



Effects of Strategic Determinants on Implementation of County Annual Development Plans among County Governments in Kenya. A Case of Selected Kenyan Counties

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Authors' contributions

This work was carried out in collaboration among all authors. Author AHA designed the study, performed statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors MM and MK supervised all the processes involved in preparing the manuscript. All authors read and approved the final manuscript.

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ABSTRACT

Kenya devolved governance, which is in massive transition, has devoted substantial efforts in developing strategic county annual development plans. However, the county governments are paying less attention on implementation of these viable plans. Despite a considerable research on implementation of strategic plans, the Kenya county government lack substantial empirical literature to guide in establishing strategic determinants informing implementation their plans among Kenya counties. So immediate analysis was appropriate for assessing these strategic determinants, hence this study. This study used descriptive survey research design with its target population being the 531 officers actively involved in implementation of county annual development plans and particularly; county executive officers, administrators, and members of county assemblies from Kajiado Kiambu, Machakos and Nairobi counties. A sample size of 228 respondents was determined using Yamane formula; who were selected using stratified proportionate random

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sampling. The data was collected using questionnaire pre-tested for reliability and validity. Quantitative technique was exploited to yield descriptive statistics while ordinal logistics regressions was employed in assessing the relationships between strategic determinants and plans' implementation. The study concludes that at 0.05 level of significance, there is a statistically significant effect of each of; strategic leadership characteristics, organizational resources, organizational culture and organizational structure on implementation of county annual development plans among County Governments in Kenya. The study recommends for the counties to review strategic leadership policies manage their organizational resources effectively, rethink their organizational cultures, and energise their organizational structures.

Keywords: Annual development plans; organizational culture; organizational resources; organizational structure; strategic determinants; strategic leadership characteristics.

1. INTRODUCTION

Strategic development planning, which is a strategic practice that are used for setting focus points, guiding resources management as coordinating activities, is essential for driving accomplishment of organisation's development priorities [1]. More precisely, efficient strategic planning in a development scenario captures the steps of the development progress in addition to the performance. Importantly, strategic development planning should be informed the vision, mission, and objectives of the project [2]. This in essence implies that strategic development plan implementation should involve the translation of project viewpoints into operational and functional targets [3].

The success of this implementation depends on strategy selected and how to convert it into action and largely demand for active stakeholder involvement [4]. Importantly, a strong leadership is vital for ensuring that all corporate activities are united and geared towards achieving the aims of the development plans [5]. The community should be consistent aware of the development plan progress [6]. More so, failure to take into account the organizational culture will result into entering into. Thus, organizational culture is an essential characteristic for striving to balance their policies and culture [7]. The policy implementation plan to be adopted should be practically avail all required resources [8]. For this alignment to improve its capacity to establish and implement the strategic plan, an appropriate organisation structure should be in place for improving its success [9].

In Kenya, the country's, constitution (2010) had mandated the devolved governance (county governments) to take charge of grassroots development independently [10]. The same

constitution has provided guidance on development of strategic plans and the counties pursue implementation roles [11]. The constitution recommends for an annual Development Plan which occasioned the development of County Annual Development Plan (CADP) under the devolved governance structure and informed by the County Integrated Development Plan (CIDP) covering the period 2018-2022. The CADP is a one-year plan that provides the basis for implementation of CIDP (a six-year plan), The plan further describes the programmes to be delivered by the County and details for each programme required resources as it also describes capital developments and budget.

However, the County Governments of Kenya have been recording low accomplishments in their strategic plan implementation occasioned by inadequate structures to implement the developed policies. It is also obvious that the strategic implementation of the county governments in Kenya is determined by crucial factors (strategic determinants). Ali [2] suggests that the satisfaction of intentions is crucial and sufficient to devise a creative and special solution. So as to achieve the objective and goals of the project effectively, the strategic plan implementation should be supported by certain strategic determinants [11]. Empirical studies including [7], [6]; [12]; [13], [14] and [15] have exposed certain variables as affecting the implementation of development plans. Maika and Wachira [7] revealed a statistically significant connection between; organizational structure; leadership styles; organizational culture and organizational efficiency as Maina and Njagi [6]) found resources and leadership as impacting positively strategic planning and Mireria and Oringo [12] revealed organizational structure, resource distribution and organizational culture as positively and substantially affecting plans'

implementation. In Kenya, [13] revealed implementation of county development plans in Wajir County as being influenced by; Organizational culture, leadership, organizational structure and organizational resources. Informed by Abass et al [13] and Mireria and Oringo [12]), this study considered organizational structure, organizational culture, strategic leadership traits, and organizational resources as strategic determinants impacting on the implementation of county annual development plans among the county governments in Kenya.

1.2 Problem Statement

This is premised on the fact that managers are prone to overlook implementation realities in which strategies are successfully implemented. In Kenya much attention has been to develop strategic county integrated development plans overshadowing identification of the appropriate for driving strategic implementation of these plans [16]. Despite extensive empirical research on strategic determinants and implementation of strategic plans, there is limited literature to guide Kenyan county governments in establishing strategic determinants for ensuring effectiveness of county annual development plans implementation. These calls of urgently conducting studies to reveals significant strategic determinants so as to assist county governments in Kenya successfully implement their county annual development plans. This study resolved this stalemate by assessing leadership characteristics, organizational resources, organizational culture, organizational structure as strategic determinants of implementation of county annual development plans among Kenya counties.

