

INFLUENCE OF CHAIN OF COMMAND ON STRATEGIC PLAN IMPLEMENTATION IN THE COUNTY GOVERNMENT OF NAKURU, KENYA

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ABSTRACT

Purpose of the Study: The purpose of the study was to examine the influence of chain of command on strategic plan implementation in the County Government of Nakuru, Kenya.

Problem Statement: The study was prompted by the persistent inefficiencies and inconsistencies in strategic plan implementation within the County Government of Nakuru despite having formal governance and administrative structures in place to enhance coordination and decision-making.

Methodology: The study employed correlational descriptive research design targeting 153 employees in job groups P and Q across eleven county ministries, with sample of 111 respondents selected through simple random sampling. Data was collected using questionnaires and analyzed using SPSS through descriptive and inferential statistics.

Result: The study found a strong positive and statistically significant relationship between chain of command and strategic plan implementation ($r = 0.800$, $p = 0.000$). The findings imply that clarity in reporting lines, effective communication flow, and accountability across managerial levels greatly enhance the realization of strategic objectives.

Conclusion: The study concludes that a well-structured chain of command enhances coordination, decision-making, and the effective implementation of strategic plans in the County Government of Nakuru.

Recommendations: The study recommends that the county leadership should clearly define roles and responsibilities to ensure accountability and smooth coordination across departments. They should also regularly review administrative structures to identify and eliminate bottlenecks that hinder effective strategic plan implementation.

Keywords: *Chain of Command, Strategic Plan Implementation, Organizational Structure*

INTRODUCTION

The chain of command forms a fundamental pillar of organizational structure, providing a formal hierarchy through which authority, communication, and accountability flow from top leadership to subordinate levels (Johnson & Smith, 2020). In public institutions, particularly at the county level, a clearly defined chain of command ensures order, coordination, and control over administrative processes, enabling effective implementation of policies and strategic objectives (Williams & Carter, 2022). Conversely, a weak or ambiguous chain of command often results in inefficiencies, duplication of duties, and delays in decision-making, which undermine institutional performance and the attainment of strategic goals (Miller, 2019).

Globally, the role of the chain of command in public administration has been recognized as critical to ensuring accountability, communication efficiency, and coordination of government functions. According to the Organisation for Economic Co-operation and Development (OECD, 2022), well-structured public hierarchies in advanced economies such as the United Kingdom and Canada promote stability and operational clarity, leading to more consistent policy execution. These governments have adopted hierarchical but adaptable systems that allow for both top-down leadership and participatory feedback mechanisms, ensuring alignment between strategic objectives and implementation outcomes (Osborne & Radnor, 2021). In contrast, countries with overly rigid hierarchies, such as some centralized administrations in Asia and Eastern Europe, often experience delayed responsiveness and limited innovation due to slow communication flow and bureaucratic bottlenecks (Yang & Tang, 2019).

Across Africa, the structure of the public sector typically reflects hierarchical administrative traditions inherited from colonial governance. These systems emphasize authority, supervision, and adherence to established reporting lines (Van der Waldt, 2019). While the hierarchical model promotes accountability and control, it has also been criticized for excessive bureaucracy and limited flexibility in responding to emerging challenges (Mafuru & Mollel, 2021). In many African countries, including Tanzania and Uganda, reforms aimed at improving

public sector efficiency have focused on strengthening internal communication channels and redefining reporting relationships to eliminate redundancies and improve service delivery (Namutebi & Basheka, 2020). However, evidence still suggests that poor coordination and lack of role clarity remain significant impediments to the successful implementation of government plans and programs (AfDB, 2021).

In Kenya, the chain of command plays a central role in determining how county governments execute their strategic plans and deliver essential services to citizens. The devolution framework established under the 2010 Constitution mandates counties to provide localized governance, making internal administrative efficiency crucial for achieving development goals (Mwangi & Kiarie, 2021). The Public Service Commission (PSC) and the County Governments Act outline the structure of authority and reporting mechanisms within county administrations to enhance accountability and transparency (Odhiambo & Waiganjo, 2020). However, despite these institutional frameworks, many counties continue to struggle with operational inefficiencies, overlapping mandates, and poor communication flow between senior management and departmental officers (Njoroge & Wanyoike, 2022). These challenges have hindered the full realization of strategic plans and delayed the execution of key projects, particularly in counties with complex bureaucratic hierarchies.

