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Abstract

The environments in which organizations operate have become increasingly uncertain posing a lot of challenges. County governments like any other organizations are also faced with similar challenges in strategy implementation since devolution is still a new concept of governance in Kenya. The implementation of the County Integrated Development Plan of 2013 has not been fully implemented in most counties because of inherited managerial and resource problems from former municipalities, town councils and county councils which form part of the county governments today. In this regard, this study aimed at determining the influence of strategy implementation practices and performance of county government in Kenya: A case of Tana River County, Kenya. The study's specific objectives were to examine the influence of organizational structure, organizational culture, resource allocation and communication on the performance of Tana river County, Kenya. The study was anchored by resource based theory, systems theory and stakeholder theory. Descriptive survey research design was used for this study. The target population of this study was management employees of Tana River County Government. The total population was 166 respondents comprising of County Executive, County Chief Officers, Directors, Administrators and County Officers. The study used proportionate stratified sampling method. Simple random sampling was used to select the sampled respondents. The sample size was 66 respondents. The instrument that was used to collect data was questionnaires for all the respondents. Qualitative data from the open ended questions was analyzed thematically in line with study objectives and presented in narrative form. Quantitative data was analyzed using descriptive statistics. Regression analysis was used to test association between dependent variable and against dependent variables. The study established that a positive and significant influence was established between organizational structure, organizational culture, resource allocation, communication and organizational performance. The study concluded that organizational structure allows for the chain of command. Department

leaders are in charge of delegating tasks and projects to subordinates so the department can meet project deadlines. Flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Resource allocation is a central management activity that allows for strategy execution. The real value of any resource-allocation program lies in the resulting accomplishment of an organization's objectives. Communications is a major component, which should be recognized, embraced and its activities adequately funded. Communications function was found to be important to communication of the vision and mission. The study recommended the improvement of the organization structures through enhancing communication, involvement of employees in decision making, relevant training of employees and flexibility of policies and regulations related to strategy implementation. Leadership of the County need to invest in creating a defined culture and effective strategy implementation techniques. There is also need for the County to employ latest technological resources in their mandate to effectively fight crime in the 21st century. The County need to document internal communications channels and procedures, as part of the communications strategy. This applies not just to internal communication, but how staff communicate to external parties and possible feedback channels.

Keywords: *Organizational Structure, Organizational Culture, Resource Allocation, Communication Performance of Tana River County Government*

1.1 Background to the Study

Strategy is a unifying theme that gives coherence and direction to the actions and decisions of an individual or an organization. Once corporate strategies have been agreed upon and long term objectives set, the strategic management process moves into critical new phase-translating strategic plans into organizational action (Grant, 2015). Odhiambo (2016) indicates that strategy implementation entails identification of measurable and mutually determining annual objectives which convert long-term objectives into specific and short-term goals. It also includes the development of specific functional strategies which translate grand strategies at business level into current action plans for sub units of the company. Thus execution must be controlled and evaluated if the strategy is to be successfully implemented and adjusted to changing conditions. However, during implementation, various challenges are encountered and need to be addressed if the strategy is to be realized.

Strategy implementation is a crucial and important process in strategic management. In order to be successful organizations need to effectively implement their strategies to enhance their performance (Carter & Pucko, 2010). According to Kihara, Bwisa and Kihoro (2016) the strategy implementation process determines whether an organization excels, survives or dies depending on the manner in which it is undertaken by the stakeholders. Strategy implementation process involves placing objectives, strategies, and policies into action through the development of programs, budgets, and procedures. Strategy formulation precedes implementation making implementation a key part of strategic management.

A European business review revealed that, many European firms have been faced with increasing uncertainty and complexity over few years and the chief strategic officer has had little known about its role in contributing to curbing the challenges (Markus, 2013). Allio (2015) observed that survey results of the White Paper of Strategy Implementation of Chinese Corporations 2014 indicate that strategy implementation has become the most significant

management challenge that all kinds of corporations face at the moment. Therefore, it is worth to note that overall neglect of strategy implementation leads to serious poor firm performance.

