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Abstract

Stakeholder involvement has remained a critical consideration in organizations determined to improve performance. However, public organizations continue to experience unending problems in ensuring perfect stakeholder involvement. Since the Kenyan government introduced county governments, there has been a persistent struggle for performance that exhibits consistency with citizens' needs. This study aimed to determine the effect of stakeholder involvement in the performance of Bomet County Government, Kenya. The study was anchored on the stakeholder involvement theory. A primary research methodology, which involved collection and analysis data from a population of Bomet County Government employees. A census was adopted because the study intended to involve all the 384 participants of the county government. Data collected was analyzed using the Statistical Package for Social Sciences (SPSS), which facilitated data coding and generating descriptive and inferential statistics. The study presented evidence that stakeholder involvement has a significant effect in the performance of the County Government of Bomet. The study results were used to recommend that the County Government should provide more opportunities for stakeholder involve to improve and sustain the performance.

Keywords: *Stakeholder Involvement, County Government, Performance, Bomet.*

1.1 Introduction

The promulgation of the Kenyan 2010 constitution devolved the country into forty-seven counties that could operate as independent governments. The aim of devolving the government was to improve increase the units of service and improve government delivery to the grassroots (Wahinya, 2018). However, the performance of county governments has continued to elicit widespread interest from research and practice, given the outcry from the public and the international community that counties have remained perfect centers of corruption, nepotism, and resource-wastage since they began operations (Waikenda, 2020). Various rankings have shown that different

countries perform differently in terms in achieving the strategic goals for which they were created. Part of the problem that seems to cause perceived poor performance is the failure to involve citizens and other interested parties to run the affairs of the county governments.

The scholarly recognition of the centrality of county governance in Kenya has been rapidly growing. According to Kiprono and Wanyoike (2016), a county government boosted citizens' level of living through investments in infrastructure such as water and sanitation, bridges, feeder roads and bridges, public healthcare services, programs targeting water and sanitation, and livestock developments particularly through artificial insemination. However, most of these projects are implemented by the elected officials singlehandedly without involving the citizens in contributing to decisions that influence the decision processes. Nevertheless, the first two years in Kenya's devolution project were 2013/2014 and 2014/2015. The years were characterized by poor service delivery by the County Governments all over the country. This is due to a number of factors, including the inability of the County Governments to absorb expenditures, which averaged at 35% for development and 85% for recurrent expenditure, and the rise in the proportion of administrative costs relative to service delivery. Somehow, most counties failed to meet their revenue goals while a minority met the 30% minimum for development investment. The annual reports of the Controller of Budget show that real revenues show improvement over the defunct local authorities, while actual revenues demonstrate a deterioration.

According to Freeman (2017), counties cannot run well without the participation of stakeholders who are honest, transparent, and fair. There is a difference between just connecting with stakeholders and actively engaging with them, according to Noland and Phillips (2018). Stakeholders must be engaged, yet it is possible for a company to communicate with them without ever interacting with them as individuals. On the other hand, engagement is a kind of contact that at the very least entails acknowledging and respecting one's shared humanity and being aware of the effects one's actions may have on others. Vision, mission, and goals are used to evaluate strategic direction (Brand, 2018). Core philosophy and a vision of the future are two components of strategic direction. However, the company's basic concept focuses on the company's history, while the company's vision for the future focuses on inspiring people to go above and beyond what they think they can achieve.

Organizational performance is the mainstay of all entities established to provide services to humanity. In organizational contexts, organizational performance depicts the effectiveness of a company or organization in achieving its goals and objectives. It encompasses various aspects of a company's operations, including financial performance, customer satisfaction, employee engagement, and operational efficiency (Manguru, 2018). Various scholars have consistently attempted to give meaning to the organizational performance across time and place. Based on the assertion by Verboncu and Zalman (2015), performance relates to specific outcomes that organizations achieve from their operational units, including efficiency, competitiveness, and effectiveness. Effectiveness and efficiency are closely associated with organizational performance (Kaplan & Norton, 2018). County governments in Kenya first began operating in the fiscal year 2015/2016. During the onset, the county governments encountered transitional issues, as detailed in the Fiscal Strategy Paper for the financial year 2015/2016 of the County Government of Bomet. The national government's late release of funding and a lack of capability, particularly in human resources, are cited in the strategy document as major obstacles to the county's implementation of the plan. County administrations, which were formed by the Kenyan government in 2016, have

seen a dramatic fall in performance since the new constitution was passed in 2016. This has led to a stall in development initiatives.

