **5.3 Conclusion**

This study assessed the strategy implementation driver's effect on the performance of departments in the National Government of Kenya with stakeholder involvement as a moderator. Strategy implementation drivers shape the implementation of organization strategies and those assessed in this study were managerial roles, organizational resources, leadership practices and strategic communication. While stakeholder involvement was assessed as a moderating variable though it turned out to be another statistically significant strategy implementation driver. The drivers are multi – theoretic and thus, the study relied on different strategic management theory for each variable.

The study assessed organizational resources effect on the performance of the departments in the National Government of Kenya. It was established that the organizational resources have a significant effect on the performance. When the organizational resources are combined with stakeholder involvement, it improved the performance but the stakeholder involvement did not have a statistically significant moderating effect on the relationship. Further, when combined with managerial roles, strategic communication, leadership practices and the stakeholder involvement, the organizational resources have significant effect on the performance.

This study findings revealed that the strategy implementation is supported by the resource allocation while the resource deployment is skewed and the distribution creates a gap between strategy and its implementation. The results also revealed that the departmental heads ensure the proper resource utilization in the implementation of the intended strategies through regular monitoring and evaluation, compliance to legal provisions, auditing to ensure accountability and proper planning. However, despite these strategies being in place, the performance remained moderate, implying that there is need to re – engineer the processes defining the strategy implementation as well as re – examining the way the resources are allocated, aligned and distributed to close the gap between strategy and its implementation.

In view of the findings, the study concluded that organizational resources is a statistically significant strategy implementation driver in the performance of departments in the National Government of Kenya. Thus, when dealing with organizational resources and the performance of the departments, for better performance, the heads of departments should embrace the other strategy implementation drivers. However, the way they handle the strategy implementation drivers and manage the resources could be the source of the persistent average performance of the departments.

Performance being a major achievement in the managerial process, the study examined how the managerial roles affect the performance of the National Government departments. It was established that the managerial roles significantly affect the performance of departments as an independent variable as well as when combined with stakeholder involvement. But the stakeholder involvement does not have a statistically significant moderating effect on the relationship between the managerial roles and the performance. Similarly, when stakeholder involvement, strategic communication, organizational resources and leadership practices are included in the relationship, the managerial roles cease to have a statistically significant effect on the performance.

The study findings also revealed that the management is committed and dedicated to the implementation of the departmental strategy programs and activities with the employees being always devoted to the implementation process. Further, the findings revealed that the departments have a well-designed framework for observing implementation of strategy programs. They also have an elaborate way of tracking and monitoring their strategy implementation and the way they organize and harmonize the managerial roles enhance the success of the strategy implementation within the departments.

The study also revealed that managerial roles that contribute to enhanced implementation of strategies are monitoring and evaluation, motivation, capacity building, planning, leadership provision, organizing and managing the process. Similarly, the head of departments ensure commitment of employees to enhanced implementation of strategies through tracking employee performance, motivation,



capacity building of the employees, aligning the employees to the implementation process and supervision for timely intervention on challenges. These are strategies anchored on the administrative management theory. Despite these strategies being in place, the performance of the National Government departments remained moderate. This outcome may be attributed to the way the heads of departments balance the managerial roles with the other identified strategy implementation drivers. Therefore, it may be necessary to re – evaluate how the managerial roles are combined with the other drivers in an effort to improve on the performance.

The assessment of strategic communication effect on the performance of departments in the National Government of Kenya established that the effect is statistically significant. Thus, strategic communication is a statistically significant strategy implementation driver on the performance. When stakeholder involvement is included in the relationship between the strategic communication and the performance of the departments, the effect on the performance remains statistically significant. However, the stakeholder involvement moderating effect on the relationship was found to be statistically insignificant.

Similarly, when managerial roles, leadership practices, organizational resources and stakeholder involvement are included in the relationship between the strategic communication and the performance, the outcome shows that strategic communication effect on the performance is statistically significant. Therefore, when dealing with the drivers and the performance of the departments, the outcome depends on how the heads of departments balance the strategic communication and the other strategy implementation drivers.

The study also revealed that strategic communication facilitates strategy implementation by clarifying the targets, disseminating information, creating awareness and understanding, empowering employees, encouraging employee participation and enhancing strategic direction leading to ownership of the implementation process. While the departments have clear strategy alignment, proper channels of information transmission and the way employees are engaged enhance the strategy implementation. Further, the way communication to employees is undertaken

determines the level of the strategy implementation. However, the performance of the departments remained moderate, implying that the departmental strategic communication strategy needs to be re – evaluated.

