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**ABSTRACT**

*The general objective of the study was to evaluate the influence of strategy implementation on performance of National Government Constituencies Development funds in Bomet County, Kenya. The study was anchored on stakeholder theory, implementation theory resource-based-view theory and Durkheim's theory of culture. Descriptive research methodology was utilized for this study. Sotik Constituency served as the subject of study, while employees working with the Constituency served as the subject of observation. The study took a census of 90 respondents. All participants were given questionnaires. The questionnaires' quantitative data was gathered, examined with descriptive statistics like mean and standard deviation, and displayed as tables, frequencies, and graphs. For the purpose of determining the link between the independent and dependent variables, multiple regression analysis is a necessary step in inferential statistics. Tables showcasing the study's findings were shown. The study found that stakeholder involvement, organizational culture, resource allocation and communication were found to have a positive significant influence on project performance. The study concluded that involving the stakeholders in strategy implementation assists in identifying and finding out the possible solution to the identified problems. The County was able to formulate strategies that were in line with its mission that had directed properly the way in which the projects were management. Resource mobilization guarantees that a County always has the resources needed to meet its citizens' demands, ensuring the County's ability to continue providing services to customers. Having efficient internal communication procedures in place is important for fostering employee engagement, preventing effort duplication and time wastage, and maintaining team cohesion. The study recommended that the County should make sure the stakeholders are involved early for a project to be successful. The County needs to match its values, purpose, and mission with its culture to establish a strong framework for fostering a culture that benefits the company and its employees. The County to focus on gaining access to a variety of resources rather than just financial ones, create a network of resource providers, and use a range of mobilization mechanisms. The County should provide a variety of channels for employee feedback and that management should provide clear and precise feedback in order to ensure that its employees feel heard.*

**Key Words:** Stakeholder Involvement, Organizational Culture, Resource Mobilization, Communication

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## INTRODUCTION

The Constituencies Development Fund (CDF) has become increasingly popular and different countries continue to apply CDF to develop their countries, including Kenya, Bhutan, Jamaica and Papua New Guinea among other countries. The Kenyan CDF, which was created in 2003 by a parliamentary statute, is a unique innovation of the government. The Act was then amended by the CDF (Amendment) Act 2007 and replaced by the CDF Act, 2013, that was then preceded by the NG-CDF Act, 2015 and later amended in 2016 and 2022 (Dandira,2016).

The Funds' primary objective in Kenya is to promote socio - economic status and infrastructure development at the local level so as to fight against poverty by allocating at least 2.5 percent (2%) of all national governments' yearly revenue to local projects chosen at the constituency level (GoK, 2015).

According to Tome (2019), numerous projects funded by the Constituencies Development Fund have had subpar results. Many claim that the National Government Constituencies Development Fund (NG-CDF) has not had the intended impact on reducing prejudice or mismanagement. Conversely, it has fostered political interference and corruption. Because there are no oversight procedures, it is vulnerable to theft and embezzlement. There is no proof that CDF has improved the standard of living for the general populace, despite the fact that this is a key component of the nation's economic performance and development blueprint referenced in the Kenya Vision 2030 plan. This current problem is a result of bad administration and subpar management of initiatives like CDF.

Communication is thought to be a crucial component when implementing a strategy. In essence, it assists with knowledge dissemination while a strategy is being put into practice. In terms of the organization's procedures and goal-setting, communication itself is related to the organizational context (Powell & Colyvas, 2016). The way in which communication is structured, according to Lammers

and Barbour (2016), affects an organization's success through assisting in the development of aspirations among various stakeholders during the implementation of a strategy. The organizational policies and procedures serve to specify how information should be communicated, how tasks should be completed, and what employees need to do in case any issues develop at a certain time.

Performance measurement is a useful method for evaluating a project's performance, assisting organizations in analyzing prior project successes and failures and figuring out how to use that information to get ready for upcoming advancements and improvements (Hwang, Tan & Sathish, 2013). Additionally, benchmarking is made possible for organizations via project performance measurement. By comparing project performance, new tactics can be developed to significantly cut down on project costs, increase project scope, and shorten project duration. In order to measure and improve project performance, according to Jung and Lim (2017), it is essential to classify projects correctly using shared project criteria and characteristics.

In accordance with the NG-CDF Act, 2015 as revised in 2016, the National Government Constituencies Development Fund (NG-CDF) was created. The Fund's primary goal is to tackle socio - economic growth of the populace at the constituency level in an effort to end poverty and boost regional equity. The NG-CDF Act 2015 synchronized the Fund's operations with the new constitutional framework, notably in terms of safeguarding that the law strongly upholds the values of public involvement, the separation of powers, and the distinction of functions between the National and County governments. The NG-CDF committees, the Project Management Committees (PMC), and the National Government CDF Board are responsible for managing the Fund at the national, constituency, and local levels, respectively (GOK, 2016).