The adoption of the 2017 Constitution of Kenya (CoK, 2017) in August of that year provided a chance for the devolved government structure to be recognized and embraced. It is the responsibility of the devolved administrations to set up the governments of the counties. The 37th county in Kenya is Bomet County. In the former province of Rift Valley, it may be found. According to the most recent census, it is home to about 730,130 people. As of 2017, the total land area of Bomet County was 1,997,9 km². There are 25 wards and 5 seats in the county. An ethnically and religiously diverse population lives in the county, which has a variety of socioeconomic, religious, and cultural customs (County Government of Bomet, 2018).

1.2 Problem

It is estimated that 92 percent of Kenya's county governments face declining performance owing to challenges with strategy implementation (Birisha, 2017). Such declining performance is in the areas of service delivery, completion of earmarked projects, informing or educating the public, inclusive governance, efficient and effective workforce and secure and safe living environment. Several studies that were undertaken fell short of addressing the problems with strategy implementation in the execution on the performance of Kenya's County Governments (Mckinsey & Company, 2014; Manga & Anime, 2017). The issue of poor performance in the counties causes a lot of problems to the residents of the respective counties (Manga & Anime, 2017). The misappropriation of public funds continues to be witnessed across the country administrative units, including the public as well as the national and county governments and in other organizations tasked to execute public benefit activities. Ways through which misappropriations occur include subterfuge, political wrangling, unequal distribution of resources, and the inability to implement key projects stipulated in strategic plans in Kenyan county governments. This study aims to establish strategic implementation practices and performance Bomet County Government in Kenya.

Prior studies that attempted to investigate the problem of nonperformance of counties have not concentrated on the stakeholder involvement aspect. For example, Machuki (2005) established a direct link between businesses' commitment to customer satisfaction, diversifying businesses, managing change, developing new products, re-engineering business processes, and employee morale in modern competitive organizations. The study's conclusions, though, were restricted to Kenyan industrial companies. KIPPRA (2015) also found that political squabbles prevented Kenyan County Governments from meeting citizens' expectations. Other studies such as Mbaka and Mugambi (2014) looked at the elements influencing implementation of strategy in the water industry in Kenya; Odhiambo (2006) explored the difficulties NGOs in Kenya face in implementing their strategies. The results of earlier studies, however, were only applicable to certain variables, such as resource allocation, staff policies, and delegating, not to the variables of this study. This study attempted to fill the knowledge gap by determining the effect of stakeholder involvement on performance of Bomet County Government, Kenya.

1.3 Aim

The aim of the current study was to determine the effect of stakeholder involvement on performance of Bomet County Government, Kenya.

1.4 Significance

This study's results will be very beneficial to county government management in their quest to better understand the factors that influence counties' success. The research study will help the management boards of different departments within the county to get insight into the problems that impact the county government's stakeholder involvement and work to reduce the barriers as a way of streamlining the involvement of stakeholders as part of executing the defined strategies, as a result create an enabling environment for better performance of the county of Bomet. In order to enhance working conditions, the management would utilize the information to come up with suitable motivational ways to encourage people to participate in the county's decision processes successfully while minimizing resistance.

2.1 Literature Review

The literature review chapter is dedicated to critiquing the available literature related to the current study. The chapter is divided into three major sections: theoretical review, empirical review, and the conceptual framework for the study.

2.2 Theoretical Review

The two theories that underpinned the current study included the stakeholder theory and the transformational leadership theory.