1.3 Objectives of the Study

The study was guided by following specific objectives

- i. To establish the effects of Strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya.
- ii. To establish the effects of organizational resources on implementation of county annual development plans among County Governments in Kenya.
- iii. To establish the effects of organizational culture on implementation of county annual

development plans among County Governments in Kenya.

- iv. To establish the effects of organizational structure on implementation of county annual development plans among County Governments in Kenya.

1.4 Research Hypothesis

The study will test the following null hypotheses

- H₀₁: There is no statistically significant effect of Strategic leadership characteristics on implementation of county annual development plans among County Governments in Kenya
- H₀₂: There is no statistically significant effect of organizational resources on implementation of county annual development plans among County Governments in Kenya
- H₀₃: There is no statistically significant effect of organizational culture on implementation of county annual development plans among County Governments in Kenya
- H₀₄: There is no statistically significant effect of organizational structure on implementation of county annual development plans among County Governments in Kenya

2. METHODOLOGY

Descriptive survey design was used to investigate strategic determinants as affecting Kenya's county annual development plans [17]. The rationale behind the choice of descriptive research design was owing to the ability of this design to effectively enhance provision of detailed insights of the research problem through accurate description of the study variables and indicator, thereby ensuring that the study promptly describes the characteristics of existing phenomenon.

Target Population means all entire group of subjects in a real world or expected group of individuals, events or objects of which the researcher attempts to generate data [18]. In this research, the target population was 531 executive officers, Members of County Assemblies (MCAs), Sub-County Administrators, and Ward Administrators from Kajiado, Kiambu, Machakos and Nairobi Counties as captured in Table 1. The choice of these was informed them being officers actively participating in county annual development plans implementation and execution.

A sample size of 229 was determined using Yamane's [19];

$$n = \frac{N}{1+N(e^2)}$$

Where n is the sample size, N is the target population size and e is the level of precision (specifically $\pm 5\%$ precision at 95% confidence level).

$$\text{In this thesis, } n = \frac{531}{1+531 \cdot (0.05)^2} = \frac{531}{1+531 \cdot (0.025)} = \frac{531}{1+1.375} = \frac{531}{2.375} = 228.142 \approx 229$$

On establishing the sample size, the research determined the size of each strata using stratified proportionate random sampling as captured in Table 2.

A sample frame was formed for each category (stratum). The researcher then selected the respective respondents from each stratum using simple random sampling where sampling interval (N) was established by dividing the population in the stratum by number of respondents required. Starting from one, the researcher picked the Nth elements in the sample frame as the respondents in that category

The study relied on data gathered from primary source using a 5-point Likert Scale (1-5) standardized questionnaire [20]. Reliability of the questionnaire was tested using internal consistency and specifically Cronbach alpha approach [21]. The results showed a Cronbach alpha value (α) of 0.84 which was well above the threshold of 0.7 [17].

The questionnaire was administered using drop and pick method [18] indicates that data analysis is a way of organizing data to generate conclusions that can be easily interpreted. Using statistical package for Social Sciences (SPSS), this research analysed its data to generate descriptive statistics and inferential statistics on application of quantitative analysis method. The descriptive statistics in particular included frequencies and percentages. The effect of independent variables on the dependent variable was assessed using ordinal logistical regression to yield inferential statistics.

3. RESULTS AND DISCUSSIONS

On administration of 229 questionnaires, 187(81.66%) respondents returned the questionnaires completely filled. The response being 81.66% was favourable for yielding accurate and credible results [20]). Among those who responded 52.94% were male and 47.06% female. Majority of the respondents (61.2%) had worked with their County Governments for between one and five years while most of respondents, 36%, were aged between 41 and 50 years, while a majority of 84% of the total response were university undergraduates, a majority of 56.2% were the top management level.

3.1 Descriptive Analysis

The properties of the research variables and the effect independent variables (IVs) on the dependent variable (DV) were assess and addressed in this section.

Table 1. Analysis by target population

Population size	Nairobi	Kiambu	Machakos	Kajiado	Total
Executive Sub County Administrator	10	10	10	10	40
MCA's	17	7	8	5	37
Ward Administrators	123	48	57	41	269
Total	85	35	40	25	185
	235	100	115	81	531

Source: Council of Governors (2020)

Table 1. Analysis by sample population

Population size	Nairobi	Kiambu	Machakos	Kajiado	Total
Executive Sub County Administrator	4	4	4	4	17
MCA's	7	3	3	2	16
Ward Administrators	53	21	25	18	116
Total	37	15	17	11	80
	101	43	50	35	229

Source: Researcher Own computation (2020)

3.1.1 Implementation of development plans in county governments

The study analyzed the DV, implementation of development plans among Kenyan County Governments to yield Table 3 results.

