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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 5, Iss. 2, pp 996 - 1012, May 3, 2018. www.strategicjournals.com, ©strategic Journals

ROLE OF STRATEGY IMPLEMENTATION ON GOVERNANCE OF COUNTIES IN KENYA

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Accepted: April 30, 2018

ABSTRACT

The establishment of counties is a new governance system phenomenon in Kenya's post-independence era. To many Kenyans, this system presents an opportunity to address the diversity of local needs, choices and constraints while it, at the same time, carries the promise of a more equitable system of sustainable economic growth for the nation. This study endeavored to establish the role of strategy implementation on governance of counties in Kenya. The population of this study was the Forty Seven Counties in Kenya recognized by the Kenyan Constitution promulgated in 2010. A survey research design was adopted. A combination of probabilistic and non-probabilistic sampling techniques was employed in determining the sample size of the study. Stratified sampling was first applied to group the Forty Seven counties into eight geographic regions (strata), equivalent to the defunct eight Kenyan provinces. Once the counties were grouped into strata, eight counties were conveniently selected from which a sample size of Two Hundred and Eleven was determined. Data was collected using questionnaires and interview guides. The study adopted a descriptive research design where SPSS was used to model the relationship between the various selected variables and test there explanatory power. Overall, the study established that strategy implementation played a role in governance of counties in Kenya. Specifically, the study established that resource allocation, strategic leadership, strategic communication and organizational structure made the most positive contribution, among the independent variables investigated, to the change in governance of counties in Kenya. The study recommended that county governance should: embrace sound strategic leadership practices; ensure that there is a well-crafted strategic communication plan; make sure there is strict adherence to resource allocation practices and adoption of good organizational structures as a modern day organizational exercise. The study proposed that a study be conducted after 2022 to investigate other factors including, leadership styles, quality of workforce training, external environment, population and foreign direct investments, among other potential variables.

Key words: *County, Decentralization, Devolution, Governance, Strategy, Strategy implementation, Strategic Management, Subsidiarity and Sustainability.*

INTRODUCTION

Carola (2016) observed that Governance is an approach to government that is committed to making decisions which are effective, inclusive and transparent. It is a commitment to doing the best with the resources available within the context of the challenges facing governance.

Empirical study by UNIDO (2010), good governance systems were defined as processes and interactions by which an organization engages and consults with its stakeholders and accounts for its achievements. Good governance characterizes how things are decided and realized within an organization, be it a government or a private institution (Sid, 2012). Good governance is, thus, a relevant strategic matter for devolved counties as it determines how they are directed, administered or controlled.

A decentralized system of governance is a form of devolution that has been successfully practised by many countries across the world (World Bank, 2012). It has been adopted in a number of countries as a guarantee against discretional use of power and resources by national government elites as well as a way to enhance the efficiency of social service provision, by allowing for a closer match between governance of public institutions and the desires and needs of local people. Countries that have successfully implemented devolution globally include; Britain, Germany, United States of America, Canada and Australia. In Africa, good examples of countries where devolution has been successfully practised include South Africa, Nigeria and Ethiopia.

When well-managed, a devolved governance system results into several benefits to the citizenry of a country. According to Jones, Goodwin and Jones (2005), economic governance is often cited as a justification of devolution. Whether there is a positive relationship between devolution and good governance should be viewed from four specific angles (Hueglin, 2010): transparency, accountability, responsiveness and human rights. This scholar presented the idea that devolution would strengthen these goals and values but does not guarantee good governance in itself. Kulshreshtha (2008) who conducted a study on public sector governance observed that good governance is epitomized by predictable, open, and enlightened policy making; a bureaucracy imbued with professional ethos; an executive arm of government accountable for its actions; and a strong civil society participating in public affairs and all operating under the rule of law.

The new system of governance in Kenya, devolution, is associated with greater participation in key decisions by members of society; a greater sense of shared vision and mission; an improved societal confidence and support based on greater knowledge and involvement (World Bank, 2011 & 2012). The World Bank argued that a greater organizational autonomy is linked to an increased sense of ownership, commitment, empowerment, initiative, professionalism, motivation and morale. Jones, Goodwin and Jones (2005) argued that devolution approaches tailored to sub-national, regional and local circumstances are considered better able to address the continuing problems caused by entrenched territorial inequities in growth, income and employment. Besides, devolved structures are expected to deliver an enhanced, democratised, political settlement that renders economic development institutions more open and accountable to local, regional and sub-national territorial circumstances.