In the County Government of Nakuru, the effective implementation of strategic plans has been undermined by weaknesses in communication channels, unclear reporting structures, and insufficient delegation of authority. Although Nakuru County has made significant progress in developing robust strategic plans aimed at improving service delivery in sectors such as health, infrastructure, and education, execution remains inconsistent due to coordination challenges along the chain of command. In some cases, directives from top management fail to reach operational levels in a timely manner, leading to misaligned priorities and slow project execution. A well-functioning chain of command is therefore essential in ensuring that decisions made at the policy level are accurately communicated, interpreted, and implemented at the departmental and operational levels.

STATEMENT OF THE PROBLEM

Strategic plan implementation is a critical driver of organizational performance, service delivery, and sustainable development within county governments. It determines the extent to which counties achieve their policy objectives, optimize resource utilization, and meet citizen needs effectively. Despite its importance, evidence indicates that strategic plan implementation

in county governments in Kenya, including Nakuru County, remains suboptimal and inconsistent. Many counties continue to face challenges such as unclear communication channels, overlapping responsibilities, bureaucratic delays, and weak accountability mechanisms, which hinder timely and effective execution of strategic initiatives (Mwangi & Gachunga, 2021). These challenges often lead to misaligned departmental goals, duplication of efforts, and underutilization of allocated resources, thereby compromising overall county performance.

While the County Government of Nakuru has adopted formal governance and administrative structures intended to streamline decision-making and enhance coordination among departments, the anticipated outcomes have not been fully realized. Reports from the Controller of Budget and the Office of the Auditor General reveal that some strategic projects experience delays, poor coordination, and inefficiencies linked to rigid or unclear chains of command (Kibet & Chepkoech, 2023). Studies have shown that overly centralized authority, limited delegation, and communication breakdowns between senior management and lower administrative levels often slow decision-making and reduce employee ownership of strategic goals (Otieno & Karani, 2022). This suggests that the structure and dynamics of the chain of command may significantly influence how effectively strategic plans are implemented.

Moreover, limited empirical research has explored how the chain of command including communication flow, delegation of authority, and leadership hierarchy affects strategic plan implementation within devolved governance structures in Kenya. Given the complexity of county operations and the need for interdepartmental collaboration, an ineffective chain of command could hinder alignment between planning and execution. Therefore, this study sought to examine the influence of chain of command on strategic plan implementation in the County Government of Nakuru, Kenya

THEORETICAL FRAMEWORK

The study was anchored on the Agency Theory, which was first introduced by Jensen and Meckling (1976) and later advanced by scholars such as Eisenhardt (1989). The theory explains the relationship between principals (such as county leaders and policymakers) and agents (employees or implementers) in achieving organizational objectives. It emphasizes that effective governance and accountability structures are essential to minimizing conflicts of interest between leaders and subordinates. Agency Theory is particularly relevant in explaining

the influence of chain of command on strategic plan implementation in the County Government of Nakuru. The chain of command establishes the formal lines of authority and communication that link principals and agents, ensuring that decisions made at the top are effectively transmitted and executed at lower levels of management.

In this context, Agency Theory provides a useful framework for understanding how clearly defined reporting relationships and supervisory mechanisms enhance accountability and performance within the county government. A well-structured chain of command minimizes agency problems by ensuring that subordinates adhere to directives, uphold transparency, and act in the best interests of the organization. Conversely, when the chain of command is weak or communication channels are unclear, agency conflicts are likely to emerge, leading to inefficiencies, delays, and misalignment of strategic priorities. Effective monitoring systems and feedback mechanisms, therefore, play a crucial role in ensuring that employees remain accountable for their actions and that strategic objectives are implemented as intended.

