



Understanding Strategy Implementation: Progress along Performance of Meru County Government in Kenya

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Abstract

Below-average performance is a characteristic that has been synonymous with many county governments in Kenya. The counties, formulate a County Integrated Development Plan as a guiding roadmap for five years. Besides the well-formulated strategies in Meru County, performance and effective service delivery have not been satisfactorily achieved. This study was designed to investigate strategy implementation and performance of the Meru County Government. The study's specific objectives were; to determine the effects of resource allocation, organizational culture, leadership, and organizational structure on strategy implementation and performance of Meru County Government. The study targeted 291 employees of Meru County Government and a descriptive research design was used. Multiple regression analysis was used to analyze data. Findings indicated that resource allocation, organizational culture, leadership, and organizational structure had a positive and significant influence on the county government's performance. The study recommends that; on resource allocation, the county government prioritize sufficient resource allocation on matters of strategy implementation, and create a wide and growing resource base to properly finance its activities. In organizational culture; mission and goals should be made clear at every level, and the culture should uphold goal attainment and promote easy communication

during strategy implementation. In organizational leadership, the study recommends that the management should have more employees contribute to decision-making. Periodic workshops and/or training should be held for all employees. On the organizational structure; the county government can enhance its structure through participative decision-making, creating a simple and short chain of command for strategy implementation and promoting interdepartmental learning.

Keywords: Balanced Scored Card, Dynamic Capability, Resource Allocation, Organizational leadership, Organizational Structure

1.0 Introduction

A serious issue that has developed since businesses and governments embraced strategic orientation in their operation is how to implement and reap the benefits of their thoughtful process (Hitt, Jackson, Carmona, Bierman, Shalley & Wright 2017). According to Verweire (2014), strategies remain until they are successfully executed to help the organization and the people around them. Strategy implementation entails the practice that transforms plans and strategies into actions to realize the planned objectives. Proper strategy implementation, which has eluded many organizations for years, transforms a written document into activities that drive business growth (Hitt et al., 2017).

Strategy makes organizations and individuals look forward to tomorrow and far deep into the future (Brinkschröder, 2014). Organizations develop and execute their strategy to reach their desired state; for the government and all its agencies, their strategies are inclined towards an improved future for its citizens. The improved performance, higher efficiency, or sustainability that a strategy may promise is all tied to how the strategy will be executed. Many plans have looked good on paper and sounded comprehensive during discussions but the impacts of these plans upon final evaluation after execution are of no match compared to what was promised – mostly failing. According to Verweire (2014), strategy implementation has become a hot topic in today's corporate world. Organizations commit significant amounts of resources to training, consulting, and strategy formulation in the expectation that their brilliant strategies will transform into a brilliant performance.

According to the County Governments Act (2012), The County is responsible for a variety of administrative and development functions. These are the roles that the County Government of Meru was created and lives to serve; they include, County legislations by the county assembly and devolved functions that encompass health, agriculture county transport (county roads), Trade development and regulation, County planning and development,

Education (ECD), Firefighting services, County public works, and services, etc. The performance of the Meru County government is measured by the extent to which the government succeeds in serving its purposes and its real outputs produced in comparison to the set goals and objectives (Abass, Munga & Were, 2017). The goals and objectives are seen in regard to the County Integrated Development Plan; which is developed by policy makers in the county as a strategic guide for five years.

As per the reports by Infotrak (2020) Meru County is among the top 10 least performing counties in the country right now. The performance is directly related to how the government uses its available resources and the rate of success of its strategy implementation. This report when compared with the 2020 report released by KNBS is a stunning juxtaposition. The release by KNBS (2020) reported that Meru County is the second richest county in Kenya jointly ranked with Nyeri and Kirinyaga. The county is nothing but a real potential of becoming a top economic hub in the country and region. But InfoTrak (2020) reports show otherwise when it comes to the performance of the county government of Meru

Many projects initiated by the Meru County government are yet to bring their complete intended benefits to the residents. Instead, some have become never-ending involvements continually consuming both national and local resources every financial year. A report by The Meru County Government (2019) indicated that around 131 multi-sectoral projects valued at Ksh. 18.9 billion have either stalled, only existed on papers or are at 10% - 95% stages of completion. The projects have led to slow infrastructural development in the county and thus hindering higher rates of economic development in the region. Some of these projects are strategies that were laid in 2016 with an aim of being successfully implemented in two years. The current performance to a large degree is attributable to the county's strategy implementation practices.