Based on these results majority of participants, forming 106(56.68%) of the response showed that budgets and procedures moderately translated to action as a majority of 102(53.25%) showed that work done on county annual development plans was of average quality in terms of the projects implemented. According to these results, majority of 96(51.34%) of the respondents showed that county annual development plans was moderately sustainable. This means that county development plan implementation was moderately effective where the budgets and procedures were sometimes translated immediately to action and other times they were while implementation of the yearly county improvement plan was not always timely and moderate quality of work carried out on the projects.

3.1.2 Strategic leadership characteristics

The study assessed the effects of strategic leadership characteristics on implementation of county annual development plans among Kenyan county governments to acquire Table 4 results.

The results in table 4 showed the most of the respondents 69(36.90%) indicated that Infusing ethical value systems had very high effect on implementation of county annual development plans among the Kenyan Counties, while 55(29.41%), indicated that maintaining balanced strategic control moderately affects implementation of county annual development plans among Kenya Counties and 65(34.76%) showed that developing human capital was indicated having had high effect on implementation of county annual development

plans among Counties. Most of them, 59(31.55%). Showed that participative leadership had high effect on implementation of county annual development plans among Kenyan Counties. Thus, strategic leadership characteristics had high effect on the implementation of county annual development plans among County Governments in Kenya which agrees to the findings by Nyong'a and Maina [22] that strategic leadership is linked to the implementation as Kolil et al [23] research revealed leadership enhance service quality. Incorporating ethical value structures significantly impacted on implementation of county annual development plans among county governments in Kenya as preserving equilibrium in strategic control moderately impacts implementation of the county annual development plans among counties in Kenya; and maintaining a structured strategic control, some of the variables relate to county annual development plans implementation are included. These findings confirm the study by Nyong'a and Maina [22] that by Omoro [24] which described strategic leadership as playing a central role in plan implementation. Furthermore, Mubarak and Yusoff [25] posit the leadership position should be closely supervised during the articulation, the implementation of strategic plans.

3.1.3 Organizational resources and on implementation of plans

The study sought to establish the effects of organizational resources on implementation of county annual development plans among Kenya counties to reveal Table 5 results.

From results in Table 5, a majority of 171(91.44%) of the respondents indicated that availability and sufficiency had high effect on Kenya County Governments' implementation of county annual development plans as 101(54.01%) indicated relevant resource allocation effectively very highly affected on Kenya County Governments' implementation of

Table 3. Implementation of development plans

Implementation of CADP	Very high		High		Moderete		Low		Not at all	
	N	%	N	%	N	%	N	%	N	%
Budgets and procedures translated to action	19	10.16%	24	12.83%	106	56.68%	38	20.32%	0	0.00%
Timeliness	0	0.00%	31	16.58%	80	42.78%	76	40.64%	0	0.00%
Quality of work done	0	0.00%	46	24.60%	102	53.25%	39	20.86%	0	0.00%
Sustainability	11	5.88%	27	13.14%	96	51.34%	53	28.34%	0	0.00%

Source: Research data (2020)

Table 4. Analysis by effects of Strategic leadership characteristics

Strategic leadership characteristics	Not at all		Low		Moderate		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Infusing ethical value systems	35	18.72%	52	27.81%	18	9.63%	13	6.95%	69	36.90%
Maintaining balanced strategic control	19	10.16%	31	16.58%	55	29.41%	52	27.81%	30	16.04%
Developing human capital	35	18.72%	0	0.00%	28	14.97%	65	34.76%	59	31.55%
Participative leadership	35	18.72%	15	8.02%	37	19.79%	59	31.55%	41	21.93%

Source: Research data (2020)

county annual development plans and a majority of 102(53.25%) indicated that mobilization of allocated resources highly affected on Kenya County Governments' implementation of county annual development plans. In these results, a majority of 125(66.84%) showed that it human resource proficiency in utilizing resources highly affected on Kenya County Governments' implementation of county annual development plans. The study established that organizational resources highly affected Kenya County Governments' implementation of county annual development plans to support the findings in the study by Maina and Njagi [6]) that resources had a positive statistical effect on the execution of strategic plans. As it was found that availability and sufficiency highly affecting on Kenya County Governments' implementation of county annual development plans Odenyo and James [26] revealed a positive impact on the progress of programs by creating a sufficiency of financial resources, skilled personnel and physical facilities. Resource allocation effectively was found to very highly affected on Kenya County Governments' implementation of county annual development plans to confirm findings by of Mwai et al [8] that funds to be allocated for various strategic programs and operations influenced the efficiency of the business processes. In this study mobilization of allocated resources also found to have highly affected Kenya County Governments' implementation of county annual development plans to confirm the study by Densford et al [27] that there is a major influence of the mobilization of project capital on the success of projects. Human resource proficiency in utilizing resources highly affected on Kenya County Governments' implementation of county annual development plans to agree with the research by Kitonga [28] which identified positive associations between human resource growth. As this study found that organisational resources effect on Kenya County Governments' implementation of county annual development

plans, In another research, Opano et al [29] described engagement of stakeholders and financial capital in the strategy implementation as core determinants.

3.1.4 Organizational culture on implementation of plans

The study assessed the third objective; to establish the effects of organizational culture on Kenya County Governments' implementation of county annual development plans to yield Table 6 results.