Carola (2016) further observed that with the quality of management, greater organizational autonomy leads to more effective and efficient management, the alignment of responsibility, authority and accountability, and a greater concern for people. Examining devolution from the angle of structures and processes, Sarkar (2004) established that organizational self-management transforms the patterns of authority positively and improves the process of communication, planning, decision making, problem solving, resource allocation, staff relationships, supervision, evaluation, feedback and system wide accountability.

Earlier study by (Okwach 2014; Mauborgne 2015) established that in spite of all the positive claims about devolution, it is worth recognising that in itself, devolution does not and cannot guarantee increased effectiveness and efficiency, better planning, decision making, resource allocation, evaluation or accountability. Mauborgne (2015) observed that devolution is a form of governance system that is merely a management devise that moves the discretion, authority, responsibility and accountability for some decisions from the central arm to an individual unit of government.

Transfer of power provides the opportunity for quality of organizational decision making and action to benefit from knowledge of local wishes, needs, resources and opportunities. The positive or negative consequences of devolution depend more on a range of other associated factors than on the fact of devolution itself, i.e. the political and industrial climate in which devolution takes place, the change processes proposed, the readiness of the leadership, professional development availability, the nature and level of ongoing system support and the organizational structure (Jerome,2012). According to Sarkar (2003), devolution, as a form of governance could be seen as a means; through which governments are able to provide high quality services that citizen's value; for increasing managerial autonomy, particularly by reducing central administrative controls; for creating receptiveness to competition and open-mindedness.

This is aimed at inspiring other actors such as the private sector and civil society organizations to participate in providing goods and services; and for empowering citizens through their enhanced participation in decision making, development planning and management (Hope &Chikulo, 2006). In recent years, devolution has received much attention from those concerned with third world development. Among scholars, it has become the latest technique in development administration (Johnson & Scholes 2004). Perhaps, it would be difficult to find any developing state without experience of devolution in one form or another. Devolution is and should be associated with principles of local self-reliance, participation and accountability, adaptation of programs to local environments; improved communication; resource mobilization; utilization of local expertise; better utilization and maintenance of facilities and service, and cooperation.

Statement of the Problem

The new form of governance in Kenya, devolution, embraces the principle of subsidiarity which advocates for the transfer of responsibilities and decision making powers from the national government to the local governance units. According to the World Bank (2012), devolution has been successfully practiced in the United States of America, Canada, Britain and Australia. In Africa, it has been practiced in South Africa, Nigeria and Ethiopia. In most of these countries, devolution is seen as a process of giving political autonomy to administrative units that are already in place. The World Bank (2012) observed that, in contrast, Kenya's devolution entails creating new political and administrative units all at once. Based on the 2010 constitution, this new governance system carries the promise for a more equitable model of sustainable economic development for most Kenyans. Through devolution, it is hoped that historical injustices and spatial inequities will be addressed.

A recent study by Mwenje (2016) found out that 70% to 90% of organizations fail to realize the success of implementing their strategies. Additionally, 66% of corporate strategies are never implemented, 95% of staff do not realize their organization's strategy, and often strategies fail due to ineffective execution. Mankins and Steele (2005) assert that only 63% of financial objectives envisioned by companies are achieved.

In spite of good strategic planning, in the last five years, the performance of counties in Kenya remains under ruin and is not displaying signs of improvement. Just to point, high levels of corruption, lack of workforce, poor distribution of financial resources, under qualified staff, nepotism and most critical political divide in the national government (council of governors, 2015). A study by Fortune magazine (2009), 90% of the strategies are unsuccessful while Kaplan, Norton & Barrows (2011) identified that more than 90% of the strategic initiatives fail not due to formulation but implementation challenges.

Kenyans have witnessed poor performance by successive governments due to weak strategy implementation procedures in public institutions across the nation. A study by Ntoiti (2013) found out that for several decades, Kenyan Local Authorities, decentralised units of the national government, failed to provide effective service delivery to the citizens mainly due to weak corporate governance practices. Ntoiti (2013), argued that the central mandate of Local Authorities, as devolved public institutions, is to bring governance closer to the people as advocated by the decentralization theorem, which states that each public service should be provided by the jurisdiction having control over the minimum geographic area (subsidiarity) that would internalize benefits and costs of such provision.