Applying Agency Theory to this study links the concept of managerial oversight with the success of strategic plan implementation. The theory suggests that strengthening supervision, clarifying authority, and establishing transparent reporting structures reduce information asymmetry between county executives and departmental officers. This alignment promotes trust, improves decision-making efficiency, and enhances the execution of strategic initiatives. In essence, the Agency Theory underscores that a clearly defined and efficiently functioning chain of command serves as a critical governance tool that mitigates agency risks, enhances accountability, and drives effective strategy implementation in the County Government of Nakuru.

EMPIRICAL REVIEW

Matyja, and Zublewicz (2018) focused on the impact of chain of command in an organization. The paper uses the methodology of survey research on a representative example of one country (Poland). The data was obtained from a survey on 252 employees of various types of organizations. In the empirical data analysis, the Mann–Whitney U test was used. The study indicated fifteen fields of an organization which was affected by the chain of command: attitude to innovation, initiatives, staff morality, decision-making process, managers' responses in case of their rating, or of their circumvention, overall performance, employees' performance, employees' wages, employees' commitment, conflicts and stalemates, supervisors' control, superior-subordinate relationship and choice of competitive strategy.

Demone, (2019) investigated the perceived chain of command communication in relation to perceived organizational caring. A stratified sample of 251 was drawn from US Army Reserve command. A survey questionnaire was administered. The study applied path analysis to the data. The interaction of the variables was unidirectional, that is, towards the dependent variable. The study findings revealed that members' perception of organizational communication strongly influenced organizational caring. Rank that members hold in the organization positively influenced their participation in the organization processes. Rank also positively influenced perceived organizational caring.

Hoang and Rothaermel (2019) examined the impact of the chain of command on the implementation of strategic plans. The study used a quantitative research design. Data from a survey of 192 firms in the United States was used. Stratified random sampling method was used to select the sample size. Self-administered questionnaire was used to collect data. The study found out that a clear and centralized chain of command is positively associated with the implementation of strategic plans. Specifically, organizations with a centralized decision-making process were more likely to successfully implement their strategic plans. In addition, the study found that effective communication and leadership were also important factors in successful implementation.

Kwon and Seo (2020) investigated the impact of the chain of command on the implementation of strategic plans. A case study research design and purposive sampling method were used. They identified four companies that had implemented strategic plans and had varying degrees of success in doing so. The sample included two companies in the manufacturing industry and two companies in the service industry. Semi-structured interviews were used to collect data from the participants. The interviews were designed to elicit information about the companies' organizational structure, decision-making processes, leadership, and communication. The study found out that a clear and efficient chain of command is critical to the successful implementation of strategic plans. The study also found that effective communication, leadership, and decision-making were important factors in successful implementation.

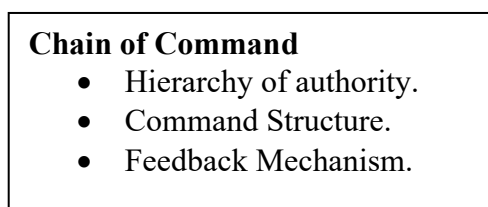
Tit and Khasawneh (2019) investigated the impact of the chain of command on the implementation of strategic plans in Jordanian public hospitals. The study used a mixed-methods research design and a stratified random sampling method was used to select 375 employees from 21 public hospitals in Jordan. Focus group interviews and surveys were used to collect the data for the study. The study found that a clear and effective chain of command was positively associated with the implementation of strategic plans in Jordanian public

hospitals. The study also found out that effective communication, leadership, and employee involvement were important factors in successful implementation.