1.1 Objectives of the Study

1. To assess the relationship between the performance of Meru County Government and leadership in the organization.
2. To determine the effects of organizational structure on Meru County Government's performance.
3. To assess the impact of resource allocation on the Meru County Government's performance.
4. To determine the impact of organizational culture on Meru County Government's performance in Kenya.

2.0 Review of Literature

2.1 Theoretical Review

2.1.1 Resource Based Theory

The concept of this theory was first created in the year 1959 it was brought up by Penrose (1959). Later it was advanced by Wernerfelt (1980) and Barney (1991). Wernerfelt advanced it by writing a Publication on RBV while Barney published Firm Resources. Another notable contributor was Prahalad and Hamel (1990) who wrote Core Competences of the Corporation among others. However, Barney is widely quoted as the developer of RBV due to the larger part played by his scholarly work. His publication, RBV is a theory that focusses on the strategic management and states that the success of an organization can't entirely be explained by conditions in the surrounding environment but relies heavily on the abilities of the resources that a firm has in its possession.

The RBV asserts that a firm's capacity to manage the institutional context of its resource decisions determines its long-term competitive advantage (Wilkinson & Wood 2017). Organizations differ in what methods are used to acquire, develop, and allocate these resources and put them to usage. 16 If an organization can acquire and make good decisions on these resources the firm is always staged for success (Augier, 2018). Resource Based Theory inspire managers to start by looking within the organization and various departments for strengths and weaknesses before venturing to the external environment. RBV guides managers and policy makers in what to do with the resources to get superior performance (Dagnino, 2012). The theory puts forward the following views for organizations to follow to achieve competitive advantage and easily realize their goals. The resources a company possess should be of value, rare, hard to imitate, immobile and heterogeneous (Wilkinson & Wood 2017). In relation to the problem to be addressed by the study: strategy implementation practices and success of the Meru County government; the County Government should acquire and use the resources at their disposal to leverage good performance. Acquiring ethical and qualified policy makers and using available finances from the national government and taxes to better deliver their services to the members of the county.

2.1.2 Transformational Leadership Theory

James Victor Downton coined the phrase "transformational leadership" in 1978. Downton is considered the pioneer of the transformational leadership theory, a concept that was later worked on and developed further by Burns (1978). Transformational leadership has been a key concept in leadership research over the past years (Goethals, 2004). Transformational leadership theory is a theory of leadership that

works with individuals beyond their personal interests. James MacGregor Burns first proposed the concept of transformational leadership when researching political leaders, but it is increasingly utilized to examine corporations as well.

Transformational leadership approach focuses on how organizational leaders can create positive and valuable change within an organization through its members. It's a leadership philosophy in which a leader works with supporters to identify needed changes, spark a purpose, and implement the plan with a group of devoted followers (Sashkin, 2004). Transformational leadership is the leadership style that emphasizes charismatic and emotional leadership qualities. As the name indicates, the transformational leadership theory tries to bring a fresh perspective on leadership (Sashkin, 2004). At various levels of an organization, including teams, divisions, departments, and the broader company, transformational leadership can be developed.

In order to make significant changes in a company, transformational leadership must display the following four characteristics: Individualized concern, motivation, idealized influence and intellectual stimulation (Towler, 2022). These are the functions that can help in effective strategy implementation practices at Meru County Government. Inspirational Motivation; the transmission of a consistent vision, objective, and value system to the followers is the foundation of transformative leadership. Intellectual Stimulation: A transformational leader inspires his teams to be inventive. Leaders always inspire their employees to come up with new innovative ideas and never publicly criticize them when they make mistakes. Idealized Influence: Strategic leaders believe that a person could only influence followers when he does what he says. Others who desire to follow suit look up to leaders as role models. Individualized attention: Transformational leaders act as role models to their subordinates, praising their creativity and initiative. Followers are treated differently depending on their talents and competence (Towler, 2022). This study found the relevance of the transformational leadership theory since it would help to connect the role of strategic leaders' commitment and effective leadership to strategy implementation.

2.1.3 Systems Theory

In the 1940s and 1950s, Ludwig von Bertalanffy's study was the first to introduce the concept of comprehensive systems theory. His work was latter furthered by Ashby (1956) and Bateson (1979). Bertalanffy pushed for open systems rather than the closed systems associated with traditional science initially. Closed systems would not interact with other systems, whereas open ones did connect with others. Instead of a single cohesive theory, systems theory is a strategy for envisioning an organization's structure

and qualities in terms of the connections and interdependence between its components. All the different parts and divisions of an organization or business; in this case, Meru County Government should work in coordination with each other and the environment for effective strategy implementation.