Most of the newly created counties may lack effective strategy implementation structures necessary to enable them to be governed strategically. Article 203(2) of the 2010 Kenyan constitution stipulates that counties will get a minimum of 15% of total national revenue. As of today, the Kenyan Government adopted a 15% allocation as the amount to distribute to all the counties. This figure has elicited sharp reactions from the County Governors and Senators. Given that the 15% allocation through CRA is meant to be supplementary, with the counties expected to generate the bulk of the income locally for their sustainability, it calls for county leaders to engage governance practices in order to attain sustainable economic growth status. Devolution, being a new phenomenon in Kenya, the level of preparedness of the counties to face up with the identified challenges and potential complexities to ensure that they are managed governed well is a major concern. This study will offer guidance and suggest solutions to fill these gaps.

Objectives of the Study

The main objective of this study was to determine the role of strategy implementation on governance of counties in Kenya. The specific objectives were:

- To establish the role of resource allocation on governance of counties in Kenya.
- To determine the role of strategic communication on governance of counties in Kenya.
- To ascertain the role of strategic leadership on governance of counties in Kenya.
- To establish the role of organisational structure on governance of counties in Kenya.

LITERATURE REVIEW

Theoretical Framework

The Stakeholder theory

According to Thibault & Walker (2009), stakeholders are any group or individuals who can be affected by the achievement of the objectives of the firm and suggests that firms should identify their direct and indirect persons or groups that are affected. The focus of the stakeholder theory is coherent in two core questions; first, it asks, "what is the purpose of firm?” Secondly, it asks “what responsibility does management have to stakeholders?” These are the two fundamental questions in the stakeholder theory.

Hullan (2007), argues that stakeholder’s theory of the firm has two purposes: to describe how organizations operate and to help predict organizational behaviour. They contrasted this theory with other theories of the firm, but they did not ask whether the various theories cited have comparable purposes. Stakeholder theory has been used to describe how board members think about the interests of the corporate constituencies and to describe how some corporations are actually managed (Rosnah, 2010).

According to Fassim (2008) there is need for revision of the Freeman’s model by putting senior management at the center of the hub and not the firm. This is because management and not the firm drive decision making of the firm. Hoover (2005) proposed a stakeholder network model arguing that stakeholders of one firm can also be a stakeholder of another firm or firms.

This theory recognizes how devolved governments and other organizations operate, entities impact entities which in turn impact other entities directly or indirectly. The major role of the boards, suppliers, management teams and the national government cannot be understated.

The procedural justice theory

According to Mauborgne and Kim (2015), the direct theoretic origin of fair process traces back to two social scientists: John W. Thabut and Laurent Walker. In the mid-1970s they combined their interest in psychology of justice with the study of the process, creating the term “procedural justice”, (Thibault& Walker, 1975). They sought to understand what makes people trust a legal system so that they comply with laws without being coerced. They established that care people as much about the process through which an outcome is produced as they do care about the outcome itself (Mauborgne, 2015). Subsequent researchers such as Tom and Tyler and E. Allan Lind, have demonstrated the power of fair process across diverse cultures and social settings (Ciralsky, 2013; Mauborgne, 2015).

People’s satisfaction with the outcome and their commitment to it comes when procedural justice is exercised. There are three mutually reinforcing elements that define fair process: these are engagement (involving individuals in strategic decisions that affect them by asking for their input), explanation (that everyone involved and affected should understand why the final strategic decisions are made as they are), and clarity of expectation and in strategy formulation and execution these three affects them whether they are the top level management or at they are employees at the lowest level. Fair process is the managerial definition of procedural justice theory and just like in the legal settings, fair process builds execution into strategy by creating people’s buy-in up front (Bossidy, 2012; Mauborgne, 2015). Fair process is important in shaping people’s attitudes and behaviour, both emotionally and intellectually.

The procedural justice theory is relevant to this study because in devolved governments, development of strategies, contracts and their enforceability such as with suppliers, national governments, and other service providers is based on fair process. Without external stakeholders’ commitment and cooperation, execution of good strategies can easily become a slippery slope of missed deadlines, cost over runs and half-hearted alignment on quality work.