2.3 The Stakeholder Theory

Stakeholder theory is a management concept that suggests that businesses should consider the interests of all stakeholders, not just shareholders. In the context of county governments, stakeholder theory can be applied to ensure that the needs and concerns of all stakeholders are addressed (Friedman & Miles, 2002). Stakeholders in county governments can include citizens, businesses, community groups, and employees, among others. Each stakeholder has their own unique interests and concerns, and it is important for county governments to take these into account when making decisions (Laplume et al., 2008). For example, if a county government is considering a new development project, they may need to consider the impact on local businesses, residents, and the environment. By taking a stakeholder approach, the county government can identify potential concerns and work to address them before moving forward with the project. In addition to considering the interests of stakeholders, stakeholder theory also emphasizes the importance of communication and engagement. County governments can involve stakeholders in the decision-making process by seeking input and feedback, hosting public forums, and providing transparent information. Overall, applying stakeholder theory in county governments can help ensure that decisions are made in the best interests of all parties involved, leading to more equitable and sustainable outcomes. The theory depicts the centrality of involving government stakeholders in the performance of the County Government of Bomet.

2.4 Transformational Leadership Theory

In the 1970s, Downton developed the transformational leadership theory, which was subsequently expanded upon by researchers like Burns (1978). High-performance and motivated employees are becoming even more critical in today's business world, and top management must be capable of inspiring organizational members by motivating them toward the organization's long-term strategic vision (Jofre, 2017). For this reason, transformational leadership arose as an alternative

to conventional leadership models. Transformational leadership calls for involving all the followers in making decisions and inspiring them to exploit their fullest potential. The transformational leadership theory is founded on contemporary management, according to Bass (2008). According to him, the influence a leader has on the implementation of a plan is what defines a transformational leader. Transformational leadership is characterized by intellectual stimulation, personalized consideration, inspiring motivation, and idealized influence, according to this model. Fundamentally, transformational leaders tend to utilize effective communication to question the status quo, give appropriate rewarding and incentivizing for the staff, provide mentorship for individual employees, and change their thoughts by acting as role models to guide the followers (Karabulut & Efendioglu, 2010). Riggio et al. (2019) argued that transformational leaders are goal-oriented with abilities to communicate with clear visions to their teams and engaging them in all processes and actions.

In order to successfully execute even well-prepared and solid plans, the implementers must overcome tremendous organizational and political barriers that stand in their way, argues top management and effective leadership (Waikenda, 2020). Since senior management engagement is crucial to strategy implementation, it goes without saying that they should be involved in it as much as possible. Leadership skills, effective coordination, and clear instruction are necessary to guarantee that personnel will carry out the chosen strategies, according to the idea. If people in authority fail to care about or even regulate how plans are implemented, the success of an organization may be immediately undermined. In this research, the transformational leadership is significant because it helps organizations to understand the crucial role that the top management commitment and effective leadership plays in ensuring the success of the implementing strategy.

2.5 Empirical Review

Research was carried out by Ayuso and colleagues (2018) with the purpose of determining whether or not involvement with various stakeholders improves sustainable innovation inside the company. According to the findings of the study, the company's sustainable innovation orientation was shown to be dependent on the information that was obtained from interaction with both internal and external stakeholders. Schraeder and Self (2017) suggested four significant possible benefits of involving important stakeholders like as workers, customers, and owners in the development of a vision. One of these benefits is that employees will support future changes linked to the vision if they are involved in its creation and evolution. Engaging stakeholders helps a company recover more quickly, particularly after it has experienced a period of economic turbulence. Involving major stakeholders such as workers, customers, and shareholders helps to significantly improve the planning process. Integrated approach to the planning increases the diversity of expertise and interest in an organization, providing a wide source of solutions to the problem. Moreover, involving stakeholders has been found to improve loyalty to the leadership because of the feelings of being valued by an organization arising from the ideas contributed. Parties who have an interest in extending an organization's vision may increase the effort in realizing the vision and thus inclined to provide consistent support regardless of the associated costs and complexity of the means.