The NG-CDF Board is a corporate body under the National Treasury and Planning. The Ministry oversees the Fund's financial allocations and

provides strategic guidance. The National Treasury provides financial guidelines for the Fund's effective and efficient management as well as funding for the NG-CDF budgets. The National Government CDF committees create project proposals in conjunction with wananchi through recurring ward level public forums, submit them to the NG-CDF Board for endorsement, and assist the PMCs in organizing, carrying out, and maintaining the projects once they are finished. The NG-CDF committees and the project management committees work together for effective project management by way of the technical support of pertinent government departments within the sub-county (GOK, 2016).

### **Statement of the Problem**

Several publications have offered proof of poor performance of CDF projects. Othaya, Embakasi, Butula, Makueni, Kirinyaga Central, and Mbooni constituencies' CDF audits between 2016 and 2018 by the National Taxpayers Association revealed a total of Kshs. 35 million were lost on poorly constructed projects and Ksh. Unaccounted for and missing were 45 million people. Othaya (Kshs. 8 million; 11% of its overall allocation) and Kirinyaga Central (Kshs. 9 million; 18% of its total allocation) had the largest percentages of funding squandered on subpar construction projects. The constituency of Embakasi had Kshs. Butula and Mbooni each lost Kshs, leaving 22 million missing and unaccounted for (31% of its total allocation). 10 million dollars of the allotted taxpayer funds (National Taxpayers Association between 2018).

According to Talukhaba (2019), since the constituencies development fund was established a more than a decade ago, it has managed to pull people out of poverty and fostered the establishment and extension of constituency initiatives. Nevertheless, the Constituencies Development Fund (CDF) law, which the Kenyan government enacted in 2003 through an Act of Parliament, was welcomed as a significant step in the devolution of financial resources from the national government to regions all throughout the nation. The majority of projects has either stopped

or is far behind schedule despite the enormous investment. While efforts have been made to address the implementation difficulties faced by CDF supported projects, little focus has been placed on the relative importance analysis of factors impacting the completion time of CDF funded projects.

A project's failure is caused by a number of issues, including bad leadership, ineffective structure facilitation, a lack of culture responsiveness, and a lack of communication (Gupta & Govindarajan, 2015). Ahmad and Talip (2017) claim that the Constituencies Development Fund (CDF) in Kenya is a strategy effort that is receiving popular support from the general public. As a result, CDF projects are now subject to intense scrutiny, particularly during the implementation phase. For instance, this research examined how the presence of numerous stalled projects, deferred project completions, cost inefficiency, structural stakeholder discontentment, and a lack of communication results in challenges with leadership, structural facilitation, culture receptivity, and communication. To lessen their impact on CDF project performance, these must be rectified and improved.

Katamei, Omwono, and Wanza (2015) evaluated the difficulties of strategy execution on the success of constituency development fund projects in Kenya and found out that Leadership, Cultural responsiveness, structural variables, and communication were hurdles to project performance. There is a contextual vacuum, nevertheless, because the study only looked at the Marakwet West Constituency. In their 2018 study, Wairu and Gitonga looked at how the NG-CDF board in Nairobi City County, Kenya, carried out its strategy implementation practices. They discovered that the effectiveness of the CDF in Kenya was significantly influenced by the leadership style of the board. However, the respondents were purposively selected thus presenting a methodological gap. Hussein (2018) study analyzed implementation strategies of Constituencies Development Fund Projects in Kenya: A case of Wajir East Constituency

and observed that governance had an impact on how CDF programs were implemented. However, the study used different variables from what the current study focused on thus presenting a theoretical gap. Consequently, the current study pursued to examine the influence of strategy implementation on performance of national government constituency development funds projects in Bomet County, Kenya.

### **Objectives of the Study**

The general objective of the study was to evaluate the influence of strategy implementation on performance of national government constituencies' development funds projects in Sotik Constituency in Bomet County, Kenya. This study was guided by the following specific objectives;

- To ascertain the impact of stakeholder involvement on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya.
- To examine the influence of organizational culture on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya
- To identify the influence of resource mobilization on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya
- To find out the influence of communication on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Stakeholder Theory**

Freeman (1984) proposed the stakeholder theory and described the function of stakeholders in relation to organizations. The key tenet of this idea is that managers need to understand that businesses don't just exist to serve shareholders.

The firm is affected by a number of parties, each of whose interests should be taken into consideration. In addition, proponents of the theory contend that stakeholders have a legitimate stake in the outcomes of the organization and that there is interconnection among the various stakeholders and consequences for the organization should the interests of the various groups not be balanced (Freeman, 1984). (Donaldson, 1995).

The goal of the stakeholder theory is to identify important stakeholders who should or must be given attention in order for the business to succeed (Bourne, 2005). The company is viewed as the hub of networks of stakeholders that add value by cooperatively addressing the demands of the most significant stakeholders (Mori, 2010). Management must comprehend and be able to handle the interests of all stakeholders to some extent if a business is to prosper (Ekpobomene, 2012).

Public services are provided by state agencies, not just to provide employment for individuals in charge of them. The legitimate interests of their stakeholders must be taken into consideration when they carry out their duties. The interests of each organizational stakeholder are valuable and deserving of regard, according to Donaldson and Preston (1995). The majority of managers truly think it is unethical to prioritize shareholder interests over those of staff members and clients. The ultimate barometer of a company's effectiveness is whether it is successful in achieving its goal of serving as a vehicle to coordinate the interests of many stakeholders (Evan & Freeman, 1988).