The results in Table 6 show a majority of 101(54.01%) of the respondents indicating that teamwork culture had high effect on Kenya County Governments' implementation of county annual development plans as 65(34.76%) showed that stability culture of having rules, autonomy, consistency and predictability at all high affected Kenya County Governments' implementation of county annual development plans and 81(43.32%) indicating that culture of risk-taking had high effect on Kenya County Governments' implementation of county annual development plans. Further results show most respondents indicating that 56(28.43%) oriented culture of clear goals, targets, evaluation, monitoring had high effect on Kenya County Governments' implementation of county annual development plans. The study found that organizational culture had high effect on Kenya County Governments' implementation of county annual development plans while Maika and Wachira [7] found that the overall corporate culture affects adoption of policy in Kenya. This portrays a substantial relationship between the implementation of the plan and 74 rganization culture. It is important to encourage cooperation and employees to make decisions with team culture of confidence between employees, engagement, management support, and ideas that have great effect on Kenya county

Table 5. Analysis by of effects of organizational resources

Organizational resources	Not at All		Low		Moderate		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Availability and sufficiency	16	8.56%	0	0.00%	0	0.00%	171	91.44%	0	0.00%
Allocation	69	36.90%	0	0.00%	0	0.00%	17	9.09%	101	54.01%
Mobilisation	0	0.00%	70	37.43%	15	8.02%	102	54.55%	0	0.00%
Human Resource proficiency	13	6.95%	16	8.56%	33	17.65%	125	66.84%	0	0.00%

Source: Research data (2020)

Table 6. Analysis by organizational culture and implementation

Organizational culture	Not at all		Low		Moderate		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Teamwork culture	0	0.00%	17	9.09%	19	10.16%	101	54.01%	50	26.74%
Stability culture	9	4.81%	13	6.95%	50	26.74%	65	34.76%	50	26.74%
Risk taking culture	0	0.00%	31	16.58%	38	20.32%	81	43.32%	37	19.79%
Results oriented culture	38	19.29%	19	9.64%	52	26.40%	56	28.43%	32	16.24%

Source: Research data (2020)

governments' implementation of the county annual development plans. The peace, sovereignty, coherence and predictability culture have a legislative culture with all too much impact on the execution of Kenya's county annual development plans by the county governments and risks culture focused on ingenuity, imagination and ambition. Results focused community of specific priorities, objectives, appraisal and tracking and even strongly influenced county annual development plans introduction.

3.1.5 Organizational structure and implementation plan

The research aimed at determining the impact of organisation structure on county annual development plan among county governments of Kenya as illustrated in Table 7.

In Table 7, the findings indicate that majority of 116(62.03%) of the respondents indicate that line of command had high effect on Kenya County Governments' implementation of county annual development plans as most of the respondents who made up 81(43.32%) of total response showed that responsibility and authority had low effect on Kenya County Governments' implementation of county annual development plans while job definition and description was shown by a majority of 116(62.03%) of the respondents as having had high effect on Kenya County Governments' implementation of county annual development plant. The study established that organizational structure had high effect on

Kenya County Governments' implementation of county annual development plans. this agreed to the findings in the study by Waiganjo et al [29] which implied that organizational structure has a significant influence on strategy implementation by Kenya county governments. This study found that line of command highly affected Kenya County Governments' implementation of county annual development plans. These findings are a confirmation of those in the study by Waiganjo et al. [30] that the organizational structure influences strategy implementation in the county government. The responsibility and control were also heavily influenced by the introduction of county annual development plans by Kenya County Governments. Job definition and description were found to have a substantial effect on the adoption of the county annual development plans by Kenya County Governments. The Waiganjo et al. [30] study has instead reported that the problems faced by Kenya Counties during their Strategy execution are lack of senior management support, slow budget adoption, lack of specific individual positions, a lack of an internal strategic plan alignment, lack of employee engagement, low level of hiring, insufficient coordination throughout strategic implementation, and lack of lacquering.

3.2 Inferential Analysis

In seeking to develop relationship between the IVs; strategic leadership characteristics, organizational resources, organizational culture, organizational structure suitably estimating

dependent variable, on Kenya County Governments' implementation of county annual development plans, ordinal logistics regressions were carried out. The DV had three indicators; and there were four independent variables, in which case the analysis evaluated the relation of each of the three indicators of the DV to of each IV's indicator. The study tested the null hypothesis to establish these relationships.

3.2.1 Relationship between strategic leadership characteristics and plan implementation

The study tested the hypothesis

H_{01} : There is no statistically significant effect of strategic leadership characteristics on implementation of county annual development plans among Kenya county governments.

Logistics regression analysis results are illustrated in Table 8.

The results on budgets and procedures show that strategic leadership characteristics showed significant reduction in the chi-square statistics ($p=.001$; $\chi^2(9) = 393.255$; Nagelkerke $R^2 = .978$) which implies that the interaction was insignificant and the model can account for 97.80 % of the variance. Infusing ethical value systems implied a significant interaction ($p = .024$) while maintaining balanced strategic control was insignificant ($p = .762$), developing human capital was significant ($p = .030$) and participative leadership was significant ($p = .002$) to county programs, budgets and procedures are immediately translated to action.