The Systems Approach sees the institution as a system made of interrelated elements which work together as sub - systems, and is widely recognized as the basis of organizational growth and successful organizational structure. Real and excellent systems are aware of their surroundings and engage with them, as well as having the ability to obtain whole new props (László, 1972). Modifying one part of a system has ramifications on the overall system. These changes are predictable. The degree to which systems that learn and evolve is governed by how well they are engaged with the surrounding environment (Jackson, 2000). In this theory a system is any collection of diverse components that interact to make a complex whole. Organizations and governmental bodies have different departments and divisions that work in synergy for effective strategy implementation, Human Resource Management, Planning, Accounting and Finance, Procurement, Research and Development, are just a few examples. Systems theory guides and informs how Meru County Government can set its organizational structure and other components for effective strategy execution.

2.1.4 The Balanced Score Card Model

BSC is a tool for measuring corporate performance. It was developed by Kaplan and Norton (1992). Previously, organizations and governments used only financial measures to determine strategic organizational success. The duo created the BSC model to include both financial and nonfinancial metrics to measure strategic performance. For this reason, the balanced scorecard has become the most widely used model when studying and gauging organizational performance (Niven, 2008). The BSC as a performance metric can be also be used to recognize, improve, and regulate an organization's different strategic functions and consequential outcomes both within and outside. The Balanced Scorecard encompasses measuring the following facets of a business: finance, learning and growth, customers, and business processes (Kaplan & Norton, 1992). The model then aligns the elements to the strategy and vision of the organization for aid improved performance.

On the customer dimension, each organization exists to serve a specific group of clients and their needs; in this study, residents of Meru County are the customers of Meru County Government. The citizens are the target and the consumers of the services offered by the county government. Customers' needs might change at any time; thus, businesses focus on

meeting them. Every strategy implementation practice is carried out with the final beneficiaries in mind. When accessing business processes; all processes in strategy implementation process should add significant value to the entity. Strategy implementation process sheds light on what the organization must excel at in order to satisfy the target population who consume our services. In today's volatile operating environment, learning and growth is key to performance and survival of any organization. Learning and growth is another important facet measured by the BSC as a performance measurement tool. In a dynamic environment, an organization's capacity to adjust and innovate indicates if it is capable of continuous progress and growth. The financial perspective is a quantitative benchmark in the BSC based on past figures. For a for-profit organization, profit must exceed costs. For this case; the Meru County government must achieve the highest efficiency possible in raising and spending its finances during strategy implementation. BSCs can enable Meru County Government to consolidate huge amounts of information into a single report, providing insight into the quality of services they offer and their current performance. Not only this, but a balance score card can also contribute to quality addition and improving strategic performance and organizational efficiencies.

2.2 Empirical Review

2.2.1 Resource Allocation and Performance

There is no relation between resource allocation and performance of Meru County Government. Resource management involves resource allocation which affects performance. Abass (2020) investigated resource management practices that influenced success rate of road construction projects in Wajir County. This investigation targeted 193 stakeholders who were directly involved in the forty-seven major projects that were being implemented by the county government in various sub-counties in Wajir. A questionnaire was applied to gather data for the research. It was realized that proper resource allocation directly helped in solving problems associated with the availability of resources and work efficiency for projects and strategic success. Well-organized resource allocation plans allowed managers prepare to assign resources effectively to the tasks in strategy implementation and manage them. In conducting this study, the influence that environmental changes have on performance of county government was not considered. This is a real factor especially in the recent years where economic, health, political, legislative and social environment barely remain the same (World Economic Situation and Prospects 2020, 2020)

There is no relation between resource allocation and performance of Meru County Government. On Tana River County, Hantiro and Maina (2020) studied how strategy execution affected the service delivery and

performance the county government. The study targeted to gather information from top management employee of the county government. One hundred and sixty-six respondents were targeted and by use of proportionate stratified sampling method sixty-six were chosen. To collect data, questionnaires were used. One of the variables being resource allocation registered positive and strong correlation with the independent variable; performance. The study obtained its findings 23 exclusively from senior management employees who do not share a common view with operational level staff and those with hands on the ground.

There is no relation between resource allocation and performance of Meru County Government. Ngumbi and Wambua (2018) study focused on organizational resources and implementation of strategy in the Kenya administration police at Baringo County. RBV, Mckinsey 7S Model, and Institutional Philosophy were used to guide this research. For obtaining information from the target sample, a descriptive research approach was adopted, which included the use of Likert scale type 22 questionnaires. The study targeted seven hundred and twenty AP officers. The study realized a strong correlation between sufficiency of allocated resources and performance levels by the Police in the Baringo County. However, the limitation was that the study was confined to the Kenyan police department and in Baringo County.