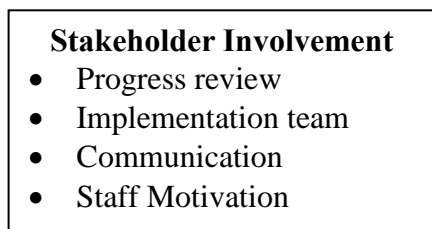
The authors of a case study on strategy process as an innovative learning environment, Vanttinen and Pyhalto (2019), tried to understand the reasons for a lack of implementation of strategy in municipal services in Finland by conducting their research in the form of a case study. It was discovered that the grassroots level did not engage in the process of creating the strategy, and as a

result, they were not committed to the implementation of the plan that was produced by the management of the strategic level. O'Regan and Ghobadian (2016) also carried out a study inside the small and medium-sized businesses in the UK. The purpose of this research was to determine the obstacles that stand in the way of putting a strategic plan into action. According to the findings of the study, the most significant obstacles to implementation are the amount of time required to carry out the implementation, which was significantly longer than anticipated, followed by unexpected challenges and external variables. Comparing the low performing firms with the high performing firms, the study found that the high performing firms were more focused on the process of strategy implementation than the low performing firms were. This finding was based on the fact that the high performing firms achieved a higher percentage of their company's initial goals and objectives, as well as better financial results.

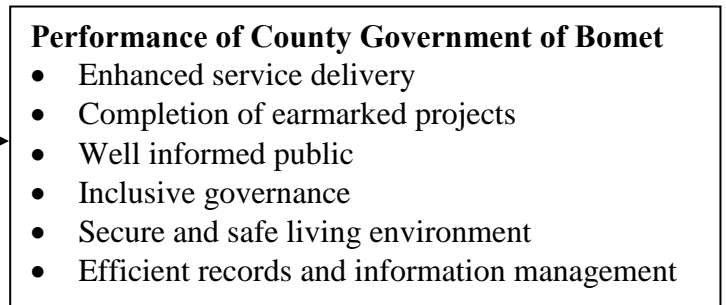
Mlanya (2015) investigated the role of stakeholders in the strategic management of British-American Investments Company limited (BAICL). The author came to the conclusion that the participation of stakeholders in BAICL's strategic management had contributed to the improvement of the company's performance and suggested that the management of the company develop mechanisms to evaluate the success of and/or the difficulties presented by the participation of stakeholders in the process of the company's strategic management. Although the study had attempted to clarify the aspect of strategic management, the study was not carried out in a public entity, hence, its findings are not readily generalizable to the context of Bomet County Government. A new study based on the public entity context is necessary to compare and validate the study findings.

2.6 Conceptual Framework

Independent variable



Dependent variable



(Source: Author)

Figure 1: Conceptual framework

3.1 Methodology

Research Design

A research design, according to Westphal (2016), is a collection of logical processes that, when followed, enable a researcher to obtain evidence in order to test a hypothesis. In this study, a descriptive research design was used. In a descriptive survey, sampling is an extremely important cycle that must be completed correctly to avoid inclination bias (Onwuegbuzie & Leech, 2005). Another important property of a descriptive survey is that it allows a researcher to draw conclusions using both descriptive and inferential statistics. Marangu (2016) agrees with

Onwuegbuzie and Leech, noting that the primary goal of a descriptive survey is to use sampling techniques to recast vast populations.

Target Population

The population for this study includes employees working in the Bomet County Government. Based on the definition by Babbie (2005), a population is a collection of all individuals, items, places, or articles that a researcher is interested in to derive inferences and generalize the findings to (Babbie, 2005). All employees of the Bomet County Government were the target population. According to the County Government of Bomet Databank (2021), the County has a total of 384 employees top level managers, middle level managers and lower-level managers. These are distributed in various departments namely; operations, Human resources, Finance, procurement and communications department.

Table 1: The target population

Department	Target population	Percentage
Operations	140	36.46
Human Resources	51	13.28
Finance	35	9.11
Procurement	73	19.01
Communications	85	22.13
Total	384	100.00

The study adopted the random sampling technique. The technique was adopted because it ensured that all the population members have a chance to participate in the study.