The study evaluated the leadership practices' effect on the performance of the departments, establishing that the effect is statistically significant. This implies that the leadership practices is a significant strategy implementation driver of the performance. When stakeholder involvement is included in the relationship between the leadership practices the performance of the departments, the effect remains statistically significant. A further combination with the stakeholder involvement, organizational resources, managerial roles and strategic communication shows that the leadership practices have a statistically significant effect on the performance. The finding revealed that stakeholder involvement has a statistically significant moderating effect on the relationships. Thus, when handling leadership practices and the performance, the management should also embrace the other strategy implementation drivers including the stakeholder involvement as a moderator.

The results also revealed that leadership practices familiarize the employees with strategic goals and strategic intent commits them to strategy implementation. They also enable improvement of work performance, identification of weaknesses and gaps for intervention, identification of strengths and emerging issues as well as promoting awareness of strategic goals and objectives. The study also revealed that the leadership practices contribute to enhanced strategy implementation by empowering employees, ensuring accountability in performance, embracing participatory leadership and delegation. Further, the results also revealed that provision of strategic direction enhances strategy implementation, investment in employee empowerment improves strategy implementation, the departmental leadership delegates strategy implementation roles to other staff and the departments have an elaborate training system.

Further, the findings revealed that the key leadership practices contributing to enhanced implementation of strategies were empowering employees, ensuring accountability in performance management, participatory leadership, and delegation

of roles as well as regular review of departmental strategies. The regular review enables identification of weaknesses and gaps for intervention. It also enhances focusing on the departmental strengths, embracing emerging issues as well as promoting awareness of the goals and objectives. However, despite all these being in place, the performance of remained moderate, implying the way the leadership practices are handled could be the contributing factor. Therefore, the departments need to re – evaluate the leadership practices undertaken with a view of improving the performance.

The study also assessed stakeholder involvement effect on the performance of departments and it was established to be statistically significant. Thus, stakeholder involvement is a statistically significant strategy implementation driver of the performance of departments in the National Government of Kenya. Further, the findings revealed that stakeholder involvement combined with organizational resources, managerial roles, and strategic communication and leadership practices has a statistically significant effect on the performance. Thus, stakeholder effect cannot be ignored when addressing the performance of departments.

The findings also revealed that the departmental heads involve stakeholders in the implementation of programs through consultation, sensitization and encouraging them to participate in the implementation. They are also involved by having interactive stakeholder involvement forums included in the implementation process as well as adopting an inclusivity approach. The results further revealed that the interests of stakeholders in the process of involving them in the strategy implementation process are addressed by incorporating them in the planning stage, organizing for their participation through consultative forums and recognizing their roles and responsibilities in the process.

The way departmental heads involve stakeholders determines how the strategy implementation drivers affect the performance. Thus, the findings revealed that the way the stakeholder involvement is handled enhances strategy implementation while the stakeholder management systems improve strategy implementation outcomes. Further, empowering stakeholders with information and discussing the stakeholder

demands and sharing issues of stakeholder interests promotes strategy implementation. This implies that stakeholder involvement management, information flow and deliberating issues of stakeholder interests and demands enhance the strategy implementation in the departments. Hence, the way this is handled could be a factor contributing to average performance of the departments.

The study also examined the moderating effect of stakeholder involvement on the relationship between the strategy implementation drivers and the performance of the departments. The strategy implementation drivers included in the study are strategic communication, managerial roles, organizational resources, leadership practices and the stakeholder involvement. Each of these variables when combined individually with the stakeholder involvement, it had a statistically significant effect on the performance.

Further, the strategy implementation combined together, they all had significant effect on the performance except the managerial roles. However, the stakeholder involvement did not to have an overall statistically significant moderating effect on the relationship between the strategy implementation drivers and the performance of departments in the National Government in Kenya. Therefore, it was concluded that stakeholder involvement is not a significant moderator but it is a statistically significant strategy implementation driver in the performance.

The study also concluded that the estimated linear multiple regression model  $\hat{Y} = -2.028 + 0.213X_1 + 0.163X_3 + 0.316X_4 + 0.253Z$  is the overall statistical model that may be used in estimating the performance of the departments in the National Government of Kenya. The model has a significant R square of 0.271 which shows that the strategy implementation drivers' contribution to performance of the departments is statistically significant. The significant R square implies that the identified strategy implementation drivers are able to explain only 27.1 percent of the variation in the performance. This significant coefficient of determination being small implies that there exist other strategy implementation drivers affecting the performance of departments in the National Government that were not assessed in this study but it is necessary to explore them.