2.2.2 Organizational Culture and Performance

There is no relation between organizational culture and performance of Meru County Government. According to findings of Joseph and Kibera's (2019) study on organizational culture and performance as demonstrated by banks in Kenya. Organizational culture does have a major impact on micro - finance bank's performance according to the findings. Organizational culture is a critical source of long-term performance and competitive advantage in the businesses. In light of performance of County Government of Meru this study supports the idea that certain cultural practices affect success in organizations. Primary and secondary data from yearly reports from The Kenya and Microfinance Rating Africa and Association of Microfinance Institutions in were considered in Joseph and Kibera's (2019) research. A systematic questionnaire helped in data collection from CEOs, the HR and marketing manager. This study exhibited gaps in the area that information for analysis and conclusion was extracted; only from top personnel alone. Additionally, the study was narrowly focused on microfinance institutions.

There is no relation between organizational culture and performance of Meru County Government. Abass et al., (2017) investigated the link between strategy execution and success in Kenyan county governments, focusing on Wajir County. He identified three variables that he presumed

affected strategy implementation, among them was organizational culture. A questionnaire was utilized to gather information from 83 responders out of a total of 166 employees. Data was analyzed by means of descriptive research design. According to the findings, there existed a significant relation among culture and performance of the institution. Positive and motivated employees encouraged performance. Nonetheless, this study did not take into account the effects of environmental changes on county government performance. This is a real factor especially in the recent years where economic, health, political, legislative and social environment barely remain the same for months (World Economic Situation and Prospects, 2020).

There is no relation between organizational culture and performance of Meru County Government. Targeting 172 major contractors in Malaysia from which a representative sample of 61 was selected. Bamgbade, Kamaruddeen, Nawi, Yusoff and Bin, (2018). examined the effect of organizational culture on sustainable construction among Malaysian contractors. Data was collected from respondents via postal and physically given questionnaires. Collected data was evaluated using fractional least squares structural equation modeling, and it was discovered a relationship amongst adhocracy culture and effective construction and project implementation. According to a report by Wire (2021) on the Kenya Construction Industry, the industry contributed 5.6% to GDP in the year 2019 and created employment for almost 222,000 citizens. Construction projects comprise a large percentage of the strategies laid down by Meru County Government. According to Bamgbade et al. (2019), organizational culture has a substantial impact on the effectiveness of these strategies. Contextual gaps are evident in the study as it was conducted in Malaysia, a country which does not share the same political system or comparable economic development as Kenya and its Counties.

2.2.3 Organizational Leadership and Performance

There is no relation between organizational leadership and performance of Meru County Government. Atito (2017) studied leadership styles and strategy execution in a sample of Kenyan STIMA Saccos. The target population was 62 managers from STIMA Sacco Nairobi and Kisumu branches. Data for the research was collected by a questionnaire. Results showed that at STIMA Sacco Kenya, democratic and transactional leadership styles had a significant effect and a strong association with strategy execution; however, authoritarian and transformational leadership styles have good values but have little impact on strategy implementation. In light of the current study, the research by Atito (2017) exhibited both knowledge and contextual gaps. The study examined leadership styles alone which independently cannot be used to gauge performance in an organization; this

brings a discrepancy on what the study revealed about performance and what should be known about performance. The study also targeted saccos whose findings cannot be accurately applied in governmental bodies.

There is no relation between organizational leadership and performance of Meru County Government. Abdi (2018) reported that strategic leadership has quite a huge effect on organization performance. His statistical report showed that 82.2% of results delivered heavily relied on the efficiency of leadership. The study by Abdi (2018); strategic management and firm's performance of tea plantation enterprises in Nandi County. With a target population of nineteen tea plantations. The target population was divided into 3 levels of management in accordance to their seniority using random sampling processes. Findings from the study failed to explain specifically in what manner was the leadership influencing results; could it be the competence of the leaders? Or how leaders motivated and inspired employees? Or is it the style of leadership?

There is no relation between organizational leadership and performance of Meru County Government. Ejimabo (2015) through his research; Influence of decision making in organizational leadership and management activities, he looked at how decisions made in organizational management and leadership activities affect creativity, development and effectiveness, performance, and goal achievement in modern companies. The researcher used the Kurt Lewin leadership theory to guide the research. This research included 400 previous and present corporate leaders and managers. A blend of interviews and questionnaires helped in data gathering. The findings demonstrated a substantial need for development and change in corporate policy-making, with technology, diversity, globalization, strategy, collaboration, and leadership effectiveness all being taken in to consideration. The rigidity of structured interview guides and questionnaires limited the range of important data that could be collected resulting to a gap in knowledge in this study. The research being conducted in the business sector which is majorly focused on increasing profits and little on sustainability and service delivery to the citizens limits the practical applications of the findings 27 by this study; hence contextual gap. The method used in selecting the sample was not all comprehensive creating a gap by excluding other employees lower in the organizational hierarchy.