Ugheoke, Isa and Noor (2014) argued that it is apparent that some organizations in Nigeria have failed in their strategy implementation effort. Strategy implementation failure has become a scary point for these SMEs as it is erroneously believed that it will cause entropy due to its financial implication. Agwu (2018) pinpointed that failure of strategy implementation efforts causes enormous costs in the organization. Therefore, there is a need for the owners to have a rethink towards devising and implementing winning strategies in order to pursue their mission, vision and objectives without compromising the competitive situation in the Nigerian business environment.

Cherop, Korir, Tarus and Torois (2015) indicated that strategy implementation has a greater effect on firm performance in Kenyan manufacturing firms. The Kenyan government for example is under transitional process of implementing county integrative development plans as a major strategy of achieving national development goals. Generally, Boye and Walker (2014) revealed that firms which implement their strategies perform much better than those who have not. Organizations however vary in degrees about strategy implementation for instance, the author regards strategy concept as a framework of decisions that guide an organization in achieving its set targets.

1.1.1 Strategy Implementation

Strategy implementation is an important component in strategic management process. Many organizations develop good strategies to give them an edge and competitive advantage. John (2015) indicated that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned.

Organizational Structure refers to the way in which tasks and people are specialized and divided, how authority is distributed, how activities and reporting relationships are grouped and how the mechanisms by which activities in the organization are coordinated (Dalton, 2010). Organizations are structured in a variety of ways, dependent on their objectives and culture. The structure of the company often dictates the way it operates and performs. Borjas (2012) reported that every organization has some systems or internal processes to support and implement the strategy and run day-to-day affairs. The effectiveness of these systems dictates the performance of the organization. These processes are normally strictly followed and are designed to achieve maximum performance.

Fletcher and Jones (2012) defined organizational culture as everything that people have, think and do as members of their society. Organizational culture is a concept that represents the character of an organization, which directs employees in their daily working relationships and guides them on how to behave and communicate within the organization. Lim (2015) have demonstrated that organizational culture is a source of knowledge since it enables employees to create, acquire, share and manage knowledge. Organizational culture has a strong bond with the competitive performance of a company.

Ganley (2010) stated that resources make organizations to run, and allocating these resources to an organization should be done carefully. Allocating these resources can be tough, but an organization can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution. Murithi (2009) argued that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources will include the human resources, training, remuneration, finances etc. Resources have to be available for strategy implementation.

Communication has crucial impacts or among work groups in that organizational communication is a channel to flow information, resources, and even policies (Abifarin, 2014). Abifarin (2014) further indicated that communication influence on the perception and opinions about persons, communities, organizations, governments, and even society. As a managerial tool, communication is frequently expected to share information with members, to coordinate activities, to reduce unnecessary managerial burdens and, rules and ultimately to improve organizational performance. This means that nothing can be achieved in an organization without effective communication.

1.1.2 Performance of Tana River County Government

The promulgation of the new constitution in Kenya in 2010 brought about a new system of government. A total of 47 counties were created as per the constitution. Each county was to receive funding from the National government and at the same time generate funds to sustain themselves and make their county the best in the country by improving the standards of living and eradicating the issues affecting the County. Tana River County Government launched its first County Integrated development Plan (CIDP) 2013-2017. Through the implementation of the CIDP, Tana River County Government hopes to transform the County into a vibrant, modern, regional commercial hub with a high standard of living for its residents.

The County Government Act 2012 specifies key plans that each County is expected to generate and these are; County Integrated Development Plan (CIDP), County Sectoral Plans, County Spatial Plans, County Urban Areas and Cities Plans, and County Performance Management Plans. These plans are interrelated as they deal with different aspects of development and it is that Annual budgets are to be based on these approved plans. The county government consists of a county assembly and a county executive. Every county government is required to decentralize its functions and the provision of its services to the extent that it is efficient and practicable to do so. The County assembly constitutes the legislative organ of government while the County executive is representative of the Executive arm of government within the County government.

Tana River County is one of the six Counties in the Coast region. It borders Kitui County to the West, Garissa County to the North East, Isiolo County to the North, Lamu County to the South East and Kilifi County to the South. The County is composed of three administrative sub-counties namely; Bura, Galole, Tana Delta, three constituencies namely; Galole, Bura and Garsen and 15 electoral wards, The CIDP articulates medium term policies and objectives which are further translated into short term strategies, programmes and projects to be implemented under the Medium Term Expenditure Framework (MTEF). The latter is part of the financial

reforms to strengthen financial discipline, accountability and efficient and effective delivery of services to the people. The County Integrated Development Plan is a five year blue print that highlights the socioeconomic challenges faced by the County, strategies for resources mobilization, projects and programmes to be implemented to address the socio-economic challenges (KNBS, 2014).