Instrumentation

Collecting primary data was conducted using closed-ended questionnaires. This is because there is assurance that a questionnaire would collect maximum data from the highest-level respondents. The researcher gave the respondents ample time to answer all the questions. The questionnaire items were facilitated with a five-point Likert scale on alternatives. Quantitative and subsequent data analysis is supported by the engagement of the close ended questions.

Piloting

Kothari (2011) described a pilot study as a small-scale feasibility study executed to assess the value of the data to be collected prior to the main research. Pre-tests, according to Mugenda & Mugenda (2006), make it easier to identify problems before conducting fieldwork, and they believe that 10% to 20% is sufficient for pilot research. According to Mugenda & Mugenda's argument, a pilot study was conducted using 39 randomly chosen respondents, or 10% of the sample size of 384. In order to choose the closest entire number from the neighboring Narok County, 34 respondents were chosen.

Validity and Reliability Assessment

The study relied on material validity to show if the test items accurately represent the entire domain of content that the test was designed to measure. Construct, face, content, and criterion-related validity are the four categories of validity. Expert comments were used by the researcher to guarantee that the items on the research instruments are valid and that trustworthy results are produced. This was performed by having the supervisor examine the research equipment to ensure that they are in good working order.

An instrument's dependability is considered to be stable if it produces consistent results when the item is measured repeatedly. It refers to the consistency with which a certain measuring method produces consistent results over a number of trials (Biddix, 2019). The Cronbach Alpha coefficient, a numerical measurement of consistency, was used to assess reliability in this study. Instruments are considered to be dependable if the coefficient is greater than 0.7. Cronbach alpha coefficients below 0.50, according to Zohrabi (2013), are unsatisfactory, whereas values between 0.51 and 0.69 are sufficient. A value of more than 0.70 is considered acceptable.

Data Collection Procedures

Respondents were given a questionnaire as part of this study in order to collect specific data. Data was gathered using a combination of face-to-face interviews, drop-and-pick techniques, and telephone calls in cases where the first two prove unfeasible. An individual was given questionnaires to complete. Data was gathered via a semi-structured questionnaire to enable respondents to provide more information on their county's performance and strategy implementation techniques. Once all the participants have completed filling the study, gathered all the to commence the data analysis process.

Data Analysis Procedures

After quantitative data has been collected via surveys, it was edited, handled blank responses, coded, categorized, and entered into the statistical package for social sciences (SPSS) version 24.0 for analysis. Descriptive and inferential statistics were generated from the statistics. Percentages and frequencies were used in the descriptive statistics, while a multiple linear regression model was used in the inferential statistics. The study adopted descriptive statistics such as means and standard deviations were used to capture and explain the meanings of data and its characteristics. Inferential statistics were used to test the nature and size of the relationship between the dependent (performance of the county government) and independent (stakeholder involvement) variables. To evaluate the type and degree of the interrelation amid the variables, multiple regression analysis and Pearson's correlations was used. The SPSS version 24 was used to analyse collected data. As a result, the analytical model outlined below was utilized to determine the interrelationship amid the dependent and independent variables :

$$Y = \alpha + \beta_1 \times_1 + \varepsilon$$

where: Y =County performance as a dependent variable; α = Constant; β_1 =Coefficient of the independent variable; \times_1 = stakeholder involvement; ε =Error term of the model

Research Ethics

Before handing over the questionnaire, the researcher obtained consent from all responders. The identities of those from whom information was acquired during the research were kept totally

confidential. The nature and aim of the study were disclosed to the participants, and they were assured that any details they provide were meant to satisfy the requirements of an academic research. Avoiding plagiarism, fabricating data, and performing competent data interpretation would all contribute to intellectual honesty. All sources of information were properly credited. Seeking institutional approval is an important ethical consideration in scientific research. Prior to the commencement of data collection, the researcher found it necessary to seek approval to go the field from the Kenyatta university ethical board. Upon authorization, the researcher applied for and received a data collection permit from the National Commission for Science, Technology and innovation (NACOSTI). The permit provided a proof that the data collection exercise had followed all the ethical requirements of a scientific research.