#### **Theory of projects implementation**

Nutt (1986), orate that project implementation theory is a set of actions made by accountable organizational agents to organize a change process and elicit the necessary acquiescence to put changes into practice. By establishing settings that allow changes to endure and take root, managers employ implementation to bring about planned improvements in companies. An organization's intended modifications are installed through a



technique called implementation, which is directed by a manager. It is generally acknowledged that Managers are the main process players, and introducing planned changes, whether they're innovative or traditional, is the purpose of implementation. Nevertheless, although implementation is so common, it has been challenging to define the specific procedures involved. In relation to these processes of planned change, Amachree (1988) established numerous significant distinctions, naming four processes as the entrepreneurial, investigational, administrative, and operational procedures. According to this viewpoint, implementation is an approach used in the planning of a change process that describes the steps done by all stakeholders to support the change.

Project implementation approaches have transformed so as plan, coordinate, and control the intricate and diverse activities of advanced industrial and commercial endeavors. The projection of thoughts and actions into new ventures is a trait that all projects have in common. It is impossible to forecast with absolute confidence the actions that would result in completion due to the unending existence of risk and uncertainty. In the case of some extremely difficult or sophisticated projects, even the prospect of their successful completion may be seriously challenged (Amachree, 1988). The objective of project management is to foretell or anticipate as many risks and difficulties as feasible. It also involves organizing, planning, and managing activities to ensure that the project is effectively accomplished as possible despite all risks. The end outcome should please the project's sponsor or buyer, be delivered on time, and not require more money or other resources than were initially allocated or planned. The variable on project implementation is supported by this hypothesis.

### **Resource Based View Theory**

Penrose (1959) introduced the Resource-Based View (RBV) theory, which accentuates the organization's assets as the primary drivers of

comparative advantage and success. When examining performance gains, two hypotheses are taken into account. The first presumption is that the resource set that enterprises within a sector or within a strategic group regulate can vary. Second, it believes that the finances utilized by different businesses to accomplish their strategies are not all equally transportable between businesses, meaning that certain of the resources are difficult to collect and copy and cannot be sold on factor exchanges (Barney, 1991; Peteraf & Barney, 2003).

According to the resource-based theory, organizations can achieve a competitive advantage by adopting four critical practices, including addressing opportunities from outside sources, transforming internal weaknesses into strengths, and formulating and implementing strategies for utilizing internal strengths. These practices also include adopting organizational cultures that cannot be imitated by rivals, implementing inelastic in supply value capabilities and resource bundles, building distinctive human capital knowledge and abilities (Mata, Fuerst & Barney, 2015; Afiouni, 2017).

### **Durkheim's Theory of Culture**

Emile Durkheim was the author of this theory (1890). It describes culture as the forming network of representations holistically comprehending the extensive collection of values, beliefs, and symbolic structures of the natural world, such as the tribal groups where he spent so much time observing. According to the thesis, even though it appears to be impossible, the sociology of a company entails the content of what the term "culture" appears to consist of. An organization's tasks and attainment of its objectives are influenced by its culture.

Subcultures might facilitate business synergy, but they can also serve as points of contention, according to Zheng and McLean (2010). The likelihood of cultural differences arising along status, occupational, or divisional boundaries is high. Discursive practices in organizations show the existence of subcultures. Examples include the various accounts employees from different

organizational segments give of organizational events in a professional form of speech that specialists in some firms selectively share with coworkers outside the company as opposed to those who are inside, and the various expressionistic symbols used by subgroups around the world to unite in the creation of their shared sense of mission.

### **Empirical Review**

The involvement of stakeholders is crucial and fundamental to a project's success. Furthermore, during the project execution, stakeholder involvement can vary in scope and form. This can coincide with the project's predefined scope and start-up needs, the organization's strategic objectives, and the project's end goal by working together, consulting with others, and negotiating (Madeeha & Imran, 2017). Involving stakeholders can serve as a means to an aim, according to Achterkamp and Vos (2018). In order to build the project, it is a process in which individuals and groups work together. Due to this, the project's success or failure is dependent on the involvement and satisfaction of the stakeholders. The "interconnected" nature of project activities indicates that stakeholder involvement is in fact more crucial than ever.

The Isiolo North Constituency in Kenya was the subject of a study by Adan (2012) that examined the impact of stakeholders' roles on the effectiveness of constituency development fund initiatives. A descriptive survey design was used for the research project. Representatives from each of the 135 CDF projects in the Isiolo North Constituency were the study's intended audience. Data collection methods included semi-structured questionnaire and interview schedules. Analyses that were descriptive and inferential were used. This study discovered that the function of project managers and civil servants in the implementation of projects contributed most to project performance.

According to Morgann (2016), an organization's culture is a prevalent set of common ideals and

principles that governs how businesses operate and contributes to a feeling of identity for all members of the organization. In his study on organizational culture, Schein (2018) describes culture as a pattern of essential beliefs generated, realized, was developed by a certain community as it figures out how to handle the problem of external adaption and internal integration. When these assumptions have proven to be reliable enough to be imparted to potential members as the right perspective on, manner to think about, and attitude toward those issues. Therefore, in order for strategic advances to be effective, they must acknowledge and take into account the cultural features of the business and the current shift.