1.2 Statement of the problem

The environments in which organizations operate have become increasingly uncertain posing a lot of challenges. It is evident that many firms have experienced delayed organizational performance due to lack of adequate understanding of the process of strategy implementation. It is important during strategy formulation and implementation that everyone in the firm understands what the organization aims to achieve and how it will get there (Taneja, Sewell & Odom, 2015). Devolved system of governance is one of the key tenets of the 2010 Kenyan constitution, with counties envisioned as the primary units. The management of devolved funds is faced by many challenges and this has affected implementation of key development strategies.

County governments like any other organizations are also faced with similar challenges in strategy implementation since devolution is still a new concept of governance in Kenya. The implementation of the County Integrated Development Plan of 2013 has not been fully implemented in most counties because of inherited managerial and resource problems from former municipalities, town councils and county councils which form part of the county governments today. Strategies that were used by various local authorities before devolution differ from the devolved system currently in place. This is because the governance challenges then were few as most of the functions were carried out by the National government.

Studies that have been done include that of Muchira (2013) who did a study on relationship between strategy implementation and performance in commercial banks in Kenya. But the study used correlational research design which cannot give conclusive findings due to use of small sample size. Ogunmokun, Hopper and McClymont (2014) did a study on strategy implementation and organizational performance focusing on private hospitals. However, the study used purposive sampling method which cannot be used to make inferences. Kihara (2017) did a study on the influence of strategy implementation on the performance of manufacturing small and medium firms in Kenya. However, the study used qualitative data which covered information from a smaller population. Somi (2017) did a study on the influence of Strategy Implementation on Performance of Government Owned Entities in Kenya. None of these studies focused on county governments. However, the study used correlational research design which cannot give conclusive findings. In light of this, it was necessary to find out how strategy implementation influences the performance of Tana River County government.

1.3 Objectives of the Study

The general objective of the study was to determine the influence of strategy implementation on the performance of Tana River County government:

This study was guided by the following specific objectives:

- i. To examine the influence of organizational structure on the performance of Tana River County government
- ii. To establish the influence of organizational culture on the performance of Tana River County government.
- iii. To examine the influence of resource allocation on the performance of Tana River County government.
- iv. To identify the influence of communication on the performance of Tana River County government.

2.0 Literature Review

2.1 Theoretical Review

Resource Based View (RBV) theory was propounded by Wernerfelt (1984) to develop the concept that method of a company is a feature of the complement of the assets apprehended. The RBV theory examines the impact of organization resources and capabilities on competitive advantage that leads to overall organizational performance. According to Priem and Butler (2001) the resources and capabilities that are not conditioned into sustaining activities and business processes will not have positive impact on an organizational performance. Capacity and resource management is one of the strategy implementation practices dimension studied in this framework.

Barney (2001) indicates that capacity and resource management is defined as management capacity and resources of service that are organized effectively and operated efficiently at optimal level. Therefore, by integrating RBV theory into this study's framework, service strategy implementation practices for the County governments in Kenya should have positive impact on the organizational performance if the resources and capabilities are conditioned into sustaining strategy implementation practices. This theory is based on the depended variable of the study which is the organizational performance. Theory shows that, the organization must ensure that it has enough resources in order to carry out supply chain management practices effectively.

Systems theory was founded in the 1940's by the pioneer, biologist Ludwig von Bertalanffy and highly developed by Ross Ashby (1956). Bertalanffy during his life, emphasized that factual systems are open to, and interact with, their surroundings and that they can get hold of quantitatively new properties through emergence, resulting in continual development. The theory distinguishes the interdependence of human resources, impact of environment on organizational arrangement and function and the effect of outside stakeholders on the organization. In addition, the theory focuses on the surroundings and how it impacts the organization performance.

Bronfenbrenner (2009) defines the System Theory as a collection of interrelated parts working together towards a purpose. The author views organizations as systems that achieve great things

by integrating the contributions of individuals to achieve the common purpose. The manager's job is to ensure that all parts of the organization are coordinated internally so that the organization can achieve its goals. It depends on the manager to choose the management approach that suits him/her in order to have an effective and efficient organization that performs according to acceptable standards.