2.2.4 Organizational Structure and Performance

There is no relation between organizational structure and performance of Meru County Government. Ongeti (2014) investigated Kenyan state corporations' organizational resources, governance frameworks, and their performance. A questionnaire was employed for collecting data. A drop-and-pick approach was used to deliver the questionnaire to a sample of 95 Kenyan

state enterprises. Regression analysis revealed significant link between resources and organizational performance. The moderating role of firm's structures resulted in a marginal increase in explanatory power on performance of 10.7 percent. This clearly indicated that the type of organizational structure in place affects strategic performance. The Kenyan government has established state corporations to serve specific purposes in the country, their scope and roles are narrow and do not mainly encompass governance of the people. For example, Kenya National Trading Corporation for promoting and increasing wholesale and retail trade. Structures of state corporations are totally different from county government structures thus study and findings from these areas are far apart and cannot be cross-applied.

There is no relation between organizational structure and performance of Meru County Government. Karemu, Nyakora, Thoronjo, and Mandere (2021) studied the influence of corporate structure on performance of Kenyan Mobile Telephone Network Operators. Structural contingency theory was the foundation of the research. Data came from a self-administered questionnaire and public corporate reports. A total of 361 workers were recruited, however only 258 completed and returned surveys. All workers of Kenya's Mobile Telephone Network Operators were included in the research population of 6,167 people. According to the findings, organizational structure has a statistically significant impact on the success of an organization. Analysis was done by means of descriptive statistics. The research by Karemu et al., (2021) presented clear statistical evidence on how organization structures affect organizational performance and strategy implementation. Nonetheless, the study was limited and confined to mobile telephone network operators. Additionally, a gap in the methodology used as the researchers used profit margins and market share to measure organizational performance. Organizational performance spreads beyond profits and market size (Parmenter, 2015).

There is no relation between organizational structure and performance of Meru County Government. Setiawan, Putrawan, Murni, and Ghozali, (2016), studied administrative structure, leadership and trust effects on the performance of workers of Ternama University, these were the factors presumed to be affecting the organizational success and strategy implementation of the institution. The study employed a survey technique, with path analysis being employed to evaluate the hypothesis. An 80-person sample was chosen through simple random sampling. Findings from the research revealed that: administrative structure has a considerable impact on trust; administrative structure has a major impact on performance; leadership has a quantifiable influence on productivity; and that leadership affects performance. In conclusion, these factors, such as organizational structure, trust and leadership must be considered when attempting to minimize

variation in performance. The study's weakness was that it did not explain the direction of linkage between performance organizational structure, trust, and leadership. How should the management adjust structure to increase performance; the study does not explain. This is a problem brought about by path analysis which is mostly used to examine causal hypotheses, but cannot determine the direction of relationship.

3.0 Research Methodology

This study was conducted using a descriptive research design. This design seeks to resolve questions regarding prevailing state of the object being studied. It determines and give report on the reality of conditions of the subject (Muathe, 2010). It endeavors to define features like characteristics, current behaviors and cause, attitudes and values (Creswell & Creswell, 2019). Research design purpose at finding out how different research problems can be addressed (Toshkov, 2016). Descriptive research design was applied in determining the effects and relation of the dependent and independent variables of this study (Muathe,2010).

Descriptive research design is the most suitable approach for this research due to the special objectives that it seeks to accomplish. The objectives include; description of characteristics or phenomenon, identifying different attributes such as frequencies, trends, correlation, categories and characteristics (Philipp, 2020). It is also suitable where the researcher has less data and information about the research problem. Descriptive research design helped gather both quantitative and qualitative data on strategy implementation and the results achieved by Meru County Government. When the goal of the study is to get a thorough understanding of the setting, Guest (2012) believes that descriptive research design is essential. Meru County Government employees working at all levels of the administrative structure, from top management to Ward Administrators were targeted in this study. This was instrumental in collecting an all-representative set of data and drawing accurate and reliable findings. This study had a target population of 579 workers of Meru County Government comprising of; County Executive, Directors, Administrators, County Officers, County Chief Officers and technical staff in various departments/ministries of Meru County Government (HR Department, Meru County Government, 2021).