Systems theory

The systems theory was advocated in the 1940s by a biologist Ludwig von Bertalanffy and advanced by Ross Ashby in his study “Introduction to

Cybernetics" in 1956. Von Bertalanffy was reacting to reductionism and attempted to revive the unity of science. He emphasized that real systems were open to, and interact with, their environments, and that they can acquire qualitatively new properties through emergence, resulting in continual evolution. He argued that rather than reducing an entity or organization to the properties of its parts or elements, systems theory focused on the arrangement of and the inter-relations between the parts which connect them into a whole. Such an organization determined a system that is independent of the concrete substance of the elements (for example, the various departments such as finance, accounting, human resources, research and development). Thus, the same concepts and principles of organization underlie the different disciplines, providing a basis for their unification.

Devolved county governments in Kenya could be viewed from the systems theory perspective. The counties consist of several parts/units that are envisaged by the systems theory, i.e. people and skills, leadership, systems and structures, processes, resources (human, financial, natural resources), communication systems, position and power. The theory's key message is that organizations should be regarded as systems composed of regularly interacting or interrelating groups of activities or people performing activities. Application of this theory is recognition by management of how the different sub-systems work inter-relatedly to achieve organizational goals.

Conceptual Framework

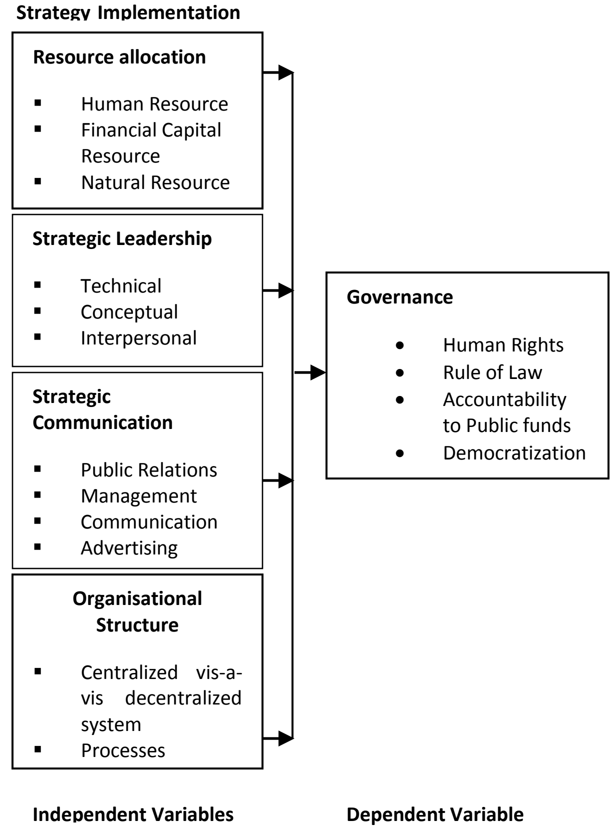

Figure 1: Conceptual Framework

Resource Allocation

Bordum (2010) points out that resource allocation invloves planning using available resources and without right resources nothing can be done. They range from human, financial, natural resources.

Mulligan (2017) describes financial resources as the money available to a business for spending in the form of cash, liquid securities and credit lines, financial resources need to be allocated on time for counties to function. William (2016) defines human resources as the people that staff and operate an organization for counties to function effectively there need to be enough qualified workforce allocated to perform tasks. Swafford (2015) indicates natural resources as raw materials that we get from the earth, counties need to be allocated power to earn revenue form their natural resources and not the national government.

Strategic leadership

Strategic leadership is based on three skills: technical, human, and conceptual. (katz 2005) explained technical skills are proficiency, based on specific knowledge, in a particular area of work. (Yukl 2006) in contrast to technical skills, interpersonal skills are proficiency in working with people based on a person's knowledge about people and how they behave, how they operate in groups, how to communicate effectively with them, and their motives, attitudes, and feelings. (Zaccaro 2003) viewed that conceptual skills allow you to think through and work with ideas. The leadership skills approach is mainly a descriptive model, it allows different groups of leadership to comprehend what it takes to be an effective leader rather than offering prescriptive ways to be an effective leader within an organisation.

Strategic communication

Shayna (2009) points out that strategic communications has become popular over the last two decades. It means infusing communications efforts with an agenda and a master plan encompassing marketing, public relations and advertising.