The organization is considered as a system having integrated parts that must be coordinated for efficiency and effectiveness. System simply refers to a set of different independent parts working together in interrelated manner to accomplish a whole. It is with this essence that synergism appears. For instance, an organization is formed by different departments, sections, and units composed of individuals and groups which are independent, but working together to achieve a common goal with the aim of turning organizational vision into reality. Therefore, the organizations should adapt systems approach to enhance corporate growth and profitability. In order for the county to survive, the top management officials need to implement strategies effectively to enable them to compete effectively in the dynamic environment.

This study will also be guided by stakeholder theory as advocated by Freeman and Phillips (2002). The basic idea of stakeholder theory is that organizations have relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing their relevant interests (Aaltonen & Kujala, 2010). Aaltonen and Kujala (2010) further noted four premises of the stakeholder theory that; corporations have relationships with many constituent groups (stakeholders) that affect or are affected by its decisions, the theory is also concerned with the nature of these relationships in terms of both processes and outcomes for the firm and its stakeholders, that the interests of all (legitimate) stakeholders have intrinsic value and not one set of interests is assumed to dominate others, and finally the theory focuses on managerial decision making. Based on the argument of instrument of power of this theory, a company using stakeholder approach will have increased organizational performance in terms of economics and other criteria (Shen, Guo & Xin, 2012).

Aaltonen and Kujala (2010) noted that while having its origins in strategic management, stakeholder theory has been applied to a number of fields, presented and used in a number of ways that are quite distinct and involves very different methodologies, concepts, types of evidence and criteria of evaluation. Shen *et al* (2012) after examining stakeholder theory concluded that the support of key stakeholders was essential for project success and consequently the success of programs. In relation to the study the managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group.

2.2 Empirical Review

Ongore (2011) carried out an empirical analysis on the relationship between organizational structure and firm performance. Forty two (out of fifty four) listed companies were studied using both primary and secondary data. Reliability of data was tested using Cronbach's Alpha, while tolerance and variance-inflation factor were used to test multicollinearity. Using Pearson's product moment correlation and logistic regression, the study found that ownership concentration

and government ownership have significant negative relationships with firm performance. On the other hand, foreign ownership, diffuse ownership, corporation ownership, and manager ownership were found to have significant positive relationships with firm performance.

Njiru (2014) looked at the effect of organizational structure on financial performance of commercial state corporations in Kenya. A survey research design was used and the study targeted all the 34 purely commercial state corporations in Kenya. Questionnaires were used to collect primary data. Inferential statistics were used to analyze data. The study concludes that organization structure affected the financial performance of commercial state corporations and recommended that organizational size, structure formalization, structure complexity and structure centralization should be considered to be very important when corporation's management is developing their organizational structure that will achieve their strategic objectives.

Shabbir (2015) did a study that examined the influence of organizational structure and employee's performance in brewing firms in Nigeria. The population of the study is 6468 being the total staff strength of the five brewing firms in Nigeria Stock Exchange. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms.

Meijaard, Brand and Mosselman (2015) focused on how organizational structure influences the performance in Dutch small firms. The study was based on the stratified sample of 1411 Dutch small firms.. The study further investigated the relevance of the empirical taxonomy by looking at the relationship with firm performance in terms of sales growth, profitability and innovativeness. The study concluded that organizational structure indeed matters and that it deserves to be taken into account in models and future analysis of small firm performance.

Muturi (2015) looked at the effects of organizational structure and internal processes of Large Manufacturing Firms in Kenya. The study was a cross sectional survey targeting 102 large manufacturing firms and the response rate was from 94 firms. Null hypothesis was tested and results indicated that organizational structure had influence on internal processes. The study recommended that the management of large manufacturing firms in Kenya should ensure they align the organizational structure so as to enhance and increase efficiency of the firms' internal processes.

Bashayreh (2018) did a study on the influence of organizational culture on organizational performance. Therefore, the purpose of this research was to develop and test a theoretical framework that combines organizational culture in relationship to work related attitudes, work behavior as intervening variables and organizational performance as a dependent variable. The Structural Equation Modelling results showed that both work-related attitudes and work behavior can be seen as related to organizational performance. Meanwhile the structural equation model apparently eliminates the relationship between organizational culture and performance.