A sample is said to be representative if it accurately reflects the features, characteristics and opinions of the entire group (Kozak, 2015). The study picked 40% of the target population from every stratum for the research. A representative sample of a target population is a subset that is covers of 10% to 50% of the targeted population (Mugenda & Mugenda, 2003). For this study 117 individuals were chosen as the sample for data collection and analysis. From various groups of employees of Meru County

government data was gathered with the use of a designed questionnaire. Questionnaire provided the convenience and the ease of comparing data, scalability; in terms of follow-up questions and audience, and data accuracy (Debois, 2021). The questionnaire offered a quick way to reach different people and did not consume a lot of time for both the respondents and researcher (Blair, Czaja, & Blair 2013). The questionnaire was developed and constructed by the researcher which contained both unstructured and structured questions. The data gathering questionnaire was self-administered; it was dropped and picked latter for convenience of respondents and as a Covid-19 health measure.

A Permit to conduct the study in Meru County Government was obtained by requesting the management for the same. An official authorization letter to conduct the research was obtained from the Kenyatta University Department of Business Administration. Data was gathered by administering the questionnaire to the selected sample; the drop and pick latter approach used in the process, allowed respondents an easy time to answer and give quality responses. Two weeks were given for the selected individuals from the sample to fill and return the questionnaire, and a follow-up was made after nine days in the case of non-response. This guaranteed quality and good response numbers.

Gathered responses were subjected to various operations to obtain accurate conclusions that helped achieve the research objectives. This research gathered and evaluated both quantitative and qualitative data. To analyze quantitative data, descriptive statistics were applied. This analysis was done using SPSS version 26.0.0. Tabulation of quantitative data was done for each objective to provide a bird's view of the information and helped in identifying any patterns or trends. Regression analysis was applied to test the association between the independent and dependent variables. The regression model below was applied;

The model: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$

Where:

Y - Performance of Meru County Government	X ₄ - Organizational Structure
X ₁ - Resource Allocation	β ₀ β ₁ , β ₂ , β ₃ , β ₄ , - Coefficients of regression
X ₂ - Organizational Culture	ε - Error Term
X ₃ - Leadership	

The relationship among the variables of this research was tested at a 95% confidence level. For presentation, information was presented and displayed in charts, tables, and graphs. This method of presentation provided for easy visualization of statistics, provides a summary of the findings, and is

in line with people's taste for graphic representations over paragraphs of words (Davis, 2021).

4.0 Research Findings

Successful strategy implementation has been a hard target for many county governments in Kenya. It was evident that the Meru County Government and the citizens were reaping less than expected gains from the county's strategy implementation. The overall objective of this study was to determine effects of strategy execution on the performance of County Government of Meru. To study this, the following specific research objectives led the research: to determine the impact of leadership, organizational structure, resource allocation, and organizational culture on the Meru County Government's performance in Kenya. A questionnaire was used to collect data, with questions that addressed the study's objectives.

4.1 Regression Analysis

Inferential statistics were used to determine how Meru County Government's performance was impacted by Organizational Structure, Organizational Leadership, Organizational Culture, and Resource Allocation. Multiple regression analysis was employed in specific. The findings are discussed in the below sections.

Model Summary

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.829 ^a	0.688	0.674	0.23580

a. Predictors: (Constant), Organizational Structure, Organizational Leadership, Organizational Culture, Resource Allocation

Source: Research Data (2022)

R-Square (R^2) is the measure that represents the proportion of the variance in performance of Meru County Government that is explained by organizational structure, organizational leadership, organizational culture, and resource allocation. From Table 4.11 the value of R-Square is 0.688, this explains that 69% of the variation in performance can be directly attributed to organizational structure, leadership, culture, and resource allocation. The other 31% is attributable to other factors not investigated in this study.

The study established the model's significance using Analysis of Variance (ANOVA); the outcomes were as tabularized in Table 4.12 below.

Table 2. Analysis of Variance (ANOVA)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.266	4	2.817	50.655	0.000 ^b
	Residual	5.116	92	0.056		
	Total	16.382	96			

a. Dependent Variable: Performance of Meru County Government

b. Predictors: (Constant), Organizational Structure, Organizational Leadership, Organizational Culture, Resource Allocation

Source: Research Data (2022)

The Analysis of Variance (ANOVA) showed that the regression model was significant $F(4, 92) = 50.655$ $P < 0.05$, $R^2 = 0.688$. As shown in Table 4.12, the p-value obtained was 0.000^b which is less than 0.05. The results indicate that the model used in the investigation is statistically significant in explaining how performance of the Meru County Government is influenced by organizational structure, organizational leadership, organizational culture, and resource allocation.