4.1 Findings

The findings section includes reliability statistics, response rate, analysis of demographic details, descriptive statistics, and inferential statistics.

4.2 Response rate and Reliability

The study targeted a total of 384 participants. The sample size was determined using Cochran’s formula for infinite populations. However, not all participants responded to the study and returned the questionnaires. Only 356 out of 384 participants returned the filled questionnaires. This translated to a 92.7% response rate.

Table 1: Analysis of the response rate

	Number	Percentage (%)
Total participants targeted	356	97.2%
Questionnaires not responded to	28	2.8%
Total	384	100%

The response rate was 92.7%, which significantly exceeded sample size for proceeding to data analysis that Mugenda O. and Mugenda A. (2003) suggested.

The reliability analysis using Cronbach’s alpha showed that the alpha value for stakeholder involvement was 0.855, which is reliable because the value exceeded 0.7. According to Zohrabi (2019), the reliability of greater than 0.7 implies that the measures were internally consistent. Therefore, the measure can be used to test the relationship among a given set of study variables.

4.3 Demographic Characteristics

The study paid close attention to the gender, age, experience in the current position, and level of education. The proportion of males was 65.4% while that of female participants was 34.6%. In terms of age, 0.6% of the participants were aged below 30 years whole those aged 31-40 years and 41-50 years were aged 71.9% and 27.5% respectively. Most of the participants had adequate experience with the county government of Bomet, as evidenced by 53.1% having worked with the county for 1-5 years while 46.9% had 6-11 years of experience working with the county government. Analysis of the education level revealed that majority of the participants had an undergraduate level of education (91.6%). The results show that the County Government of Bomet mostly hires candidates with a university first degree. Despite this, there was a small proportion of the participants with middle-level college qualification (2.5%) and postgraduate (Masters and

Ph.D.) (5.9%). The results indicate that the findings discussed in this report are mostly a reflection of the people with a university degree.

The Effect of Stakeholder Involvement on the Performance of the County Government of Bomet

The mean and standard deviation for the variable ‘stakeholder involvement’ was calculated and the results presented as shown in table 3.

Table 3: Mean and standard deviation for the ‘stakeholder involvement’

	Mean	Std. Deviation
Q5 All stakeholders have access to adequate communication about the mission & objectives of the county.	2.039	.6702
Q6 Strategic plans for the county is disseminated through the county’s organized special sessions.	2.222	.6313
Q7 Roles to be played by stakeholders at implementation stage are clearly outline in the strategic plan.	2.489	.6858
Q8 The top management reviews the strategic plan implementation periodically.	2.146	.6888
Q9 The county management shares the strategic plan document is available to all county offices and all staff members.	1.989	.7763
Q10 Efforts to achieve long term and short-term goals involve setting the strategic plan for every department.	2.253	.6172
Q11 The county has motivated its employees to implement the strategic plan.	1.994	.7728
Q12 The county adopts an interactive and top down and down up as the dominant management style.	1.961	.7344
Valid N (listwise)		

The table above shows that most the responses were concentrated between 1.5 and 2.5. The aggregate mean for the responses was 2.1366. Rounding off 2.1366 to the nearest whole number becomes 2. In the Likert scale key, 2 represents agree. Thus, the results show that almost all the participants were in agreement with the statements for stakeholder involvement. The mean standard deviation of 0.6971 indicated that there was a low variability in the participants’ choice of the responses. Past studies such as Ayuso et al. (2018) and Schraeder and Self (2017) recognized the centrality of involving stakeholder at all levels of operations in organizations. Mlanya (2015) emphasized the necessity of stakeholder involvement not only in private corporations, but also in public institutions targeting to provide government services to the public.