The model on relationship between strategic leadership characteristics and timely implementation of annual county development was significant in prediction ($p = .000$; $\chi^2(9) = 337.152$; $R^2 = 0.958$) with strategic leadership characteristic accounting for 95.80% of the variance in timely implementation of annual county development. Each of infusing ethical value systems ($p = .971$), maintaining balanced strategic control ($p = .862$), developing human capital ($p = .913$), and participative leadership ($p = 1.000$) had insignificant effect.

The relationship between strategic leadership characteristics and quality of work undertaken was significant ($p = .000$; $\chi^2(9) = 294.329$; $R^2 = 0.916$) where strategic leadership characteristics

account for 91.60% of the variance in quality of work done. in which infusing ethical value systems ($p = .907$), maintaining balanced strategic control ($p = .897$), developing human capital ($p = .942$) and participative leadership ($p = .908$) had insignificant effect.

The model on effect of strategic leadership characteristics on sustainable implementation of county development was significant ($p = .000$; $\chi^2(9) = 393.255$; Nagelkerke $R^2 = 0.978$) as strategic leadership characteristics account for 97.80% of the variance in sustainable implementation of county development plan. In this case, infusing ethical value systems ($p = .570$), maintaining balanced strategic control ($p = .764$) developing human capital ($p = .391$) and participative leadership ($p = .370$) has insignificant.

According to these results; there is a statistically significant effect of strategic leadership characteristics on Kenya County Governments' implementation of county annual development plans. This confirms the finding in the study Nyong'a and Maina [22] which revealed that effective leadership and strategy implementation have a positive relationship. Regression analysis demonstrated in the Kolil et al [23] report that leadership has a statistically important impact on service quality, while the Kitonga [28] study found that there is a significant positive association between strategic leadership activities in general and organizational success in non-profit organizations. The results also contradict the findings of Abass et al [13] that there is a statistically relevant correlation between leadership styles and organizational success in the government of Wajir county.

There was an important link between indicators; the injection of ethical value structures and county programs, budgets and procedures are immediately translated into action, the creation of human resources county programs, budgets and procedures are immediately translated into action, and budgets and procedures are immediately translated into action between participatory leadership and county programs.

3.2.2 Relationship between organizational resources and plan implementation

The study tested the hypothesis;

H_{012} : There is no statistically significant effect of organizational resources on

implementation of county annual development plans among County Governments in Kenya.

The results are Table 9.

These results show that the relationship between organizational resources and county programs, budgets and procedures are immediately translated to action was significant ($p = 0.000$; $\chi^2(6) = 134.366$, Nagelkerke $R^2 = 0.571$) and organizational resources can account for 57.10% of the variance in County programs, budgets and procedures are immediately translated to action. Here, while availability and sufficiency ($p = 1.000$) has insignificant, each of resource allocation ($p = .000$), mobilization of allocated resources ($p = .000$), human resource proficiency is utilizing resources since ($p = .000$) has significant effect on translation of programs, budgets and procedures to actions.

There was significant relationship between organizational resources and timely implementation of annual county development ($p = .000$; $\chi^2(6) = 311.027$; $R^2 = 0.952$) where organizational resources account for 95.20% of the variance in timely implementation of annual county development. availability and sufficiency and timely ($p = 1.000$), resource allocation ($p = .892$), mobilization of allocated resources ($p = 1.000$) and human Resource proficiency ($p = 1.000$) had insignificant effect.

The relationship between organizational resources and quality of work undertaken was significant ($p = .000$; $\chi^2(6) = 132.347$; $R^2 = 0.586$) with organizational resources accounting for 58.60% of the variance in quality of work undertaken in terms of the programs incorporated in the county annual development. While, resource allocation effectively ($p = .000$) had significant, each of; availability and sufficiency ($p = 1.000$), mobilization of allocated resources, ($p = 1.000$) and human Resource ($p = .995$) had insignificant effect on quality of work undertaken in terms of the programs incorporated in the county annual development plans.

Organizational resources were shown to have had significant effect of sustainable implementation of county development plan ($p = .000$; $\chi^2(6) = 134.396$, $R^2 = 0.571$) accounting for 57.10% of the variance in sustainable implementation of county development plan. While availability and sufficiency ($p = 1.000$) was shown to have insignificant effect; resource

allocation ($p = .000$), mobilization of allocated resources ($p = .000$), and human resource proficiency ($p = .000$) was shown to significantly affect sustainable implementation of county development plan.

The study findings indicate that there is a statistically important impact of organizational capital on the adoption of county annual development plans by Kenya County Governments. These results align with previous observational research, such as the Wachira and James (2018) report, which showed that capital distribution has a substantial influence on the performance of community-based programs by successful budgeting. The analysis by Densford et al [27] described a major influence of the mobilization of project capital on the success of local corporations' road infrastructure projects. It has been found that financial, physical and technological capital have had a tremendous impact on the success of road infrastructure projects. The research by Odenyo and James [26] showed that the acquisition of ample financial capital, competent human resources, and physical resources had a substantial positive effect on the viability of county women's community programs. The research concludes that the mobilization of funding has a substantial effect on the success of community initiatives for women. The procurement of financial services, human resources and physical infrastructure has had a direct effect on the survival of the women's groups' initiatives. The mobilization of capital was found to have been supported by the use of different strategies to procure financial resources, such as fundraising and external source of funding.