The study used the coefficient of determination to determine the proportion of variance in performance of Meru County Government that could be explained by individual independent variables. The outcomes are as presented in Table 4.13

Table 4. Coefficient of Determination

Coefficients^a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1(Constant)	2.649	.488		5.432	.000
Resource Allocation	.377	.067	.570	5.592	.000
Organizational Culture	.131	.053	.154	2.476	.015
Organizational Leadership	-.380	.095	-.375	-4.014	.000
Organizational Structure	.329	.069	.396	4.786	.000

a. Dependent Variable: Performance of Meru County Government

Source: Research Data (2022)

In regards to the findings in Table 4.13, each of the independent factors had a significant effect on the performance of Meru County Government. The four variables satisfied the p-value rule of thumb of being less than 0.05. As per the table above, the model used which was $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$ was translated to:

$$Y = 2.649 + 0.377X_1 + 0.131X_2 + 0.380X_3 + 0.329X_4$$

Where: Y - Meru County Government Performance

X1	-	Resource	Allocation
X2	-	Organizational	Culture
X3	-	Leadership	
X4	-	Organizational Structure	

The study showed that resource allocation had a significant positive influence on the performance of Meru County Government ($t = 5.592$ $P < 0.05$). Barbier (2019), indicated that resources (tangible resources, intellectual resources, monetary resources, and human resources) or of any other kind within an organization should be managed and used effectively because proper use helps managers gain control of the project implementation process. Barbier (2019), also showed that resources had positive significant effects on organizational performance. The current study with its major objective sought to establish the influence of resource allocation on the performance of the Meru County Government. The majority of respondents in the study expressed that resource allocation influenced the performance of Meru County Government. A significant and positive correlation between resource allocation on organizational performance was established. The study also established that human resources in Meru County Government possessed the necessary skills for effective strategy implementation, the county government did allocate resources fairly to all departments and that proper audit and monitoring of the use of county resources was done periodically and on time.

The study also determined that organizational culture possessed a positive and significant influence on performance ($t = 2.476$ $P < 0.05$). This finding on the influence of organizational culture on performance is in line with the findings of Joseph and Kibera's (2019) study on Organizational Culture and Performance as Demonstrated by Banks in Kenya. The study found that organizational culture does have a major impact on organizational performance. In this study organizational culture was found to be a critical source of long-term improved performance and competitive advantage in the organizations under the study. Organizational culture in this study was found to have a significant influence on the performance of Meru County government. The study established that: The culture of Meru County Government encouraged challenges and continual learning, the County government of Meru had a clear and well-understood code of conduct, workplace transparency and timely communication were done through appropriate channels, and workplace politics negatively affected strategy implementation in the county government.

The regression coefficient on organizational leadership gave positive results, indicating that appropriate leadership led to better performance and the opposite was true ($t = -4.014$, $P < 0.05$). Abdi (2018) reported that

strategic leadership has quite a huge effect on organization performance, his statistical report showed that 82.2% of results delivered heavily relied on the efficiency of leadership. This study investigated how organizational leadership affected the performance of the Meru County Government. Most of the respondents agreed that leadership had an impact on strategy implementation. Following regression analysis, the research found that leadership was statistically significant in explaining Meru County Government's organizational performance. On leadership, the study established the following among other areas of interest; The leadership highly supported the people in Meru County to achieve their career and life goals, the leadership style adopted by the Meru County government allowed for employee participation, and the county government ensured a conducive, safe and healthy working environment for its employees.

On the last variable, the study determined the influence that organizational structure on organizational performance; this factor demonstrated a positive significant relationship with the performance of Meru County Government ($t = 4.786$, $P < 0.05$). According to Karemu et al. (2021) organizational structure has a statistically significant effect on organizational success. The study by Karemu et al. (2021), investigated the effect of corporate structure on performance of Kenyan Mobile Telephone Network Operators which reported a similar finding as this study. The current study looked at the impact that organizational structure has on the organizational performance of the Meru County Government. The results from the analysis of collected data showed that organizational structure possessed a significant influence on the performance levels of The County Government. Other realizations made on Meru County organizational structure is that; the Meru County government had a flexible organizational structure that can adjust to the demands of the environment and strategy implementation process, Power and decision making is centralized in Meru County and the organizational structure allows for easy coordination and control during strategy implementation

5.0 Conclusion

In light of the findings, the study concludes that adequate resource allocation or economical appropriation and use of inputs where they are scarce is vital for better performance of organizations. Resource allocation is critical in strategic management because it enables managers to plan and prepare for strategy implementation or goal achievement, aids in resource planning, and provides insight into the strategic team's progress. Human resources are the most valuable kind of resource in an organization and should be equipped with technical and practical knowledge of every bit of strategy implementation process. Audit and monitoring of the use of county

resources is important for corrective action to prevent wastage or loss of these scarce items.