A case study of the telecom industry was utilized in a study by Ahmed and Shafiq (2014) to examine how corporate culture affects organizational performance. A quantitative technique is applied, and the data is gathered through a questionnaire. For this, an exploratory research methodology was used. The results show that every aspect of culture affects how an organization performs from several perspectives. Consequently it may be said that organizational culture is crucial for accomplishing the organizational goal.

Organizations are propelled by resources. To accomplish the desired outcomes, resource mobilization strategies must be found (Lestler, 2017). Resource mobilization methods, according to Chiter (2012), do not just refer to the expenditure of cash; rather, their breadth refers to the method by which an organization fulfills its mission by utilizing its human resources, including their knowledge, skills, equipment, and services. Additionally, it entails making the best possible use of the resources that are already available and looking for new sources of resource mobilization. Organizations should therefore take the necessary steps to ensure that their resource mobilization plans are successful and that they are taking full advantage of all available opportunities.

The study conducted by Lemarleni, Ochieng, Gakobo, & Mwaura (2017) examined the effect of

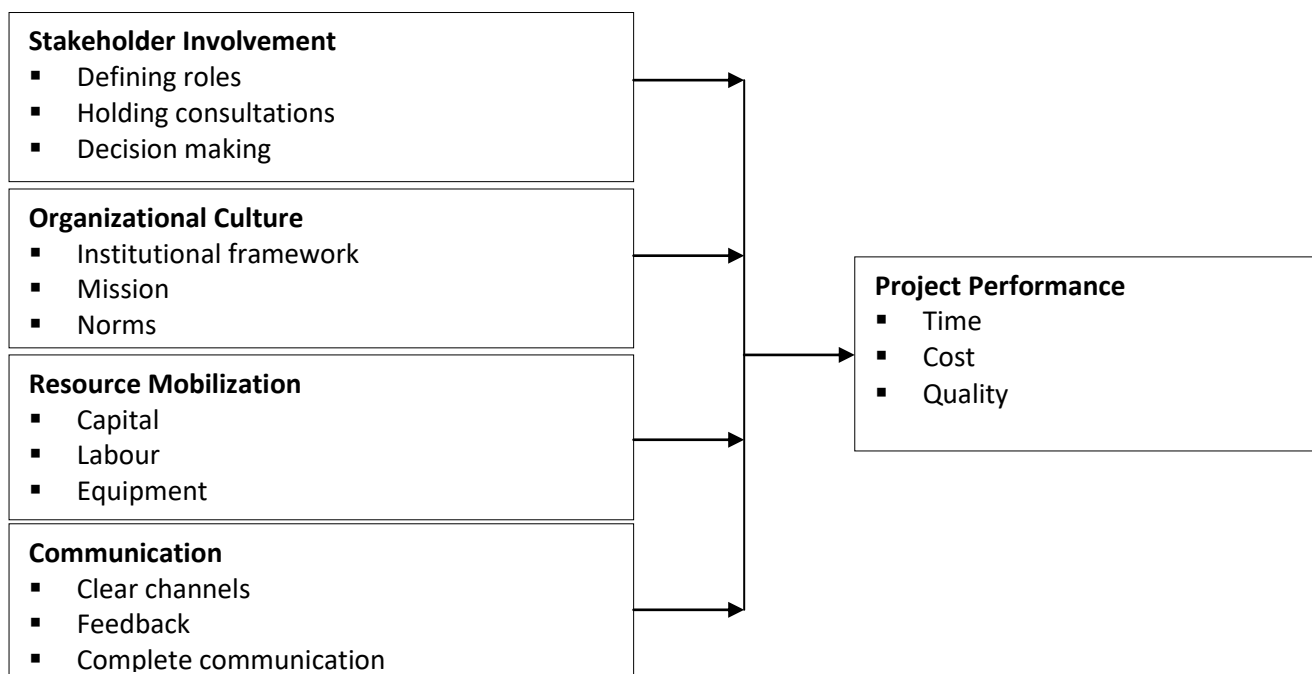
resource allocation on the execution of a strategy by the Kenya Police Service in Nairobi County. The study employed a stratified sampling procedure to choose a sample of 49 of Nairobi's top police officers. Data from the primary source was gathered via a questionnaire. Descriptive statistics were employed in this study. The quantitative variables in the study were also measured using inferential statistics. Strong and favorable connections were also observed between technological resource and human resource at and, respectively.

Project communication management assures prompt and suitable creation, collection, dissemination, storage, and disposal of project information Holzmann and Panizel (2018) stated that efficient communication management amongst virtual project teams is of the utmost relevance and is a crucial skill that, when used correctly, unites every member of a project team and allows them to collaborate to accomplish the project's goals. For a

project to be successful, it is essential for planners, implementers, and throughout the entire organization to have open and transparent communication. Project managers may put project success at jeopardy if communication is not effectively managed and totally comprehend them.