Robert (2013) describes Public relations as a strategic communication process that builds mutually beneficial relationships between organizations and their publics with the aim to persuade the public to maintain a certain type of view. Economic times (2016) described adverting as a means of strategic communication with the users of a product or service. The messages are paid for by those who send them and are intended to inform or influence people who receive them. Counties need a strong advertising platform to lure investors who will bring a positive impact its native publics; this will be attained with a strong management communication

Organisational structure

According to Frisk (2011) organisational structure is a framework around which a group is organized, the underpinnings which keep the coalition functioning. He emphasises that structure describes how members are accepted, how leadership is chosen, and how decisions are made.

Osmond (2014) points that an organisation can be either centralised or decentralised, he describes centralised organisational structure as the one which one individual to makes decisions and provides direction for an organisation and says decentralized organizational structures often have several individuals responsible for making business decisions and running the business. Counties in Kenya therefore have to pick the best organisational structure so as to function better.

Governance

From the early 1990s, most aid-donor and aid-recipient nations, besides international development organizations stressed the importance of certain key elements of governance in core functions of governments (AfDB, 2004). The various elements of governance include, accountability of public officials due to improved accounting and auditing standards, decentralized decision making, responsive management structures, participation of NGOs and civil society, and implementation of effective anti-corruption strategies (World Bank, 2000; Kulshreshtha, 2008).

A study by Ntoiti (2013) observed that Local Authorities in Kenya did not have good leadership structures that supported effective corporate governance. The study concluded that corporate governance practices of Local Authorities are ineffective; thus contributing to financial distress of Local Authorities in Kenya. Ntoiti added that highly distressed local authorities had poor ratings on corporate governance practices compared to moderately and lowly distressed local authorities.

Pick & Thein (2010) observed that governance is a key concept for interpreting and explaining changes in a society. A study by Collier (2007) observed that there are big differences in the consequences of getting governance and economic policies right and getting them wrong. Generally, good governance and economic policies significantly improve growth but bad governance and policies destroy an economy. In explaining this concept, the new institutional economics approach argued that an essential element of good governance and effective development policy is the establishing of institutions that are favourable to economic growth (Lepenies, 2008).

Empirical Review

Resource Allocation and Good Governance

Albert (2006) reasons that resource allocation is an important feature in a heterogeneous organisation that wants to achieve good governance and maintain a cost benefit network. Proper resource allocation improves the performances of both the organisation, and also helps in avoiding the different kinds of tailbacks in terms of governance in an organisation. Similarly, increase in demand makes resource allocation competitive and ensures that the share of resource is not larger than its demand, to ensure proper resource allocation in this environment, good governance that involves coming up with fairness strategies such as proportional fairness has to be developed Tewfik (2010)

Strategic Leadership and Good Governance

Jooste and Fourie (2009) indicate that the high failure rate of strategic change initiatives can be attributed to poor implementation of new strategies, and the lack of strategic leadership making them major barriers to effective strategy implementation. Most organisations have the know-how to create strategy, and this is evident in the devolved governments where individual counties have often developed strategic plans aimed at making them competitive.

According to Sorooshian, Norzima, Yusof and Rosnah (2010), failure of strategy implementation efforts causes enormous costs to the organization that includes wastage of resources, considerable amount of time, leads to lower productivity, lower employee morale, diminished trust and faith in senior management, inefficient use of resources and decline in performance.

Tan (2004), indicates that strategy implementation is an important stage in strategic implementation process, yet not much study, particularly in developing countries, has been given to it as compared to strategy formulation.

Strategic Communication and Good Governance

Noble (2003) implementation framework looked at strategy implementation in various fields and defines strategy implementation as communication and enactment of strategic plans.

(Thompson & Strickland, 2003; O'Regan and Ghobadian, 2007)Communication is important because the details of implementation effort need to be communicated as early and as clearly as possible, while incentives are important to inspire and motivate members to change in accordance with the new strategy.

To achieve a good strategic communication, ensure that you maintain regular cross functional communication to foster understanding and appreciation, discuss and resolve implementation details early in the process, update implementation team frequently on progress and changes in objectives and communicate implementation progress across the entire organization to foster buy-in.

Organizational structure and Good Governance

Various empirical studies suggest a relationship between organization structure and the successful strategy implementation both local and global context. Njanja (2010) in a study of 176 small and medium enterprises looked at the effect of planning on performance and established that although strategic planning existed in most firms, there was need to operationalize the plans through adequate resource allocation. The study also did not establish the influence of strategic planning and the value of small and medium enterprises.