CONCEPTUAL FRAMEWORK

Figure 1 presents conceptual framework

Independent Variable



Dependent Variable

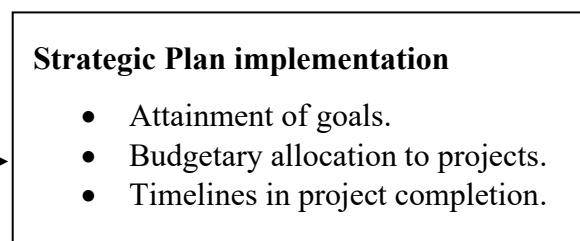


Figure 1: Conceptual Framework

METHODOLOGY

The study adopted a correlational descriptive research design to establish the relationship between the chain of command and strategic plan implementation in the County Government of Nakuru. The target population consisted of 153 employees in job groups P and Q drawn from 11 ministries within the county. Using the Slovin's formula to determine a sample size of 111 respondents, the study proportionately distributed them across the ministries. A simple random sampling technique was used to ensure that every member of the population had an equal chance of being selected. The study relied on primary data, which was collected through a structured questionnaire administered using a drop-and-pick method. A pilot study was carried out in Kiambu County Government, where 10 questionnaires were distributed to officers in similar positions to test the reliability and validity of the research instrument. Feedback from the pilot study was used to refine the questionnaire before the main data collection exercise. Both descriptive and inferential statistics were employed in the analysis. Descriptive statistics included the use of percentages, frequencies, means, and standard deviations to summarize the data.

Inferential statistics involved the use of correlation and regression analysis to determine the strength and significance of the relationship between the chain of command and strategic plan implementation. Data were analyzed using SPSS version 25 and the results were presented in the form of tables for clarity and interpretation.

FINDINGS AND DISCUSSION

The findings and discussion are presented in sections.

Response Rate

The study administered 111 questionnaires to respondents, out of which 85 responses were filled out and returned. This represented a 77% response rate.

Table 1: Response Rate

	Sample Size	Returned	Non-Response Rate
Frequency	111	85	26
Percent (%)	100	77	23

Background Information

Gender of Respondents

The study sought to determine the gender distribution of employees at the county government of Nakuru. The findings are indicated below.

Table 2: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	46	54
Female	39	46
Total	85	100

From the findings, 54% of the respondents stated they were male, while 46% of the respondents stated that they were female. This implies that the majority of the employees working in the County Government of Nakuru, Kenya were male. The gender composition of the workforce, where most employees are male, could influence how organizational structure components affect strategic plan implementation. Gender diversity is often linked to diverse perspectives and decision-making approaches, which can enrich the planning and execution process. A predominantly male workforce might reflect traditional gender roles in public sector jobs or could highlight a gap in gender inclusivity within the county government. The lack of gender diversity might affect how the organization prioritizes certain initiatives, including those that require input from diverse groups to ensure inclusive, community-driven strategies

Highest Education Qualification Attained

The study sought to determine the highest education qualification attained by the respondents at the county government of Nakuru. The findings are indicated below.

Table 3: Highest Education Qualification Attained

Highest Level of Education	Frequency	Percentage (%)
Diploma	25	29
Undergraduate	49	58
Post Graduate	11	13
Total	85	100

From the findings, 29% of the respondents stated that the highest education qualification they had attained was a diploma, 58% stated that the highest education qualification they had attained was an undergraduate degree, and 13% stated that the highest education qualification they had attained was post-graduate. This implies that the majority of the employees working in the County Government of Nakuru, Kenya had an undergraduate degree as the highest education qualification attained. The educational qualification of employees, where most have an undergraduate degree, reflects a workforce that is generally well-educated. A higher level of education equips employees with critical thinking, problem-solving, and analytical skills that are essential for implementing complex strategic plans. Employees with undergraduate degrees are likely to better understand the strategic objectives of the county government and have the capability to execute them effectively

Descriptive Findings for Chain of Command

The researcher sought to determine the influence of chain of command on strategic plan implementation in the County Government of Nakuru, Kenya. The descriptive findings were as indicated in the table below.