#### **5.4 Recommendations**

The study assessed strategy implementation drivers' effect on the performance of the National Government departments. The strategy implementation drivers identified being managerial roles, strategic communication, organizational resources and leadership practices with stakeholder involvement assessed as a moderator in the relationship. It was established that the drivers individually and collectively affected the performance of the departments significantly. But the performance remained average over the years and therefore, based on the study findings, the following recommendations were made.

The study established that organizational resources are a strategy implementation driver significantly affecting the performance of the departments in the National Government of Kenya. Their contribution to the performance of the departments when combined with stakeholder involvement as well as when combined with managerial roles, strategic communication and leadership practices is statistically significant. The organizational resource allocation supports the strategy implementation sufficiently but their deployment was revealed to be skewed while their distribution creates a gap between the strategy and its implementation.

Despite the strategies adopted to ensure the resources contribution to the performance of the departments is sufficient, the departments have continued to record moderate performance. Hence, the study recommends to the policy makers that for the National Government departments to improve on their performance, the problem of resource allocation, distribution and alignment should be addressed to close the gap between strategy and its implementation. The work performance policy should also be reviewed to ensure that the interaction of organizational resources with the other strategy implementation drivers is geared towards performance improvement. Further, the resource management policy should also be reviewed to ensure that the resource distribution and utilization is aligned to the implementation process.

The study also established that managerial roles as a strategy implementation driver on the performance of departments in the National Government of Kenya has a statistically significant effect both as an independent variable and when combined

with stakeholder involvement. But when it is combined with leadership practices, organizational resources, stakeholder involvement and strategic communication, its contribution on the performance becomes insignificant. This implies that trade-offs occur between the drivers and the managerial roles depressing its contribution to the performance. Therefore, the study recommends that the heads of departments should review the managerial roles adopted as well as addressing the trade-offs that occur when the other strategy implementation drivers are included in the relationship.

The strategic communication was established to be a statistically significant strategy implementation driver on the performance of the departments. It has a significant positive contribution to the performance both as a single independent variable and also when combined with stakeholder involvement. Further, when it is combined with stakeholder involvement, organizational resources, leadership practices and managerial roles, it also has a statistically significant effect. However, despite the various strategic communication approaches adopted, the performance remained average. Hence, the study recommends that the heads of departments should review the strategic communication adopted. Further, the policy makers should review the strategic communication and work performance policies to anchor the interaction between the strategic communication and the other strategy implementation drivers.

The leadership practices was established to be a statistically significant strategy implementation driver with a positive effect on the performance. It has a positive contribution on the performance both as a single independent variable and even when it is combined with stakeholder involvement. Further, it also has a significant contribution on the performance when it is combined with managerial roles, strategic communication, organizational resources and the stakeholder involvement. Despite the various leadership practices adopted, the departments continued to record average performance. Hence, it was recommended that the HoDs need to review the leadership practices in place in order to improve the performance. They should also examine how the leadership practices interact with the other identified strategy implementation drivers. Further, the policy makers should review the work performance policy to re-engineer the strategy implementation processes to anchor the interaction between the leadership practices and the other strategy implementation drivers in the policy.

The study also established that stakeholder involvement is a statistically significant strategy implementation driver on the performance of departments. When it is combined with strategic communication, organizational resources, managerial roles and the leadership practices, the stakeholder involvement contribution on the performance of the departments is also statistically significant. However, the performance of the departments remains moderate over the years. The study therefore, recommends for the policy makers to review the stakeholder management policy to anchor the stakeholder involvement interaction with the other identified strategy implementation drivers as well as how they should be handled towards performance improvement.

The study concluded that with the identified strategy implementation drivers in consideration, the performance of the departments can be estimated with the overall model  $\hat{Y} = - 2.028 + 0.213X_1 + 0.163X_3 + 0.316X_4 + 0.253Z$ . The model has a significant coefficient of determination (R square) of 0.271, showing that the identified strategy implementation drivers can explain only 27.1 percent of the variation of the performance. This implies that there exist other strategy implementation drivers not explored in this study. Hence, the study recommends that there is need for heads of departments to embrace the strategy implementation drivers as well as explore other possible strategy implementation drivers not assessed in this study. It was also recommended that the heads of departments should review how the strategy implementation drivers are handled with the aim of re – engineering the strategy implementation process for performance improvement.

The study established that stakeholder involvement, managerial roles, organizational resources, leadership practices and strategic communication are strategy implementation drivers significantly affecting the performance of the National Government departments. The study contribution to theory includes addition of empirical support on the knowledge on strategy implementation drivers from the public sector perspective. At the same time, the study provides a significant additional literature on strategy implementation drivers that may be used as reference materials by other researchers and academicians. The study also provides information that may

be useful to the National Government and the policy makers as they explore ways of improving the performance of the departments.