Another empirical study by Kraus (2006) looked at 290 Austrian firms to analyse the implication of strategic planning on performance of small and medium enterprises. The study established that formalizing strategic planning significantly impacts on the growth of firms which was measured in terms of employee count.

An empirical study by Amrule (2013), examined the role of strategic planning on the performance of information communication and technology small and medium enterprises in Kenya established that a significant relationship between strategic planning and internal business process, learning and growth and financial performance of small firms. The study was based on a sample of 146 small and micro enterprises in Nairobi Kenya.

Similarly an empirical study by Obiajolum and Ngoasong (2008) to understand the relationship between organizational management control systems and performance established that integrated management and budgeting enables firms to be competitive.

Nanara (2008) observes a trend in strategic planning process that produces a document that ends up collecting dust on as they ignore or fails to make good use of the procured information required in the strategic planning document. African context studies (Aosa, 2002; Fubava, 2006) noted that many firms created strategic plans which are rarely implemented according to the planned schedules. Realization of competitive advantage and the achievement of outcomes of organizations are hinged on the successful execution of the strategy.

RESEARCH METHODOLOGY

Research design refers to how data collection and analysis are structured in order to meet the research objectives through empirical evidence economically. This study adopted a descriptive research design. It represented perceptions of personnel at three diverse levels i.e. top management, middle management and lower management and provided insights as they exist in different counties. The target population was 143 respondents which included top, middle and lower level managers in the target population. This comprised the county secretaries, county executive committee members and chief officers. This particular population was justified since it was required to carry out strategic

The Multiple Regression model that aided the analysis of the variable relationships was as follows:

$Y = \beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\beta 4X4+\mu$

Where: *Y* = Governance of counties (dependent variable)

= Constant

β1….β4 = Coefficients of independent variables

X1 = Resource allocation

X2 = Strategic leadership

X3 = strategic communication

X4 = Organizational structure

μ = Error term

RESEARCH FINDINGS

Resource allocation and Governance of Counties

The first objective sought to establish the role of resource allocation and governance of counties in

Kenya, and the results are as shown in the table below.

Table 1: Weighted mean for Resource Allocation

Response	N	Minimum	Maximum	Mean	Std. Deviation
The county has a strong monitoring and evaluation unit to track resource use	143	1	5	4.04	0.956
The county budget includes input from critical stakeholders	143	1	5	3.95	0.944
Fairness is exhibited in allocating resources to all departments	143	1	5	3.67	1.161
Accountability of resources is key in my county	143	1	5	3.62	0.864
Allocation of resources is done within stipulated time frame	143	1	5	3.60	1.168

According to study findings in Table 1, In average the respondents agreed that the counties have a strong monitoring and evaluation unit to track resource use as shown by a mean of 4.04 and standard deviation of 0.956, in average the respondents agreed that counties budgets included input from critical shareholders as shown by a mean of 3.95 and standard deviation of 0.944, the respondents were neutral on whether fairness is exhibited in allocating resources to all departments as shown by a mean of 3.67 and standard deviation of 1.161 , the respondents agreed that accountability of resources is key in counties as shown by a mean of 3.62 and standard deviation of 0.864, the respondents were further neutral on whether allocation of resources in counties is done within stipulated time frame as shown by a mean of 3.60 and standard deviation of 1.168 . These finding were in line with the argument of Lewis and Becker who asserted that strategy implementation has a big role to play in resource allocation which in turn positively influences governance (Lewis & Baker, 2013).

Strategic leadership and Governance of Counties

The second objective sought to establish the role of strategic leadership and governance of counties in Kenya and results are shown in the table below.

Table 2: Weighted Means for strategic leadership

Response	N	Minimum	Maximum	Mean	Std. Deviation
There exists a good interpersonal relationship between top and middle management	143	1	5	3.99	.927
Top management possess the right qualification to handle their duties and responsibilities	143	1	5	3.84	.869

Different heads of department clearly understand the roles and responsibilities of their work	143	1	5	3.38	1.326
Trainings need to be undertaken to enhance good strategic leadership	143	1	5	3.34	1.132
There is aspect of fairness by top management when dealing with employees	143	1	5	3.31	.970

According to study findings in Table 2, in average the respondents agreed that there existed a good interpersonal relationship between the top and middle management of counties as shown by a mean of 3.99 and standard deviation of 0.927, in average the respondents agreed that the top management possessed the right qualification to handle their duties and responsibilities as shown by a mean of 3.84 and standard deviation of 0.869.