4.4 Inferential Analysis

Correlation analysis focused on analyzing the association between the strategic implementation practices (stakeholder involvement) and performance of Bomet County Government. Table 4.12 below presents the results from the analysis.

Table 4: Correlation between strategic management practices and county government performance

	County performance	Sig.	Nature	Strength
Stakeholder involvement	0.768**	0.00	Positive	Strong

The correlation analysis table shows that the correlation between stakeholder involvement and county government performance is 0.768. What this means is that stakeholder involvement and county government performance are positively and strongly correlated. The strong correlation implies between stakeholder involvement and performance of the County Government of Bomet implies that a change in stakeholder involvement leads to a 0.768 change in the performance of the County Government of Bomet. The results confirm past literature that emphasized the need to improve performance of organizations through involving the stakeholders (Vänttinen & Pyhältö, 2019). Stakeholders can support or resist strategies (O'Regan & Ghobadian, 2016); hence, involving stakeholders makes them part of the process, a factor that motivates them to support strategic implementation wholeheartedly.

The regression analysis generated the coefficients of each independent variable and the associated significance value (p-value). The regression analysis results are as shown in table 5 below.

Table 5: Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.526	.078		6.753	.000
Stakeholder involvement	.211	.050	.215	4.224	.000

The study showed that the model's constant is 0.526. The value means that even without the County Government of Bomet applying stakeholder involvement, a 0.526 performance could still be achieved. The coefficient of stakeholder involvement is 0.211. The value implies that a unit increase in stakeholder involvement could generate an increase in performance equal to 0.211. The significance value (p-value) for the relationship for stakeholder involvement is 0.00 ($p < 0.05$). This implies that the variable significantly related to the performance of the County Government of Bomet. Ayuso et al. (2018) found out that stakeholder involvement out that engaging different stakeholders promotes sustainable innovation in organizations. On a similar note, Schraeder and Self (2017) identified that primary stakeholders' engagement has potential benefits not only on the vision and mission of an organization, but also on the overall performance. Moreover, Vänttinen and Pyhältö (2019) and Mlanya (2015) justified that stakeholder involvement is the mainstay of effective strategy implementation that spurs organizational performance in modern organizations.

5.1 Conclusions

The aggregate mean for the variable ‘stakeholder involvement’ was 2.1366 (~2), which implies that majority of the participants agreed with the statements of the variable. The crucial role of stakeholder involvement has been widely explored in literature and presented in a variety of scholarly works such as Ayuso et al. (2018) and Schraeder and Self (2017). The correlation results ($r=0.768$; $r>0.5$) revealed that there was a strong and positive association between stakeholder involvement and performance of the County Government of Bomet. The power that stakeholders have to support or resist strategies makes them instrumental elements in the performance of organizations (Vänttinen & Pyhältö, 2019; O’Regan & Ghobadian, 2016). Thus, it seems that the County Government of Bomet is keen to involve stakeholders in its strategy implementation as a way of enhancing county government performance.

Regression analysis revealed that stakeholder involvement has a significant effect on the performance of the County Government of Bomet ($p=0.00$; $p<0.05$). The coefficient of the relationship is positive (0.211). A coefficient of 0.211 means that when stakeholder involvement undergoes unit increase, there will be a 0.211 increase in the county government’s performance; the increase is also significant. A significant relationship between stakeholder involvement and organizational performance was evident in the studies by Schraeder and Self (2017), Vänttinen and Pyhältö (2019), and Mlanya (2015). Despite the studies not based on the public entities such as county governments, they showed that a significant improvement in organizational performance can occur in organizations that embrace stakeholder involvement as a strategy implementation practice.

6.1 Recommendations

Stakeholder involvement has a significant effect on the performance of the County Government of Bomet. Instituting stakeholder involvement as a strategy implementation practice enhances county government performance. The county government should increase the efforts of streamlining stakeholder involvement, acquire and apply more effective technologies, and continuously enable the workforce to improve skills, knowledge, and competencies as the best practices for strategy implementation. Executing such tasks has the potential to enhance the performance of the County Government of Bomet.

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