In this study the significant relationship included the relationship; relevant resource allocation effectively and county programs, budgets and procedures are immediately translated to action, mobilization of allocated resources county programs, budgets and procedures are immediately translated to action, human resource proficiency is utilizing resources and county programs, budgets and procedures are immediately translated to action.

Other significant relationships were between. relevant resource allocation effectively and Quality of work done ($p = .000$), relevant resource allocation effectively and sustainable implementation of county development plan ($p = .000$), mobilization of allocated resources county programs, budgets and procedures are

immediately translated to action, (p = .000) and human resource proficiency is utilizing resources and county programs, budgets and procedures are immediately translated to action was shown to be significant since (p = .000). In specific, Maina and Njagi Maina and Njagi [6]) found that human capital, financial resources and organizational leadership had a positive statistical influence on the adoption of strategic policies.

3.2.3 Relationship between organizational culture and plan implementation

The study tested the hypothesis

H₀₃: There is no statistically significant effect of organizational culture on implementation

of county annual development plans among County Governments in Kenya.

The results are shown on Table 10.

The results show organizational culture as significantly affecting county programs, budgets and procedures are immediately translated to action (p = .000; $\chi^2(11) = 426.894$; Nagelkerke R² = 0.998), accounting for 99.80% of the variance in County programs, budgets and procedures are immediately translated to action. While teamwork culture (p 0.639), stability culture (p = .0220) and risk-taking culture (p = .623) had insignificant effects, results-oriented culture (p = .010) had significant effect on translation county programs, budgets and procedures immediately translated to action.

Table 7. Analysis by organizational structure and implementation plan

Organizational structure	Not at all		Low		Moderate		High		Very high	
	N	%	N	%	N	%	N	%	N	%
Line of command	0	0.00%	19	10.16%	52	27.81%	116	62.03%	0	0.00%
Responsibility and authority	0	0.00%	34	18.18%	39	20.86%	81	43.32%	33	17.65%
Job definition and description	0	0.00%	19	10.16%	52	27.81%	116	62.03%	0	0.00%

Source: Research data (2020)

Table 8. Logistic Results for Strategic leadership characteristics and plan implementation

Dependent variable	Independent variable	Regression coefficient	p	Model p	Model chi-square	Nagelkerke R ²
Budgets and procedures				0.000	393.255	0.978
	Infusing ethical value systems	2.854	0.024		df = 9	
	Maintaining balanced strategic control	-15.972	0.762			
	Developing human capital	-2.854	0.003			
Timeliness	Participative leadership	2.854	0.002			
				0.000	337.152	0.958
	Infusing ethical value systems	12.835	0.971		df = 9	
	Maintaining balanced strategic control	-66.290	0.862			
Quality of work done	Developing human capital	-26.924	0.913			
	Participative leadership	0.000	1.000			
				0.000	294.329	0.916
	Infusing ethical value systems	-53.894	0.907		df = 9	
Sustainability	Maintaining balanced strategic control	-53.894	0.897			
	Developing human capital	-12.173	0.942			
	Participative leadership	39.158	0.908			
				0.000	381.520	0.968
	Infusing ethical value systems	26.409	0.570		df = 9	
	Maintaining balanced strategic control	-7.308	0.764			
	Developing human capital	-32.542	0.391			
	Participative leadership	32.542	0.370			

Source: Research data

Table 9. Logistic results on organizational resources and plan implementation

Dependent variable	Independent variable	Regression coefficient	p	Model p	Model chi-square	Nagelkerke R ²
Budgets and procedures				0.000	134.396 df = 6	0.571
	Availability and sufficiency	26.790	1.000			
	Allocation	-5.559	0.000			
	Mobilisation	2.809	0.000			
	Human Resource proficiency	2.750	0.000			
Timeliness				0.000	331.027 df = 6	0.952
	Availability and sufficiency	0.000	1.000			
	Allocation	-53.852	0.892			
	Mobilisation	269.016	1.000			
	Human Resource proficiency	0.000	1.000			
Quality of work done				0.000	132.347 df = 6	0.586
	Availability and sufficiency	0.057	1.000			
	Allocation	-22.878	0.000			
	Mobilisation	20.854	1.000			
	Human Resource proficiency	-20.797	0.995			
Sustainability				0.000	134.396 df = 6	0.571
	Availability and sufficiency	26.790	1.000			
	Allocation	-5.559	0.000			
	Mobilisation	2.809	0.000			
	Human Resource proficiency	-2.750	0.000			

Source: Research data (2020)

Table 10. Logistics results on organizational culture and plan implementation

Dependent variable	Independent variable	Regression coefficient	p	Model p	Model Chi-square	Nagelkerke R ²
Budgets and procedures translated to action				0.000	426.894 df = 11	0.998
	Teamwork culture	15.480	0.639			
	Stability culture	48.189	0.220			
	Risk taking culture	15.311	0.623			
	Results oriented culture	48.189	0.010			
Timeliness				0.000	384.132 df = 11	0.967
	Teamwork culture	-26.772	0.009			
	Stability culture	-53.997	0.927			
	Risk taking culture	0.000	1.000			
	Results oriented culture	-26.772	0.019			
Quality of work done				0.000	374.947 df = 11	0.991
	Teamwork culture	126.884	0.008			
	Stability culture	-50.735	0.878			
	Risk taking culture	25.413	0.910			
	Results oriented culture	-50.826	0.860			
Sustainability				0.000	428.500 df = 11	0.925
	Teamwork culture	34.645	0.545			
	Stability culture	-34.645	0.389			
	Risk taking culture	1.926	0.944			
	Results oriented culture	-32.701	0.028			