On average the respondents were neutral on that the different heads of departments clearly understood the roles and responsibilities of their work as shown by a mean of 3.38 and standard deviation of 1.326, respondents also agreed trainings need to be undertaken to enhance good strategic leadership as shown by a mean of 3.34 and standard deviation of 1.132, further the respondents agreed that there is aspect of fairness by top management when dealing with employees as shown by a mean of 3.31 and standard deviation of 0.97. This findings indicated that strategic leadership it is a critical factor that contributes to governance of counties in Kenya as supported by (Anderson et al, 2013).

Strategic communication and Governance of Counties

The third objective sought to establish the role of strategic communication and governance of counties in Kenya as shown in the table below.

Table 3: Weighted Means for strategic communication

	N	Minimum	Maximum	Mean	Std. Deviation
Information is shared in a timely manner	143	1	5	3.78	1.133
Strategic communication has helped create awareness on the activities and projects of my county	143	1	5	3.90	1.070
Communication strategies in my county are crafted by professionals	143	2	5	4.11	.815

According to study findings in Table 3, in average the respondents the respondents were neutral on whether information being shared in a timely manner is key to good governance in counties as shown by a mean of 3.78 and standard deviation of 1.133, in average the respondents the respondents were neutral on whether strategic communication has helped to create awareness on the activities and projects of their counties as shown by a mean of 3.90 and standard deviation of 1.070.

On average the respondents agreed that communication strategies in their counties are crafted by professionals as shown by a mean of 4.11 and standard deviation of 0.815. This findings indicated that strategic communication contributes to the governance of counties in Kenya. Despite this assertion and findings, (Dutta, Nicholas & Vasilakos, 2007) opposed to these findings claiming that the impact of strategic communication in governance may be relatively small.

Organisational structure Governance

The fourth objective sought to establish the role of organizational structure and governance of counties in Kenya as shown in the table below.

Table 4: Weighted Means for organizational structure

Responses	N	Minimum	Maximum	Mean	Std. Deviation
Existing layers of governance supports strategy implementation	143	3	5	3.75	0.540
There is no duplication of roles within the county	143	3	5	3.70	0.719
Development of appropriate organizational structures and process for my county is the role of county government.	143	3	5	3.90	0.704
Dissemination of duties relies on the organizational structure	143	2	5	3.75	.948
Organizational structure has brought sanity on how to raise complains	143	2	5	3.65	0.915

Respondents agreed that existing layers of governance supports strategy implementation, as shown by a mean of 3.75 and standard deviation of 0.540, the respondents agreed that there is no duplication of roles within the county as shown by a mean of 3.70 and standard deviation of 0.719, the respondents agreed that development of appropriate organisational structures is the role of their respective county governments as shown by a mean of 3.90 and standard deviation of 0.704. The respondents agreed that dissemination of duties relies on the organisational structure as shown by a mean of 3.75 and standard deviation of 0.948. Respondents showed a lot of concerning organisational structure and governance noting that all organisational structures impact governance in the same way but the study categorized this concern emphasizing that different organisational structures impact governance differently as supported by (Petersen and Rajan, 2002)

Table 5. Regression analysis model summary

Table 5: Model summary

Model	R	R^2	Adjusted R Square
	.667	.445	.429

From table 5, R-square is the Coefficient of determination that explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Governance of counties) that is explained by all the four independent variables (Resource allocation, Strategic leadership, Strategic communication and Organisational structure).The value of Adjusted R-Square is 0.445. This implies that, 44.5% of variation of strategy implementations independents. From the findings, there is remaining 55.5% which implies that there are factors not studied in this study that affects strategy implementation.

Table 6: ANOVA table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1363.640	4	340.910	27.643	.000b
Residual	1701.912	138	12.333		
Total	**3065.552**	**142**			

The ANOVA test is used to interpret the results obtained and draw conclusions on the study. At 0.05 level of significance the ANOVA test indicated that in this model the independent variables namely; Resource allocation, Strategic leadership, Strategic communication and Organisational structure as indicated by significance value=0.001 which is less than 0.05 level of significance (P-value=0.001<0.05).