A study carried out by Kamaamia (2016) focused on the effect of organizational culture on organizational performance in Kenya School of Monetary Studies. The study adopted a descriptive survey research design. The population of the study was composed of 110 employees of KSMS, out of which a stratified sampling was used to draw out a sample size of 80

respondents. The findings on the on the effect of organizational culture on performance revealed the existence of statistically significant relationship between organizational culture and performance, $r(0.658)$; $p < 0.01$). Therefore, the study concludes that all constituent components of organizational culture including goal oriented measures, work oriented measures, employee oriented measures, open culture system, and professional work culture enhance organizational performance.

The study of Ahmed and Shafiq (2014) focused on the impact of organizational culture on organizational performance in the telecom sector.. The study was conducted in different Bahawalpur based franchises of telecom companies. Quantitative approach was adopted in which a questionnaire is used to collect the data. The findings indicated that all the dimension of the culture influence the different perspective of organizational performance.

Poku, Owusu-Ansah and Zakari (2013) carried out an empirical study on organizational culture and organizational performance in Banking Industry in Ghana. The data was obtained from nine banks in Ghana constituting about 60% of the Banking Industry's Market Share, with different origins such as Public-Domestic, Private-Domestic, Pan African and Multinational Banks. The analysis was based on 296 respondents from various departments with varied positions. The study revealed that though there was significant differences among the banks in terms of the Organizational Culture Traits, there was no significant differences among them with regards to Performance.

Maina (2016) looked at the Influence of Organizational Culture on Performance of Commercial Banks in Kenya. The target population consisted of employees of 42 commercial banks in Nairobi County. The study sample was selected through stratified random sampling techniques. A questionnaire was used to collect data. Data was analyzed using descriptive and inferential statistics. The study conclude that commercial banks had organization culture that determined how things were done, employees were like-minded and held similar beliefs and values, commercial banks were guided by values of consistency, adaptability and effective communication system, employees had a sense of identity which increased their commitment to work and commercial banks had clearly spelt out work ethics.

Iljins, Skvarciany and Gaile-Sarkane (2015) examined the effect of organizational culture on organizational climate during the process of change. The primary data were collected through questionnaires from 81 employees working in IT companies from Bucharest. The results from the statistical analysis of primary data showed that the dimensions of organizational culture have a positive impact on performance management practices. Moreover, all the four traits of organizational culture (adaptability, mission, consistency, involvement) had a significant and positive influence on performance management practices.

Lemarleni, Ochieng, Gakobo and Mwaura (2017) examined the effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. A descriptive research design was used for the study. The study targeted a population of fifty-six police officers all working in thirteen police divisions and forty-three police stations within Nairobi County. Primary data was collected by use of questionnaire. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively.

The research of Juma (2014) focused on organizational resources, corporate governance structures and performance of Kenyan state corporations. Through a cross-sectional descriptive survey, data was obtained using a semi-structured questionnaire. Through multivariate and hierarchical regression analyses, findings indicated a statistically significant relationship between aggregated organizational resources and performance. However, the organizational resources could only explain 8.3 percent of performance of Kenyan state corporations. Results of the independent effect of disaggregated organizational resources indicated a statistically significant effect of tangible, human and intangible resources on performance.

Ogunyomi and Bruning (2016) examined the influence of human resource management on organizational performance of Small and Medium Enterprises (SMEs) in Nigeria used a survey design with 236 respondents to test the hypotheses. Multiple regression results showed that human capital development and occupational health and safety had a direct relationship on employee performance management. This study partially supports a model of positive relationships between certain HRM practices and firm performance.

Lee (2009) looked at the impacts of organizational resources on agency performance: Evidence from Federal Agencies. According to the analysis result, a variety of resources showed relatively different impacts on agency effectiveness: some resources have positive and significant influences on agency effectiveness and others have negative or insignificant relationships with agency performance. Resources such as number of members in top leadership, professional employees, presidential attention, and agency's public reputation have positive and significant relationships with agency effectiveness.

Çalışkan (2010) did a study on the impact of strategic human resource management on organizational performance. The causal linkage between HRM and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance. The study recommended that the focus of the HRM management should be to understand organizational performance processes and design HRM practices that influence process and outcome variables.