In their 2017 study, Afroze and Khan looked at how well-executed communication strategies and project complexity affected the performance of global development projects. To determine how communication techniques and the moderating effect of project complexity affected project performance, a survey was performed. 60 international organizations engaged in similar programs received questionnaires. The study's results showed that while project complexity has little bearing on the relationship between performance and communication, these processes significantly and favorably affect the success of projects.

### Conceptual Framework



### Independent Variables

### Dependent Variable

**Figure 1: Conceptual Framework**

Source: Researcher (2021)



Figure 1 exemplifies the relationship between the dependent variable, the project performance of national government constituency development funds projects, and the independent variables, stakeholder involvement, organizational culture, resource mobilization, and communication.

### METHODOLOGY

A descriptive research design was utilized in this study. The target population was drawn from 15 projects. Sotik Constituency served as the subject of study, while employees who work with the Constituency served as the subject of observation. The study took a census of 100 respondents. All responders completed questionnaires as part of the data collection process. The study analyzed the data using a quantitative approach. The Statistical Package for Social Sciences (SPSS) version 20.0 was utilised to collect quantitative data from the questionnaires and analyzed it using descriptive statistics like mean and standard deviation and inferential statistics like regression and correlation. The link between independent variables and dependent variables was examined using multiple regression analysis.

The regression equation was:

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

Whereby:

$Y$  = Performance

$X_1$  = Stakeholder Involvement

$X_2$  = Organizational Culture

$X_3$  = Resource Mobilization

$X_4$  = Communication

$\beta_1 \beta_2 \beta_3$  &  $\beta_4$  = Coefficients of Determination

$\varepsilon$  = Error Term

### FINDINGS AND DISCUSSIONS

#### Descriptive Statistics Results

The study carried out descriptive statistics to analyse quantitative data which involved Mean (M) and Standard Deviation (SD). The results are presented as follows:

#### Stakeholder Involvement

The study sought to ascertain the impact of stakeholder involvement on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya. The respondents were provided with a list of statements in Likert scale regarding stakeholder involvement to rate their level of agreement. The results of descriptive statistics are presented in Table 1.

**Table 1: Stakeholder Involvement**

Statements	M	SD
Information sharing enhances knowledge gain	3.61	1.081
The role of stakeholders in projects is clearly defined	3.84	0.932
Information sharing enhances knowhow thus better project performance	4.31	0.814
Information sharing improves employee engagement where all employee interact together as they share their expertise	4.56	0.846
Stakeholder partnership provides new insight on project management leading to better project performance	4.53	1.006
Stakeholder partnership helps in early detection and resolution of issue that might not have been noticed easily	4.60	0.917
Decision making enables employees have a varied view of the project	4.11	1.237
Decision making process enables employees get expert opinions on a particular project issue	4.45	0.671

**Source: Research Data (2022)**

The results presented in Table 1 showed that the respondents strongly agreed on the statements that: stakeholder partnership helps in early detection and resolution of issue that might not have been noticed easily (M=4.60, SD=0.917), information sharing improves employee engagement where all employee interact together as they share their expertise (M=4.56, SD=0.846) and that stakeholder partnership provides new insight on project management leading to better project performance (M=4.53, SD=1.006). The findings agree with Dandira (2016) who observe that the ideology of stakeholder participation is founded on the idea that when stakeholders are actively engaged in a process, such strategic planning, both the organization and the stakeholders typically gain more than if they were not.

The respondents agreed on the statements that: decision making process enables employees get expert opinions on a particular project issue (M=4.45, SD=0.671), information sharing enhances

knowhow thus better project performance (M=4.31, SD=0.814), decision making enables employees have a varied view of the project (M=4.11, SD=1.237), the role of stakeholders in projects is clearly defined (M=3.84, SD=0.932) and that information sharing enhances knowledge gain (M=3.61, SD=1.081). The results agree with Edelenbos and Klijn (2016) who observe that stakeholders are offered the opportunity to add their own views during the strategy building process,. However, stakeholder engagement must be balanced to make sure it aligns with the organizations' performance-improving goals.

### Organizational Culture

The study sought to examine the influence of organizational culture on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya. The respondents were provided with a list of statements in Likert scale regarding organizational culture to rate their level of agreement. The results of descriptive statistics are presented in Table 2.

**Table 2: Organizational Culture**

Statements	M	SD
The Mission statement directs the County in the right direction in as far as decision making is concerned.	4.66	0.512
The mission statement of an organization unites the employees who are otherwise from different back grounds	4.08	1.741
Organizational values leads to a cohesive workforce that operates with transparency and trust, is proactive and has greater loyalty	4.55	1.370
Organizational values reflects some predefined strategies that guide and offer workers a feeling of direction at the workplace.	4.63	0.971
Organizational norms goes a long way in encouraging good workplace competition	3.99	1.380
Organizational norms foster the employee morale and protect an organization's reputation.	3.71	1.276
There exists a clear institutional framework	3.54	0.896

### Source: Research Data (2022)

The results presented in Table 2 showed that the respondents strongly agreed on the statements that: the mission statement directs the County in the right direction in as far as decision making is concerned (M=4.66, SD=0.512), organizational values reflects some predefined strategies that guide and offer workers a feeling of direction at the

workplace (M=4.63, SD=0.971) and that organizational values leads to a cohesive workforce that operates with transparency and trust, is proactive and has greater loyalty (M=4.55, SD=1.370). The result are in line with Saffold (2016) who observe that organizational culture is the ability to improve organizational performance,

employee morale, problem solving, etc., particularly without much oversight, as the company employee already know what is required of them.