Table 7: Coefficient of Multiple determinations of the variables

Model	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant		**-2.826**	**2.681**	**-1.054**	**.294**
Resource Allocation	.039	.067	.043	.583	.006
Strategic Leadership	.457	.062	.477	7.328	.000
Strategic Communication	.132	.101	.176	1.313	.001
Organizational Structure	.223	.082	.367	2.708	.008

From the findings in table 7 above, at 5% level of significance, strategic communication was a significant predictor of governance where (P-value=0.001<0.05). Organisational structure was also significant predictor of governance where (P-value=0.008<0.05).

Where, Y is the dependent variable (Governance), X_1 is resource allocation, X_2 strategic leadership, X_3 strategic communication and x_4 organisational structure.

As per the SPSS generated regression, the equation ($Y = \beta0 + \beta_{1X1} + \beta_{2X2} + \beta_{3X3} + \beta_{4X4}$) becomes:

$Y = -2.826 + 0.039X_1 + 0.457X_2 + 0.132X_3 + 0.223X_4$

According to the equation taking all factors constant; a unit increase in resource allocation would lead to a 0.039 increase in governance; a unit increase in strategic leadership leads to 0.457 increase in governance. A unit increase in strategic communication leads to 0.132 increase in governance and a unit increase in organisational structure leads to 0.223 increase in governance. Therefore according to the study findings strategic leadership contributes more to increase in governance.

CONCLUSION AND RECOMMENDATIONS

Resource allocation and Governance of Counties

From the descriptive statistics, the study established that Strategy implementation has a direct impact on the realization of resource allocation for counties and for devolution to deliver the dreams of a majority of Kenyans as envisaged in the constitution, counties should inculcate governance of the private sector, which has been known to produce good results.

The study recommended that, County governance should embrace good resource allocation practices across their counties, as a rule and as envisaged in the Public Finance Management Act 18 of 2012 and the Kenyan Constitution 2010 for the realization of sustainable economic growth furthermore governance should hold the principle of subsidiarity by developing functional/departmental strategies at the level where the greatest and direct impact can be felt as a contribution to the overall county strategy. Counties should also share resources based on their CIDPs and high impact projects that lessens poverty.

Strategic communication and Governance of Counties

From the descriptive statistics, the study established that development of lean strategic communication structures at counties is a modern day business practice that has direct influence on the effective governance of institutions. Lean structures: are less costly; facilitate faster decision making and communication; subordinates are free from close and strict supervision and control; and enhance creativity and innovation given the reduced levels of bureaucracy that is known as a main feature of the public sector.

The study recommended that counties have to understand key strategic communication forms for effective implementation mechanisms between the forty seven county governments and the national government.

Strategic leadership and Governance of Counties

From the descriptive statistics, the study established that Strategic leadership plays a significant role in determining the level of economic growth achievable by any economy. Political environment was also critical in influencing strategic leadership. The governance of county strategic leadership should have skilled leaders with the conceptual, interpersonal and technical knowhow and necessary governance skills.

The study further recommended that County governance should embrace good strategic leadership that encompass technical, conceptual and interpersonal skills so as to exploit their opportunities and counter their threats effectively, with the mentioned skills specific leaders in counties will be able to implement their strategies.

Organizational structure and Governance of Counties

From the descriptive statistics, the study established that organizational structure has a statistically significant effect between the independent variables and the governance of counties in Kenya. Organizational structure manifested through the processes, centralized vis-àvis decentralized systems and Reward system thus plays a role in the governance of counties. Therefore, organizational structure should be given adequate attention by counties for the effective governance.

The study recommended that rewarding of allies and engaging in acts of nepotisms should not be considerations as they impede the process of governance. County governments should also ensure that, the type of organization structure chosen promotes strategy implementation.

Areas for Further Research

Based on the findings of this study, the researcher recommends that a similar study be conducted during the next government, after 2022, to validate the findings of this study. If resources allow, the researcher advocates that a larger number of counties be sampled in the study to provide an enhanced reflection of the situation on the ground. One of the major findings of this study was that all the four independent variables taken together could explain up to 44.9% of the variation in the dependent variable, i.e. governance of counties in Kenya. This means that 55.1% of the change in governance of counties could be explained by other variables. The researcher, therefore, proposes that a study be conducted to investigate other factors including, leadership styles, quality of workforce training, external environment, population and foreign direct investments, among other potential variables.

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