On organizational culture, the study concludes that institutional culture has a special place in determining the level of success that will be attained now and in the future of Meru County Government. The code of conduct, vision, mission, and goals of Meru County Government should be at the core of every strategy formulated and every stakeholder in the county government should uphold them in all transactions with the county government. Knowledge of exactly what is expected increases the chances of successful strategy implementation. The study also concluded that culture can help in different ways in changing performance; culture can improve employee engagement, give a sense of direction to everyone in the organization and promote teamwork. It was observed and concluded that Meru County Government had made deliberate efforts in creating a culture that fosters Integrity, Transparency and Accountability, Team work, Inclusiveness and innovation, and hard work.

Leadership was found to have a statistically significant impact on strategy implementation and performance of the Meru County Government. The study concludes that leadership experience, competence, and strengthening leadership skills is a viable route to take for Meru County Government. Meru county government leadership shared learned lessons in the organization, they supported goal achievement in different ways, provided a conducive working environment, and held team-building exercises with colleagues.

The study sought to establish the relationship between organizational structure and organizational performance; whereby a strong statistically significant correlation was realized. Owing to the findings, the study concludes that organization structure dictated how Meru County Government responded to changes in the environment, the organization setup promoted sharing and learning among employees, and the structure of the organization allowed coordination and controls during strategy implementation. A simple and properly laid out structure can help Meru County Government overcome subtle daily bottlenecks and enhance the administration and productivity of departments.

5.1 Policy Implications

On resource allocation, the study recommends that the county government prioritize sufficient resource allocation on matters of strategy implementation to help better service delivery. The county government should also endeavor to create a wide and growing resource base to be able to properly finance its activities alongside the provided resources by the national government. The use of modern technology in this can help prevent

loss of revenue, misuse of resources and provide accurate and reliable data for decision-making on resource allocation. Organizations keep themselves running through resources and resource allocation is a continuous process with priorities changing with the seasons. Human resources being a key player in this process, they must be trained and educated on resource allocation, sustainability, and economics for improved use of limited resources.

Considering the study established that organizational culture had a significant influence on strategy implementation and performance of Meru County Government, the study recommends the following: What the county government of Meru works and stands for should be made clear at every level and every new entrant in the organization should be made aware of this. The organization should make employee relations stronger and connect them to a purpose. The culture should uphold goal attainment and promote easy and clear communication during strategy implementation. It is recommended that leaders create more slots for employees to contribute to organizational decisions. Employees should participate in decision-making for an organization to grow. Such a style of leadership fosters trust and is essential for succession planning it creates a strong sense of responsibility when one's opinion is taken, evaluated, and given for implementation.

In these unpredictable times, indeed, the rate of change is quickening as robots, artificial intelligence, data mining, and remote work increase. People must grasp how change affects both their professional and personal lives, as well as how to effectively handle it. Leaders of the Meru County government should stay abreast with these changes, especially those touching on work and strategy implementation. Periodic workshops and/or training should be held to review new developments and help see what should be expected. The county government should promote competence and strengthen leadership skills in every employee for they all influence others and are leaders in their work domains. On the organizational structure, the study recommends that the Meru County Government should improve its organizational structure through; participative decision making, creating a simple and short chain of command for the strategy implementation process, promoting interdepartmental learning, enhancing agility and flexibility in organizational structure and continual review of the current structure to eliminate redundancy and role duplication. It is important that Meru County Government build on what is working in strategy implementation and increase organizational responsibility and accountability at all levels.

5.3 Limitations and future Research

This study examined strategy implementation practices and their impacts on performance of County Government of Meru. The study

examined how four major variables including leadership, organizational structure, resource allocation and organizational culture affected strategic implementation and performance of county government. From the study, these factors could only explain less than 70% of the current performance levels by the county government. There are other variables that influence performance of county governments and further research is recommended to be conducted on them. During the research it was noticed that not only developmental strategies initiated and implemented by Meru County Government had performance issues but also those done by the national government. For effective service deliver in Meru County, strategies implemented by the National Government also influenced the overall quality of service delivered by Meru County Government. Further research is thus recommended on strategy implementation by the national government. This can be done with a regional or national focus in order to give recommendations on how to improve national government's strategy implementation and improve their performance.

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