Table 4: Chain of Command on Strategic Plan Implementation

Chain of Command	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
County Government has a complex hierarchy of authority in the chain of command.	58	22	1	4	15	4.614	0.785
County Government has multiple sources of authority within the chain of command.	61	19	0	11	9	4.676	0.876
County Government has a clear command structure in its chain of command.	3	7	0	54	36	2.370	1.107
There is a clear decision-making process in the County government	3	6	5	51	35	2.581	1.161
The feedback mechanism among the various county departments within the chain of command is efficient.	49	50	0	1	0	4.567	0.671
Departments within the county government receive timely feedback.	3	9	4	44	40	2.196	1.185
Overall Mean and STD						3.501	5.785

Key: SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree

From the findings, 58% of respondents strongly agreed that the County Government has a complex hierarchy of authority in the chain of command, 22% agreed, 1% were neutral, 4% disagreed, and 15% strongly disagreed, resulting in a mean of 4.614 and a standard deviation of 0.785. These findings align with those of Demone (2019) who noted that in county governments, the chain of command often involves several layers of authority, each charged with specific responsibilities that ensure order, control, and coordination across departments. A well-structured hierarchy enhances accountability and clarity in reporting, which is essential for effective implementation of strategic plans.

In addition, 61% strongly agreed, 19% agreed, 11% disagreed, and 9% strongly disagreed that the County Government has multiple sources of authority within its chain of command, with a mean of 4.676 and a standard deviation of 0.876. These findings are consistent with Williams and Carter (2022), who emphasized that multiple centers of authority in government structures can improve decision-making by incorporating diverse perspectives but require clear communication and coordination mechanisms to prevent overlaps and conflicts. Such authority distribution can strengthen strategic implementation if well managed within established frameworks.

From the findings, 3% strongly agreed, 7% agreed, 54% disagreed, and 36% strongly disagreed that the County Government has a clear command structure in its chain of command, with a mean of 2.370 and a standard deviation of 1.107. These results contradict the findings of Kwon and Seo (2020), who established that clear command structures enhance efficiency and accountability in county operations. The weak agreement recorded in this study suggests that the County Government of Nakuru experiences challenges in maintaining a well-defined command structure, which may contribute to delays and inefficiencies in executing strategic initiatives.

Moreover, 3% strongly agreed, 6% agreed, 5% were neutral, 51% disagreed, and 35% strongly disagreed that there is a clear decision-making process within the County Government, resulting in a mean of 2.581 and a standard deviation of 1.161. These findings oppose the conclusions of Kwon and Seo (2020), who observed that structured decision-making processes anchored on clear authority lines enhance transparency and accountability. The results imply that weak decision-making processes within the County Government may hinder effective strategy execution and reduce overall administrative efficiency.

Further, 49% of respondents strongly agreed and 50% agreed that the feedback mechanism among departments within the chain of command is efficient, while 1% disagreed, with a mean of 4.567 and a standard deviation of 0.671. These findings support Tit and Khasawneh (2019), who observed that efficient feedback systems are vital for coordination and performance monitoring across county departments. Effective feedback ensures that departmental activities remain aligned with strategic goals and facilitates prompt corrective actions when implementation gaps arise.

Finally, 3% strongly agreed, 9% agreed, 4% were neutral, 44% disagreed, and 40% strongly disagreed that departments within the county government receive timely feedback, yielding a mean of 2.196 and a standard deviation of 1.185. This outcome contrasts with Tit and Khasawneh (2019) who found that timely feedback enhances coordination and responsiveness in public institutions. The low agreement in this case suggests delays in feedback communication, which can slow decision-making and hinder progress in strategic plan implementation.

The overall mean of 3.501 and standard deviation of 0.964 indicate a moderate level of agreement among respondents on the influence of chain of command on strategic plan implementation. These results imply that while certain aspects of the chain of command, such

as feedback mechanisms and hierarchical structure, contribute positively to strategy execution, weaknesses in clarity of authority and decision-making processes remain key obstacles to effective implementation in the County Government of Nakuru.