Cania (2014) in his study examined on the impact of strategic human resource management on organizational performance. This study was conducted through the collection and analysis of various publications on this field based on primary and secondary sources. The study was focused on the city of Durres. The study targeted 30 organizations, which are 16 organizations in the service sector and 14 other organizations are production sector. The study established that 70% organizations had proven significantly change their performance through strategic management of human resources, while 16.7% organizations admitted that the organization had been minor changes in their performance.

Ngozi and Ifeoma (2015) focused on the role of effective communication on organizational performance in Nnamdi Azikiwe University, Awka. The population of this research work was drawn from the Academic and Non-academic staff. The population was made up of 170 non-academic and 130 Academic Staff. The sample size of 166 was determined using Taro Yamane technique and stratified random sampling. Chi-square was used to analysis the hypotheses. The findings from the study showed that effective communication is the remedy to effective and efficient management performance of employees in an organization. The researcher

recommended that there is need for every organization to endeavor and make effective communication an essential integral part of its management strategies.

A study was carried out by Shonubi and Akintaro (2016) to examine the impact of effective communication on organizational performance. The discussion was based on series of empirical studies of communication and organizational performance. recommended that there can still be more room for improvement and consequently better performance if management embraces the following recommendations: More clarity of ideas before attempting to communicate; Better understanding of the physical and human environment when communicating; A thorough analysis of the purpose of communication; In planning communication, consultation should both be top down and bottom up, while all facts are rendered implicit and explicit.

Wang (2011) looked at the role of communication in enhancing employees' organizational commitment: exploring the relationship between social-emotional-oriented communication, work-oriented communication and organizational commitment in China. The study utilized the statistical method to analyze the data collected from questionnaires. A total of 69 employees working in a Chinese local governmental organization participated in the research. The findings from regression analyses revealed that social-emotional-oriented communication between subordinates and superiors is a positive predictor of affective commitment, and the perceived quantity of organizational strategic information and vertical interaction with management; and that work-oriented communication is a strong positive predictor of affective commitment and normative commitment.

A study was conducted by Udegbe, Udegbe, Ogundipe, Ganiyat and Rashdidat (2012) to establish the impact of business communication on organizational performance in Nigerian companies. Using the survey method, the study obtained sample data from 100 small and large manufacturing and service companies operating in Lagos State of Nigeria. Data were analyzed using descriptive statistics, percentages and t- test analysis. The study found that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies. However, the 'level of emphasize' is a question of degree. It was also found that the extent of practices of effective business communication, were related to the category of business (service versus manufacturing) and its size.

Otieno, Waiganjo and Njeru (2015) conducted a study and focused on the effect of employee communication on organisation performance in Kenya's Horticultural Sector. The population of this study was all flower farms in Kenya which were the 14 flower farms and based in Naivasha. The study targeted the employees in the identified farms. Cross sectional survey research design was used for the study. Stratified sampling technique was used to sample the study respondents. The results of correlation analysis showed that employee communication is statistically significant with a Pearson correlation coefficient of 0.466 at a level of significance of 0.000. The study concluded that employee communication is a major determinant of organization performance in the horticultural sector in Kenya.