The strategy implementation drivers assessed can explain up to 27.1 percent in the variation on the performance of the departments in the National Government of Kenya. Hence, the study recommends to academicians and other researchers to consider further research and explore the other possible strategy implementation drivers affecting the performance of departments in the National Government of Kenya. On the other hand, cross – sectional research design was used in this study, as such other researchers and academicians may use other research methods in undertaking similar studies. Further, this study was limited to performance of departments in the National Government of Kenya and as such academicians and other researchers may consider replicating it to assess the effect of strategy implementation drivers on the performance of County Governments departments in Kenya.



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## APPENDICES

### Appendix I: Questionnaire for Data Collection

Dear Respondent

I am a student in Jomo Kenyatta University of Agriculture and Technology (JKUAT) undertaking a PhD course in Business Administration. As a University requirement for this award of this degree, I am currently undertaking my final thesis titled **“Strategy Implementation drivers and Performance of Departments in the National Government of Kenya”**. This is therefore, to request you to assist me in meeting this requirement by filling the questionnaire herein. The information you will give will be treated with utmost confidentiality and will be used for academic purpose only. Please do not give information that may disclose your identity.

Thank you in advance

Titus Musyoka Kilonzi.

Business Administration Department

**Jomo Kenyatta University of Agriculture and Technology**



**Section A. Background Information**

Please tick (√) in the space provided to indicate your background information

1. Please indicate your gender by ticking appropriately: Male [ ] Female [ ]

2. Kindly give your age bracket by ticking appropriately

20 - 30 [ ] 31 - 40 [ ] 41 - 50 [ ] 51 - 60 [ ]

3. Please state your length of service as a Head of Department? (Tick as appropriate)

Less than 5 years [ ] Between 5 and 10 years [ ] Over 10 years [ ]

4. Please indicate your highest level of education. (Tick as appropriate)

Diploma [ ] Bachelor’s Degree [ ] Masters Degree [ ] PhD level [ ]

**Instructions for Section B to Section F**

Please tick (√) in the space provided to indicate the extent to which you agree or disagree with each statement given using a scale of 1 to 5 with **1 ≡ Strongly Disagree, 2 ≡ Disagree, 3 ≡ Undecided, 4 ≡ Agree and 5 ≡ Strongly Agree.** Also give a brief answers on the space provided in the subsequent questions

**Section B. Information on Organizational Resources**

Statement	1	2	3	4	5
1. The resources appropriated to the department sufficiently support implementation of its strategy programs.					
2. The resources apportioned to the department adequately sustain implementation of its strategy activities					
3. Resource deployment lead to skewed implementation of departmental strategy programs					
4. Resources in the department are properly assigned to enhance strategy implementation					
5. The way resources are shared to the department evenly drives the implementation of strategy programs.					
6. The resources allotment to the departments creates a gap between the strategy and its implementation.					

7. Briefly explain how the department ensures that resources assigned are utilized in the implementation of the intended strategy programs

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8. State one strategy that the department uses to ensure proper utilization of resources assigned to it for implementation of programs

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**Section C: Information on Managerial Roles**

Statement	1	2	3	4	5
1. The way activities are organized in the department enhances success of strategy implementation					
2. The department harmonizes its programs in a way that leads to its strategy implementation success					
3. The departmental management dedication to implementation of its strategy activities is high					
4. The employees are always devoted to the implementation departmental programs					
5. The department has an elaborate way of tracking implementation of its strategy activities.					
6. The department has a well-designed framework for observing implementation its strategy programs					

7. Briefly explain how the department ensures commitment of employees to enhanced implementation of strategies

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8. State one managerial role that contributes to enhanced implementation of departmental strategies.....

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**Section D. Information on Strategic Communication**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The department has a clear system of disseminating information on its strategy programs					
2. The way the department conveys information on its strategy programs enhances implementation					
3. The mode of transmission of information to employees enhances the strategy implementation					
4. The way information is transmitted to employees improves the implementation of strategies					
5. The department has proper channels of sharing information on strategy activities and programs					
6. The department has good vertical and horizontal systems of sharing information on strategies					

7. Briefly explain how information on strategy programs communicated across the department enhances ownership of the implementation process

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8. Briefly explain how the transmission and flow of information facilitates implementation of the departmental programs.