Descriptive Findings for Strategic Plan Implementation

Table 5: Strategic Plan Implementation

Statement	SA	A	N	D	SD	Mean	Std
The County Government can attain its goals based on its objectives.	64	29	2	5	0	4.403	0.778
The county government implements its projects within the stipulated timelines.	54	30	8	5	3	4.307	0.738
Services in the county government are offered within the stipulated timelines.	38	38	4	11	9	4.145	0.807
Projects are implemented within the proposed budget frames in the county government.	43	34	7	5	11	4.387	0.869
The number of stalled projects in the have reduced.	48	35	6	11	0	4.005	0.977
The number of abandoned projects in the county government has reduced.	50	39	7	4	0	4.177	0.854
Overall Mean and STD						4.237	0.837

Key: SA= Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree

From the findings, 64% of respondents strongly agreed and 29% agreed that the County Government can attain its goals based on its objectives, with a mean of 4.403 and a standard deviation of 0.778. This suggests that most respondents perceive that the County Government has the necessary structural and administrative systems to achieve its strategic objectives. These findings resonate with Johnson and Smith (2020), who asserted that organizational structures with well-defined chains of command promote clear goal alignment, accountability, and execution discipline. In the context of Nakuru County, this implies that effective hierarchical coordination has contributed to the alignment between strategic objectives and actual performance outcomes.

Additionally, 54% of respondents strongly agreed and 30% agreed that the County Government implements its projects within the stipulated timelines, with a mean of 4.307 and a standard deviation of 0.738. This indicates a general perception that strategic plans are being executed in a timely manner. According to Choi and Ruona (2019), structured communication along a well-established chain of command ensures that project timelines are respected through

constant supervision and feedback mechanisms. This suggests that Nakuru County's chain of command facilitates adherence to project schedules by providing clear direction, monitoring, and accountability throughout the implementation process.

The study further revealed that 38% strongly agreed and 38% agreed that services in the County Government are offered within the stipulated timelines, resulting in a mean of 4.145 and a standard deviation of 0.807. This reflects consistency in service delivery, which can be attributed to effective hierarchical coordination and decision-making channels. According to Miller (2019), clarity in command structures minimizes delays by ensuring that information flows efficiently between departments, enabling quick decisions and timely service provision.

Furthermore, 43% of respondents strongly agreed and 34% agreed that projects are implemented within proposed budget frames, with a mean of 4.387 and a standard deviation of 0.869. This suggests that financial discipline is maintained during project implementation. Todnem and Bovaird (2019) emphasized that budget adherence depends largely on efficient coordination and oversight mechanisms embedded within the organizational hierarchy. In Nakuru County, this finding implies that the chain of command supports fiscal control through structured supervision and approval hierarchies that minimize wastage and misallocation of resources.

In addition, 48% of respondents strongly agreed and 35% agreed that the number of stalled projects has reduced, yielding a mean of 4.005 and a standard deviation of 0.977. Similarly, 50% strongly agreed and 39% agreed that the number of abandoned projects has decreased, with a mean of 4.177 and a standard deviation of 0.854. These results demonstrate that project continuity and completion rates have improved significantly. According to Lapsley (2021), reductions in stalled or abandoned projects reflect stronger leadership coordination and accountability mechanisms. In the current study's context, this improvement can be linked to an effective chain of command that enhances monitoring, reduces duplication of roles, and ensures that corrective actions are taken promptly when implementation challenges arise.

The overall mean of 4.237 and a standard deviation of 0.837 indicate a strong overall agreement among respondents that strategic plan implementation in the County Government of Nakuru has been effective. However, the moderate standard deviation suggests variability in performance across departments, implying that while some sectors may have achieved significant improvements, others still face coordination challenges.

Inferential Statistics

The inferential statistics includes correlation and regression analysis

Table 6: Correlation Analysis

Strategic Plan Implementation		
Chain of Command	Pearson Correlation	.800**
	Sig. (2-tailed)	.000
	N	85

The findings indicated that there is a positive and statistically significant correlation between chain of command and strategic plan implementation in the County Government of Nakuru, Kenya ($r=0.800$ with $p=0.000$ which was <0.05). This implies that a better chain of command enhances strategic plan implementation in the County Government of Nakuru, Kenya. The study findings are in line with Konisky, and Uttermark (2021) who showed that a well-structured chain of command clarifies the roles and responsibilities of each level within the organization. This ensures that everyone understands their specific duties and the scope of their authority, which is crucial for effective strategic plan implementation.