2.3 Conceptual Framework

Figure 1 presents the conceptual framework

Independent Variables

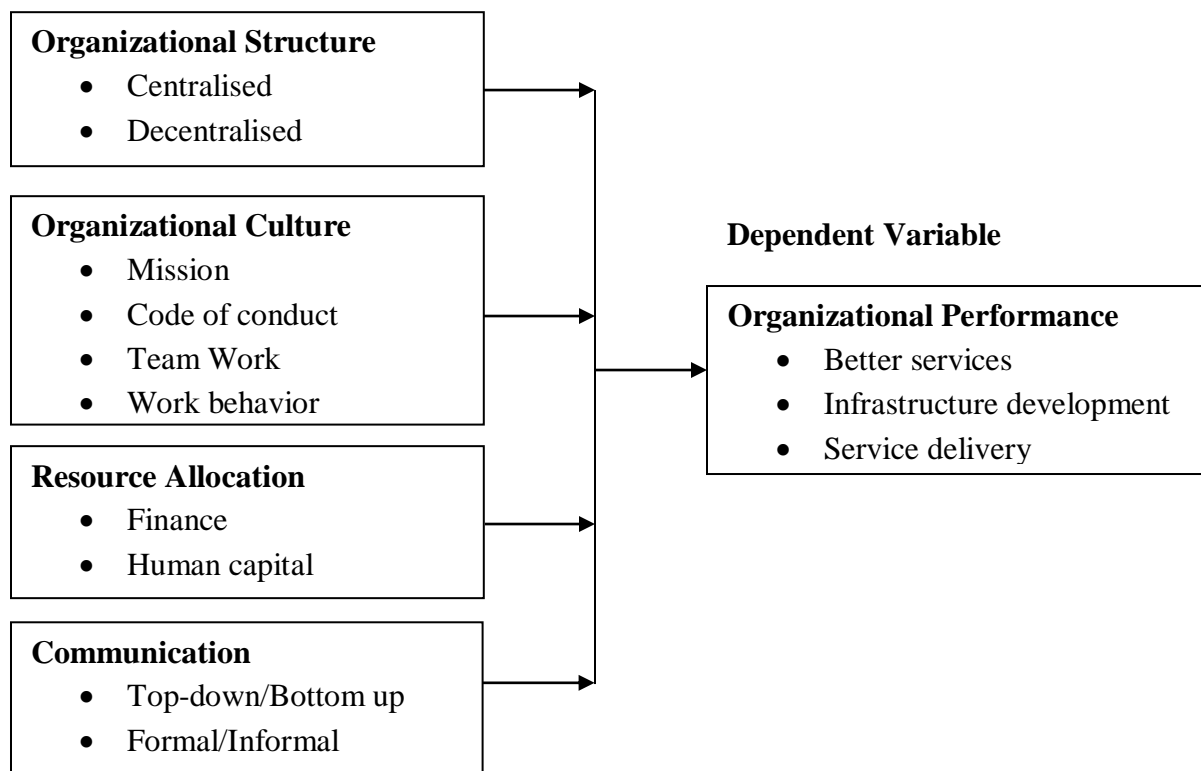


Figure 1: Conceptual Framework

Source: Research Data (2019)

Figure 1 shows the relationship between independent variables and dependent variable of the study. The dependent variable is the organizational performance which is determined by the independent variables which includes the organizational structure, organizational culture, resource allocation and communication.

3.1 Research Methodology

Descriptive survey research design was used for this study. As observed by Orodho (2005), descriptive survey research designs are used to enable the researcher to gather data from the field, organize, present and analyse the data for explanation. On the other hand, Mugenda and Mugenda (2003) present the aim of descriptive survey research design as obtaining data and analyzing according to the observation made from the field without any alterations. This design therefore was appropriate for this study as the researcher was able to find out through the use of questionnaires on how strategy implementation practices influence the performance of Tana River County government. In addition, this design was employed because it enabled the researcher to generalize the findings to a larger population and it was more precise and accurate since it involves description of events in a carefully planned way. The target population of this study was management employees of Tana River County Government. The total population was 166 respondents comprising of County Executive, County Chief Officers, Directors, Administrators and County Officers (Tana River County Government Report, 2018). The study

used proportionate stratified sampling method to select the sample from different strata in the target population so as to ensure that all cases are well represented. Furthermore, according to Mugenda and Mugenda (2003) a sample size of between 10 to 50% is adequate for the data analysis. Therefore, the study used a 40% sample size of the target population. Thus, the sample size was 66 respondents. Qualitative data from the open ended questions was analyzed thematically in line with study objectives and presented in narrative form. Quantitative data was analyzed using descriptive statistics such as mean and standard deviation.

4.1 Data Analysis Results and Discussion

Regression analysis was used to model, examine, and explore the relationships between the dependent variable against the four independent variables used for the study. The findings are shown in Table 1.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.626 ^a	.392	.349	.479	.392	9.184	4	57	.000

Source: Research Data (2019)

The four independent variables (Communication, Organizational structure, Resource allocation, Organizational culture) that were studied, explain 34.9% of the performance of Tana river County, Kenya as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 65.1% of the organizational performance.

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F(calculated) and its significance level was obtained. The results are shown in Table 2.