Source: Research Data (2020)

Also, organizational culture was shown to be significantly affecting timely implementation of annual county development ($p = .000$, $\chi^2(18) = 384.132$; $R^2 = 0.967$) as it accounts for 96.70% of the variance in timely implementation of annual county development. While teamwork culture ($p = .010$) and results oriented culture ($p = .0190$) had significant effect, stability culture ($p = .927$) and risk-taking culture ($p = 1.000$) showed insignificant effect on timely implementation of annual county development

Organizational culture was shown to significantly affect quality of work undertaken ($p = .000$; $\chi^2(18) = 37.947$, $R^2 = 0.991$) as it accounted for 99.10% of the variance in quality of work undertaken. teamwork culture ($p = .828$, stability culture ($p = .878$), risk taking culture ($p = .910$) and results-oriented culture ($p = .860$) had insignificant effect on quality of work undertaken.

Morse so, organizational culture effect on sustainable implementation of county development plan was significant ($p = .000$; $\chi^2(18) = 428.500$; $R^2 = 0.925$) accounting for 92.50% of its variance. While teamwork culture ($p = .545$), stability culture ($p = .389$), and risk taking culture ($p = .944$) implied insignificant effect, results-oriented culture ($p = .028$) showed significant effect on sustainable implementation of county development plan.

In this analysis, it was show that statistically significant effect of organizational culture on Kenya County Governments' implementation of county annual development plans. The individual significant relationship include that between; results-oriented culture and county programs, budgets and procedures ($p = .010$), teamwork culture and timely implementation of annual county development ($p = .010$), results oriented culture and timely implementation of annual county development was shown to be significant ($p = .019$), and results oriented culture and sustainable implementation of county development plan ($p = .028$). The results of [13] indicate that the relationship between organizational culture and organizational success is statistically significant, as observed in this report.

3.2.4 Relationship between organizational structure and plan implementation

The study tested the Relationship between Organizational Structure and plan implementation using the null hypothesis

H_{04} : There is no statistically significant effect of organizational structure on implementation of county annual development plans among County Governments in Kenya

Table 11. Logistic results on organizational structure and plan implementation

Dependent Variable	Independent Variable	Regression coefficient	p-value	Model p-value	Model Chi-Square	Nagelkerke R ²
Budgets and procedures	Line of command	-56.059	0.000	0.000	250.697	0.821
	Responsibility and authority	-18.068	0.991			
	Job definition and description	0a				
Timeliness	Line of command	-3.055	0.000	0.000	95.540	0.462
	Responsibility and authority	-1.762	0.003			
	Job definition and description	0a				
Quality of work done	Line of command	19.992	0.994	0.000	291.944	0.906
	Responsibility and authority	-0.124	0.794			
	Job definition and description	0a				
Sustainability	Line of command	-56.059	0.021	0.000	341.801	0.935
	Responsibility and authority	37.991	0.006			
	Job definition and description	0a				

a. This parameter is set to zero because it is redundant.

Source: Research Data (2020)

The associated results are captured in Table 11.

These results show that In all cases, job definition and description was redundant, rendering the parameter zero. However, organizational structure significantly affected county programs, budgets and procedures are immediately ($p = .000$; $\chi^2(18) = 250.697$; Nagelkerke $R^2 = 0.821$ as it accounts for 82.10% of its variance. while line of command ($p = .000$) showed significant effect, effect of responsibility ($p = .991$) was insignificant.

Organizational structure was shown to significantly affect timely implementation of annual county development ($p = .000$; $\chi^2(5) = 95.40$; $R^2 = 0.462$) accounting for 46.20% of its change. line of command ($p = .000$) and responsibility and authority ($p = .003$) had each significant on timely implementation of annual county development.

Also, organizational structure was shown to have a significant effect on quality of work undertaken ($p = .000$; $\chi^2(18) = 291.444$. $R^2 = 0.906$) to account for 90.60% of its change. Line of command ($p = .944$) and responsibility and authority ($p = 0.794$) were insignificant

Organizational structure had a significant effect on sustainable implementation of county development plan ($p = .000$; $\chi^2(18) = 341.801$, $R^2 = 0.935$) to account for 93.50% of its variance. Line of command ($p = .021$) and responsibility and authority and ($p = .006$) had significant effect.

According to these results, there is statistically significant effect of organizational structure on Kenya County Governments' implementation of county annual development plans which agrees to findings by Waiganjo et al. [30] that organizational structure of the Kenya county governments has a significant influence on their strategy implementation. [13] concluded that there is statistically significant association between organizational culture and organizational performance.