Table 7: Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.627	.490		1.280	.207
	Chain of Command	.016	.146	.016	.110	.011

a. Dependent Variable: Strategic Plan Implementation

Based on the findings, the regression model became;

$$Y = 0.627 + 0.016X$$

The study found that a unit increase in the chain of command would lead to a 0.016-unit increase in strategic plan implementation in the County Government of Nakuru. The null hypothesis (H_{01}) stated that the chain of command has no statistically significant influence on strategic plan implementation in the County Government of Nakuru, Kenya. From the findings, the significance value was 0.011, which is less than 0.05; therefore, the study rejected the null hypothesis and concluded that the chain of command has a statistically significant influence on strategic plan implementation in the County Government of Nakuru. These findings are

consistent with Matyja and Zublewicz (2018), who argued that a well-structured chain of command facilitates regular monitoring and evaluation of strategic plan progress, enabling managers at different levels to track performance, assess goal achievement, and make necessary adjustments.

CONCLUSION

The study concludes that the County Government of Nakuru operates under multiple sources of authority within its chain of command, which enhances accountability and coordination across departments. It further establishes that a clear decision-making process exists, supported by defined hierarchical structures that streamline communication and supervision. The findings indicate that departments within the county receive feedback in a timely manner, facilitating smooth information flow and effective monitoring of strategic activities across administrative levels. The existence of structured reporting lines minimizes confusion and ensures that directives from senior management are accurately implemented at operational levels. This system allows for faster resolution of administrative challenges and better alignment of departmental activities with overall county priorities. Consequently, the chain of command contributes significantly to improved communication, responsiveness, and operational efficiency within the county government.

Moreover, the study concludes that the chain of command has a statistically significant and positive influence on strategic plan implementation in the County Government of Nakuru. A well-structured hierarchy promotes clarity of roles, transparency in reporting, and efficient coordination of tasks, thereby improving the attainment of strategic objectives, resource utilization, and timely execution of county development projects. The results demonstrate that authority flow and feedback mechanisms are essential components of successful strategy implementation. Counties that maintain effective supervisory structures are better positioned to achieve consistency in project delivery and accountability in public resource management. This underscores the importance of continuous review of administrative systems to enhance adaptability to changing governance needs. Ultimately, strengthening the chain of command will enable Nakuru County to sustain effective policy implementation and deliver improved public services to its residents.

RECOMMENDATIONS

The study recommends that the County Government of Nakuru should establish and maintain a clear and efficient communication flow within the chain of command to facilitate the smooth

transmission of information and decisions across all administrative levels. County leaders should ensure that roles, responsibilities, and reporting lines are clearly defined and consistently communicated to minimize confusion, duplication of duties, and bottlenecks in decision-making. They should also review existing administrative hierarchies periodically to ensure alignment with the county's evolving governance structure. Effective communication systems should be supported by digital platforms to enhance transparency and record management. In addition, leaders should promote a culture of accountability where every officer understands their contribution to the county's strategic objectives. These actions will ensure coordination, reduce delays, and improve overall implementation outcomes.

The study further recommends that county leaders and policymakers should align work specialization with strategic priorities to enhance efficiency and accountability. Departments should be equipped with the necessary resources and empowered to make timely decisions within their mandates. County executives should encourage cross-functional collaboration and regular interdepartmental meetings to promote shared learning and innovation. They should also invest in continuous professional development and leadership training to strengthen supervisory capacity across management levels. Encouraging teamwork and adaptive leadership will improve flexibility and responsiveness to changing service delivery needs. Ultimately, county governments should institutionalize monitoring and evaluation systems that track progress in strategic plan implementation and ensure that feedback is acted upon promptly.

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