Table 2: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.420	4	2.105	9.184	.000 ^a
	Residual	13.064	57	.229		
	Total	21.484	61			

Source: Research Data (2019)

The significance value is 0.000^a which is less than 0.05 thus the model is statistically significant in predicting how communication, organizational structure, resource allocation, organizational culture influenced the performance of Tana river County, Kenya. The F calculated at 5% level of significance was 9.184. Since F calculated is greater than the F critical (p value = 2.105), this shows that the overall model was significant.

Table 3 presents the determination of coefficients

Table 3: Determination of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.441	.595		5.782	.000
Organizational structure	.539	.055	2.272	2.524	.001
Organizational culture	.606	.112	4.430	2.717	.000
Resource allocation	.706	.143	1.006	3.040	.003
Communication	.790	.087	2.126	1.038	.002

Source: Research Data (2019)

According to the regression equation established, taking all factors into account (Communication, Organizational structure, Resource allocation and Organizational culture) constant at zero, performance of Tana river County, Kenya would be at 44.1%. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes: $Y = 0.441 + 0.539 X_1 + 0.606X_3 + 0.706 X_3 + 0.790X_4$

Where Y= Organizational performance

X₁= Organizational structure

X₂= Organizational culture

X₃= Resource allocation

X₄= Communication

The study revealed that organizational structure had a positive and significant effect on organizational performance by t-values (t= 2.524, p < 0.05). The results concur with the findings of Muturi (2015) who looked the effects of organizational structure and internal processes of Large Manufacturing Firms in Kenya and indicated that organizational structure had influence on internal processes. The study also established that organizational culture had a positive and

significant effect on organizational performance by t-values ($t= 2.717$, $p < 0.05$). The results are in agreement with the findings of Maina (2016) who established that effective communication system increased their commitment to work and commercial banks had clearly spelt out work ethics.

The study further found that resource allocation had a positive and significant effect on organizational performance by t-values ($t= 3.040$, $p < 0.05$). The results are similar to those of Cania (2014) who revealed that organizations had proven significantly to change their performance through strategic management of human resources. Lastly, the study established that communication had a positive and significant effect on organizational performance by t-values ($t= 1.038$, $p < 0.05$). The results agree with the findings of Udegbe *et al.* (2012) who reported that effective business communication is emphasized to a reasonable extent in the surveyed Nigerian companies to improve the performance.

5.1 Conclusion

The study concluded that organizational structure allows for the chain of command. Department leaders are in charge of delegating tasks and projects to subordinates so the department can meet project deadlines. In essence, organizational structure fosters teamwork, where everyone in the department works toward a common goal.

The study also concluded that flexible, strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. Culture within an organization can serve many purposes, including unifying members within an organization and help create a set of common norms or rules within an organization that employees follow.

The study further concluded that resource allocation is a central management activity that allows for strategy execution. The real value of any resource-allocation program lies in the resulting accomplishment of an organization's objectives. Resource allocation is an important aspect in determining how effective the whole strategy implementation process will be. This calls for the County to balance resource allocation and even allocate more funds to strategy implementation departments.

The study similarly concluded that communications is a major component, which should be recognized, embraced and its activities adequately funded. Communications function was found to be important to communication of the vision and mission. It is through both internal and external communications activities that an organization clearly links activities to objectives, showing how they will be measure, while also aligning initiatives to the strategy.

6.1 Recommendation for Policy and Practice

The study recommended improvement of organization structures through enhanced communication, involvement of employees in decision making, relevant training of employees and flexibility of policies and regulations related to strategy implementation. There is also need for the management to align their organization structures with strategic objectives to allow for efficiency in service delivery to customers and allow for adaptability to changes in the business environment.

The study also recommended that leadership of the County need to invest in creating a defined culture and effective strategy implementation techniques. The County should have a tight culture strategy fit that facilitates execution of strategy, provides clear guidance on roles, responsibilities and procedures that promotes strong employee identification with and commitment to a company's vision, performance targets and strategy.

The study recommended that it is imperative that financial resource allocation planning is done in a manner that it takes care of the pursued strategic fit in the service. There is also need for the County to employ latest technological resources in their mandate to effectively fight crime in the 21st century. Employees should be effectively trained in this regard for proficiency in the technological resources.

Lastly, the study recommended that the County need to document internal communications channels and procedures, as part of the communications strategy. This applies not just to internal communication, but how staff communicate to external parties, and possible feedback channels. This was noted to be a critical element to efficient organizational communication and collaborated effort towards strategy implementation.

7.1 References

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