The respondents agreed on the statements that: the mission statement of an organization unites the employees who are otherwise from different backgrounds (M=4.08, SD=0.741), organizational norms goes a long way in encouraging good workplace competition (M=3.99, SD=1.380), organizational norms foster the employee morale and protect an organization's reputation (M=3.71, SD=1.276) and that there exists a clear institutional framework (M=3.54, SD=0.876). The findings are consistent with Rousseau (2018) who indicated that organizational culture provides a sense of belonging

within an organization's employees. Therefore, corporate culture should be actively tracked in organizations if an organization's workers are expected to perform to their full potential in order to achieve improved organizational performance.

### Resource Mobilization

The study sought to identify the influence of resource mobilization on performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya. The respondents were provided with a list of statements in Likert scale regarding resource mobilization to rate their level of agreement. The results of descriptive statistics are presented in Table 3.

**Table 3: Resource Mobilization**

Statements	M	SD
Enough financial resources are provided thus enabling the Constituency to operate efficiently	3.54	0.760
Availability of skilled labour brings about better quality of decisions and better understanding of the strategy,	4.59	1.509
Availability of skilled labour brings better organizational learning thus enhancing Constituency performance	3.82	0.548
Tangible resources like machinery and access to raw materials for strategy implementation influence the performance	4.53	1.413
The availability of highly qualified and varied human resource talents for strategy implementation influences the performance	4.56	0.811
The constituency draws on various sources of revenue, allowing it to support its ongoing efforts and to undertake new initiatives	4.09	1.064

**Source: Research Data (2022)**

The results presented in Table 3 show that the respondents strongly agreed on the statements that: availability of skilled labour brings about better quality of decisions and better understanding of the strategy (M=4.59, SD=1.509), the availability of highly qualified and varied human resource talents for strategy implementation influences the performance (M=4.56, SD=0.811) and that the Tangible resources like machinery and access to raw materials for strategy implementation influence the performance (M=4.53, SD=1.413). The results concur with McCarthy and Zald (2014) who stated that resource mobilization is the collective term for all actions taken to increase the amount of capital

available to the organization and to make the most of its current resources.

The respondents agreed on the statements that: the constituency draws on various sources of revenue, allowing it to support its ongoing efforts and to undertake new initiatives (M=4.09, SD=1.064), availability of skilled labour brings better organizational learning thus enhancing Constituency performance (M=3.82, SD=0.548) and enough financial resources are provided thus enabling the Constituency to operate efficiently (M=3.54, SD=0.760). The result concur with Walsh (2017) who argues that resource mobilization is essential for every business since it ensures the

continuation of the service provided to customers and enables the firm to expand and improve its current resources.

### Communication

The study sought to find out the influence of communication on performance of national

government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya. The respondents were provided with a list of statements in Likert scale regarding communication to rate their level of agreement. The results of descriptive statistics are presented in Table 4.

**Table 4: Communication**

Statements	M	SD
Formal communication increases overall efficiency by following the predetermined rules	3.51	1.081
Informal communication plays a vital role in developing a labor-management relationship in the organization	4.61	0.715
Feedback improve performance of projects at all levels due to employee involvement	4.52	1.294
Feedback to employees allows management and employees to interact often	4.06	0.813
Top-down communication enables leadership to control the flow of information	4.33	0.714
Top-down communication ensures that each employment level has only the information necessary to complete relevant tasks	4.57	1.514

**Source: Research Data (2022)**

The results presented in Table 4 showed that the respondents strongly agreed on the statements that: informal communication plays a vital role in developing a labor-management relationship in the organization (M=4.61, SD=0.715), top-down communication ensures that each employment level has only the information necessary to complete relevant tasks (M=4.57, SD=1.514) and that feedback improve performance of projects at all levels due to employee involvement (M=4.52, SD=1.294). The results agree with Powell and Colyvas (2016) who indicated that communication is thought to be a crucial component when implementing a strategy. In essence, it assists with knowledge dissemination while a strategy is being put into practice.

The respondents agreed on the statements that: top-down communication enables leadership to control the flow of information (M=4.33, SD=0.714), feedback to employees allows management and employees to interact often (M=4.06, SD=0.813)

and that formal communication increases overall efficiency by following the predetermined rules (M=3.51, SD=1.081). The results agree with Lammers and Barbour (2016) who indicate that the way in which communication is structured, according to affects an organization's success through assisting in the development of aspirations among various stakeholders during the implementation of a strategy.

### Project Performance

The study sought to find out the performance of national government constituencies development funds projects in Sotik Constituency in Bomet County, Kenya. The respondents were provided with a list of statements in Likert scale regarding communication to rate their level of agreement. The results of descriptive statistics are presented in Table 5.