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**Section E: Information on Leadership Practices**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Familiarization with strategic goals commits employees to implementation of strategies					
2. The employee adoption of strategic intent enhances implementation of the departmental objectives					
3. The department has an elaborate training system for employees on strategy programs					
4. The department invests in skills development to improve on the implementation of its programs					
5. Managers in the department do not assign key tasks on strategy implementation to other staff					
6. The departmental strategies have a clear description of staff roles					

7. Explain how regular review of departmental goals enhances the implementation of departmental strategies

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8. State one leadership practice that contributes to enhanced implementation of departmental strategies

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**Section F. Information on Stakeholder Involvement**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The way the stakeholder involvement is handled enhances the strategy implementation					
2. The stakeholder management systems improve the departmental strategy implementation outcome					
3. Empowering stakeholders with information enhance strategy implementation.					
4. Information flow promotes involvement of stakeholders in departmental strategy implementation.					

5. Discussing stakeholder demands contributes to departmental strategy implementation.					
6. Sharing issues of stakeholder interests promotes departmental strategy implementation					

7. How does the department involve the stakeholders in the implementation of its programs?

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8. Briefly explain how issues of stakeholder interest are taken care of during the implementation of departmental strategies.....

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**Section G: Information on Performance of Departments**

*Please indicate the average annual percentage completion and achievement of goals and objectives in your department for the last five years by ticking (√) appropriately in the space provided where 0 to 20% indicates Very Low and 81 – 100 shows Very High performance. Also give a brief answer on the space provided in the subsequent questions.*

Statement	0 – 20	21-40	41– 60	61-80	81-100
1. State the degree of accomplishment of the departmental mission programs in the last five years.					
2. State the rate of accomplishment of departmental programs in the last five years.					
3. Give the average achievement of the departmental goals in the last 5 years					
4. State the degree of achievement of the departmental goals in the last five years.					

5. State the rate of achievement of the departmental objectives in the last 5 years.					
6. Give the average achievement of the departmental objectives in last 5 years					

7. State one strategy that your department uses to ensure accomplishment of its programs





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8. State one strategy your department uses to ensure achievement of its strategic objectives?

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Thank you, be blessed

## Appendix II: Research License and Authorization

 <p><b>REPUBLIC OF KENYA</b></p> <p>Ref No: <b>251737</b></p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p> <p>Date of Issue: <b>30/March/2021</b></p>
<b>RESEARCH LICENSE</b>	
	
<p><b>This is to Certify that Mr. Titus Mueyoka Kilanzi of Jomo Kenyatta University of Agriculture and Technology, has been licensed to conduct research in Busia, Embu, Garissa, Isiolo, Kitui, Laikipia, Machakos, Mandera, Marsabit, Meru, Muranga, Taita-Taveta, Tharaka-Nithi on the topic: Strategy Implementation Drivers and Performance of Departments in the National Government of Kenya for the period ending : 30/March/2022.</b></p> <p>License No: <b>NACOSTI/P/21/9833</b></p>	
<p><b>Applicant Identification Number</b></p> <p><b>251737</b></p>	<p><b>Director General</b></p> <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p><b>Verification QR Code</b></p> 	
<p><b>NOTE: This is a computer generated License. To verify its authenticity of this document, Scan the QR Code using QR scanner application.</b></p>	

### Appendix III: Performance of National Government Departments

S/No	State Department	2019/2020(Composite Score - range from 1 to 5)	2020/2021 (Composite Score - range from 1 to 5)
1.	Interior and Citizen Services	3.4730	3.3033
2.	Labour and Social Protection	3.5088	3.3193
3.	Gender Affairs	3.2901	3.4767
4.	Early Learning and Basic Education	3.2018	3.4797
5.	National Treasury and Planning	3.0209	3.2124
6.	Trade and Enterprise Development	3.2802	3.7390
7.	Environment Management	3.4487	3.2457
8.	Social Development	3.2901	3.4767
9.	Correctional Services	3.4730	3.3033
10	Industrialisation	3.2802	3.7390
11	Children Services	3.2901	3.4767
12	Public Works	3.4913	3.4913
13	Immigration and Registration of Persons	-	-
14	Lands and Physical Planning	3.5095	3.5113
15	Infrastructure	3.5209	3.4913
16	Housing and Urban Development	3.5209	3.4913
17	Youth and Innovation	3.7568	3.3976
18	Shipping and Maritime	3.5209	-
19	Information Communication Technology	3.7568	3.3976
20	Transport	3.5209	3.4913
21	Land Survey	3.5095	3.5113
22	Tourism And Wildlife	3.6994	3.1560
23	Development of Arid and Semi-Arid Lands	3.4545	4.2583
24	Energy	3.2712	3.0543
25	Petroleum and Mining	3.5105	3.4612
26	Sports, Culture and Heritage	3.7544	3.9384
27	Aggregate performance Index	3.3920	3.4073

**Source:** Extracted from the Annual Performance Evaluation Reports (PSC, 2019 – 2021).