The significant relationships were between; line of command and county programs, budgets and procedures ($p = .000$), line of command and timely implementation of annual county development ($p = .000$), responsibility and authority and timely implementation of annual county development ($p = .003$), line of command and sustainable implementation of county development plan ($p = .021$), and responsibility

and authority and sustainable implementation of county development plan ($p = .006$). These findings agree to those in the study by Waiganjo et al [29], found that the components of the county governments' organizational system had a substantial positive effect.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusions

The study concludes that there is a statistically significant effect of strategic leadership characteristics on Kenya County Governments' implementation of county annual development plans. The strategic leadership characteristics playing a significant role include; infusing ethical value systems, maintaining balanced strategic control, developing human capital, and practicing participative leadership. As strategic leadership characteristics contributes to 97.80% change on county programs, budgets and procedures are immediately translated to action, it accounts for 95.80% change in timely implementation of annual county development, 91.60% of variation in quality of work undertaken in terms of the programs incorporated in the county annual development plans and 97.50% change on sustainable implementation of county development plan.

The study concludes that there is statistically significant effect of organizational resources on Kenya County Governments' implementation of county annual development plans. organizational resources contributing to this relationship include; ensuring availability and sufficiency, relevant resource allocation, mobilization of allocated resources and human resource proficiency. The organizational resources contribute 57.10% changes' county programs, budgets and procedures are immediately translated to action; 95.20% variations of timely implementation of annual county development; 58.60% change in quality of work undertaken in terms of the programs incorporated in the county annual development plans and 57.10% variation in sustainable implementation of county development plan implemented is significant. The significant individual relationship are; relevant resource allocation effectively and county programs, budgets and procedures are immediately translated to action ($p = .000$);, mobilization of allocated resources and county programs, budgets and procedures are immediately translated to action ($p = .000$),

human resource proficiency and county programs, budgets and procedures are immediately translated to action ($p = .000$), relevant resource allocation effectively and quality of work done ($p = .000$), relevant resource allocation effectively and sustainable implementation of county development plan ($p = .000$), mobilization of allocated resources county programs, budgets and procedures are immediately translated to action, ($p = .000$) and human resource proficiency is utilizing resources and county programs, budgets and procedures are immediately translated to action was shown to be significant since

The study concludes that there is statistically significant effect of organizational culture on Kenya County Governments' implementation of county annual development plans which is spurred by teamwork culture, stability culture, risk taking culture and results oriented culture. Organizational culture contribute; 99.80% of change in county programs, budgets and procedures are immediately translated to action is significant, 96.70% change in timely implementation of annual county development is significant; 99.10% on change in quality of work undertaken in terms of the programs incorporated in the county annual development plans, and 92.50% of change in sustainable implementation of county development plan the is significant. The main significant indicators are results-oriented culture and county programs, budgets and procedures ($p = .010$), teamwork culture and timely implementation of annual county development ($p = .010$), results oriented culture and timely implementation of annual county development was shown to be significant ($p = .019$), and results oriented culture and sustainable implementation of county development plan ($p = .028$).

The study concludes that there is statistically significant effect of organizational structure on Kenya County Governments' implementation of county annual development plans. The study concludes that organizational structure contributes; 82.10% of change in county programs, budgets and procedures are immediately translated to action, 46.20% of change in timely implementation of annual county development, 90.60% change in quality of work undertaken in terms of the programs incorporated in the county annual development plans and 93.50% change in sustainable implementation of county development plan is significant. In which case, line of command and

translation of county programs, budgets and procedures to action, ($p = .000$), line of command and timely implementation of annual county development ($p = .000$), relationship responsibility and authority and timely implementation of annual county development ($p = .003$), line of command and sustainable implementation of county development plan ($p = .021$), and responsibility and authority and sustainable implementation of county development plan ($p = .006$).

4.2 Recommendations

The study made various recommendation as guided by the study objectives and other recommendation for further studies. Firstly, the study recommends that the Kenyan counties should reviews their policies on strategic leadership matters and especially on the characteristics of their leadership. The executive leader should then develop strategies for maintaining balanced strategic control. Importantly, there should be effective programs on development human capital responsible for implementation of county annual development plans. Most of all the leadership are encouraged to practice participative leadership being involved in implementation of county annual development plans activities among Kenya county governments.

Secondly; The study recommends that the Kenya counties should effectively manage their organizational resources informed by the county annual development plans . They should develop and implement strategies for ensuring consistency in availability and sufficiency of resources required and the required resources should be adequately allocated. Thus, there should proper procedures and policies for effective and efficient mobilization of allocated resources. The counties should revise their staff development policies to impart their employees and hence empower the human resource proficiency in utilizing resources.

Thirdly; the study recommends that the counties should emphasize on trust culture for ensuring cooperation among workers, engagement, supporting management and exchanging of ideas. In addition, they should adopt stability culture of having rules, autonomy, consistency and predictability. It is important to adopt a risk-taking culture which would be prompting innovation, creativity, ambition, decision making.

Such cultures should foster a results-oriented culture of consistent priorities, objectives, assessment, tracking and evaluation.

Lastly, the recommends that the Kenyan counites should reviews their organizational structures by redesigning their line of command and redefine the responsibility and authority. There should also be clear specification of job definition and description.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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