**Table 5: Project Performance**

Statements	M	SD
Project are delivered in within the estimated cost	3.77	0.814
Adequate planning is done to minimize costs	3.91	1.073
Project are delivered are of higher quality	4.06	0.647
There is continuous monitoring to ensure adherence to pre agreed quality standards	4.01	0.812
Project are delivered in within the specified time	3.86	0.769
Project designs are presented in time	4.04	1.318

**Source: Research Data (2022)**

The results presented in Table 5 showed that the respondents agreed on the statements that: project are delivered are of higher quality (M=4.06, SD=0.647), project designs are presented in time (M=4.04, SD=1.318), there is continuous monitoring to ensure adherence to pre agreed quality standards (M=4.01, SD=0.812), adequate planning is done to minimize costs (M=3.91, SD=1.073), project are delivered in within the specified time (M=3.86, SD=0.769) and that project are delivered in within the estimated cost (M=3.77, SD=0.814). Vleems (2018) observe that one of the primary success

elements for project management is fulfilling the requirements. In addition, Haq, Liang, Gu, and Ma (2016) observe that project performance measures are carried out to give management information so they can impose control over the project.

**Inferential Statistics Results**

Inferential statistics were done using correlation analysis and regression analysis techniques. These are presented as follows:

**Correlation Analysis****Table 6: Correlation Analysis**

		Stakeholder involvement	Organizational culture	Resource mobilization	Communication	performance
Performance	Pearson Correlation	.639*	.804**	.791	.664	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	83	83	83	83	83

**Source: Research Data (2022)**

The results as presented in Table 6 showed that the Pearson r value of stakeholder involvement on performance was at 0.639 with a significance value of 0.000 which is less than 0.05. This shows that stakeholder involvement had a strong influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya. This finding agrees with study Matu, Kyalo, Mbugua, and Mulwa (2020) which looked into how stakeholders affected project outcomes. The study revealed that involving

stakeholders in project planning has a favorable and substantial effect on the execution of urban road infrastructure development projects in Kenya.

The Pearson r value of organizational culture on performance was at 0.804 with a significance value of 0.000 which is less than 0.05. This shows that organizational culture had a very strong influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya. The results concur with Daniel's (2019) study which



investigated how organizational culture affects project outcomes in Nigeria. The study discovered a strong link between project success and corporate culture.

The resource mobilization variable had a Pearson value 0.791 with a significance value of 0.000 which is less than 0.05. This shows that resource allocation had a very strong influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya. The findings are in line with the study conducted by Lemarleni, Ochieng, Gakobo, & Mwaura (2017) which examined the effect of resource allocation on the execution of a strategy by the Kenya Police Service in Nairobi County. Strong and favorable connections were also observed between technological resource and human resource at and, respectively.

The study also found that communication had a strong influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya as indicated by a Pearson value of 0.664 with a significance value of 0.000 which is less than 0.05. The result concurs with Dziekonski (2017) who conducted research on the variables influencing project team communication quality. The factors that have the biggest impact on the organization of the communication process in building project teams are those that are related to communication quality.

### Regression Analysis

The results of regression analysis that sought to establish the extent which independent variables influenced the dependent are presented as follows.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 <sup>a</sup>	.731	.723	1.916.

Source: Research Data (2022)

The results from the model summary as presented in Table 7 showed that the value of R was at 0.809 which is closer to 1. This means that the independent variables and the dependent variable were strongly related. The R square value was 0.731 which was closer to 1. Thus, the model's increased explanation of variability. The value of the adjusted R square was 0.723 which shows that there was a

variation of 72.3% of the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya which was due to changes in stakeholder involvement, organizational culture, resource mobilization and communication. This also indicates a gap of 27.7% that represent other variables not studied.

**Table 8: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	231.001	4	57.750	88.983	.000
	Residual	50.624	78	.649		
	Total	281.625	82			

Source: Research Data (2022)

The results as presented in Table 8 showed that model was statistically significant since the F statistical value was 88.983 which was greater than

the statistical mean value of 57.750. In addition, the level of significance was 0.000 less than 0.05.

**Table 9: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.510	.114		4.447	.000
Stakeholder involvement	.711	.258	1.203	2.756	.000
Organizational culture	.836	.364	3.197	2.297	.000
Resource mobilization	.757	.420	2.700	1.802	.000
Communication	.809	.119	1.642	6.798	.000

**Source: Research Data (2022)**

The results as presented in Table 9 showed that the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya would be at 0.510 without the influence of stakeholder involvement, organizational culture, resource mobilization and communication. The regression coefficient of stakeholder involvement was 0.711 meaning that the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya would increase by 0.711 factor if stakeholder involvement is increased by 1 unit. The organizational culture had a regression coefficient of 0.836 implying that performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya would be increased by a factor of 0.836 if the organizational culture is increased by 1 unit. If resource mobilization would be increased by 1 unit it would cause increase in performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya at a factor of 0.757 and finally, a unit increase in communication would lead to an increase in performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya by a factor of 0.809.

Based on this finding the final regression equation was as follows:

$$Y = 0.510 + 0.711X_1 + 0.836X_2 + 0.757X_3 + 0.809X_4$$

Where Y = Project performance  
 X<sub>1</sub>= Stakeholder involvement

X<sub>2</sub>= Organizational culture

X<sub>3</sub>= Resource mobilization

X<sub>4</sub>= Communication

The results from table showed that the t- value of stakeholder involvement was positive at 2.756 with a significance value of 0.000. Therefore, this means that stakeholder involvement had a positive significant influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya. This finding agree with a study by Adan (2012) that examined the impact of stakeholders' roles on the effectiveness of constituency development fund initiatives in Isiolo North Constituency in Kenya. This study discovered that the function of project managers and civil servants in the implementation of projects contributed most to project performance.

The organizational culture variable had a positive and significant influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya as shown by t-value of 2.297 with a significance level of 0.000. This finding agree with the findings of a study by Ahmed and Shafiq (2014) which examined how corporate culture affects organizational performance in telecom industry. The results show that every aspect of culture affects how an organization performs from several perspectives. Consequently it may be said that organizational culture is crucial for accomplishing the organizational goal.

The resource allocation variable had a positive and significant influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya as shown by t-value of 1.802 with a significance level of 0.000. This finding concurs with the study conducted by Lemarleni, Ochieng, Gakobo, & Mwaura (2017) which examined the effect of resource allocation on the execution of a strategy by the Kenya Police Service in Nairobi County. Strong and favorable connections were also observed between technological resource and human resource at and, respectively.

The communication variable had a positive and significant influence on the performance national government constituency development funds projects in Sotik Constituency in Bomet County, Kenya as shown by t-value of 6.798 with a significance level of 0.000. Majeed's (2020) research which examined the relationship between project communication and project success, with the importance of trust as a mediating factor and the influence of authentic leadership as a moderating factor. According to the findings, effective project communication and project success are strongly correlated. Trust mediates this link. Results show that the relationship between project communication and trust is strengthened by the moderating effect of authentic leadership.

### **CONCLUSIONS AND RECOMMENDATIONS**

The study concluded that involving the stakeholders in strategy implementation assists in identifying and finding out the possible solution to the identified problems. Involvement of stakeholders leads to greater sharing of information since the stakeholders are able to air their views concerning the strategy to be applied. The stakeholders view free to put their expertise on the strategy to be applied for better management of the project.

The study concluded that the County has been able to formulate strategies that are in with its mission that has directed properly the way in which the projects are management. The County is well

guided by its values in coming up with proper strategies that guides the employees to work towards effective implementation of the projects. The organizational culture has an impact on how employees collaborate to achieve shared objectives. The project's performance has increased as a result of a culture that has actively encouraged and supported the improvement of project management procedures.

The study concluded that resource mobilization guarantees that a County always has the resources needed to meet its citizens' demands, ensuring the County's ability to continue providing services to customers. Due to its access to resources, the County is able to obtain both the cash and non-cash inputs required to complete the projects and goals it has planned and desired. Two instances of using employees as resources include hiring new people or offering training opportunities to improve output and performance from current employees.

The study concluded that having efficient internal communication procedures in place is important for fostering employee engagement, preventing effort duplication and time wastage, and maintaining team cohesion. Effective communication ensures a smooth exchange of information between all parties, which reduces the possibility of misunderstanding, dissatisfaction, and lack of trust. All employees, from senior management to entry-level personnel, are guaranteed to understand the company's goals and culture as well as how it represents itself to its customers and clients through consistent and open communication throughout the organization.

The study recommended that the County should make sure the stakeholders are involved early for a project to be successful. Consider the authority or power of these stakeholders, their interest in the project's results, and their potential to have an impact on or change the project. Create a proper engagement strategy by examining their understanding of the project's initiated plan, their motivation for the project, and how each stakeholder will be impacted. Finally, implement

engagement and evaluate it by planning crucial communication activities.

The study recommended that the County needs to match its values, purpose, and mission with its culture to establish a strong framework for fostering a culture that benefits the company and its employees. The County must comprehend its advantages and disadvantages in order to pinpoint opportunities for organizational culture improvement. Strong organizational cultures require leaders who are approachable, genuine, transparent, and who have excellent listening and communication skills. Employees who exemplify the critical components of the organizational culture should be recognized and rewarded by managers and leaders.

The study recommended that the County to focus on gaining access to a variety of resources rather than just financial ones, create a network of resource providers, and use a range of mobilization mechanisms. The County ought to promote other stakeholder's participation in its initiatives. Instead of relying on what can be provided by outside

sources or donors, resources can be generated internally by the County and at a community level.

The study recommended that the County should provide a variety of channels for employee feedback and that management should provide clear and precise feedback in order to ensure that its employees feel heard. Management must be culturally sensitive to promote an inclusive environment where everyone feels free to express themselves. To avoid misunderstandings and frustration, put more emphasis on creating agreements than on setting expectations.

### **Suggestions for Further Studies**

The study suggests that other studies should be carried out that focus on other measures of strategy implementation apart from the ones studied that included; stakeholder involvement, organizational culture, resource allocation and communication. In addition, the study suggests that other studies can be done that focus on performance of other projects within the County apart from the Constituency development projects.

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