

**INFLUENCE OF ORGANIZATIONAL STRUCTURE COMPONENTS ON  
STRATEGIC PLAN IMPLEMENTATION IN THE COUNTY GOVERNMENT  
OF NAKURU, KENYA**

**YATICH KIPKORIR KANGOR**

**A Thesis Submitted to the Institute of Postgraduate Studies in Partial Fulfillment of  
the Requirement for the Award of Master of Science in Organization Development  
Degree**

**KABARAK UNIVERSITY**

**NOVEMBER, 2025**

## DECLARATION

1. I do hereby declare that:

- i. This thesis is my work, and to the best of my knowledge, it has not been presented for the award of a degree in any university or college.
- ii. The work has not incorporated material from other works or a paraphrase of such material without due and appropriate acknowledgment.
- iii. The work has been subjected to processes of anti-plagiarism and has met Kabarak University's 15% similarity index threshold.

2. I do understand that issues of academic integrity are paramount, and therefore, I may be suspended or expelled from the University, or my degree may be recalled for academic dishonesty or any other related academic malpractices.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

Yatich Kipkorir Kangor

GMOD/NE/0472/01/21

## RECOMMENDATION

To the Institute of Postgraduate Studies:

The thesis entitled **“Influence of Organizational Structure Components on Implementation of Strategic Plan in the County Government of Nakuru, Kenya,”** and written by **Yatich Kipkorir Kangor**, is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend its acceptance in partial fulfillment of the requirements for the award of the degree of Master of Science in Organization Development.

Signed:\_\_\_\_\_

Date:\_\_\_\_\_

Dr. Emily Cheposero Tumwet

Department of Commerce

Kabarak University

Signed:\_\_\_\_\_

Date:\_\_\_\_\_

Dr. Nehemiah Kiprop Kiplagat

Department of Commerce

Kabarak University

## **COPYRIGHT**

©2025

Yatich Kipkorir Kangor

All rights reserved. No part of this thesis may be reproduced or transmitted in any form by means of either mechanical, including photocopying, recording, or any other information storage or retrieval system, without permission in written form from the author or Kabarak University.

## **DEDICATION**

This project is dedicated to my family and friends, who encouraged me to pursue the Master of Science in Organization Development program at Kabarak University, in addition to their prayers and support. Thanks for believing in me.

## **ACKNOWLEDGEMENTS**

I would like to express my gratitude to Almighty God for giving me the opportunity to undertake this study project, as well as for providing me with life and care. Additionally, I would like to express my gratitude to Kabarak University's Institute of Postgraduate Studies, particularly to my supervisors, Dr. Nehemiah Kiplagat and Dr. Emily Cheposero Tumwet, for their time and tireless academic support, which enabled me to complete this research project successfully.

## ABSTRACT

A strategic plan is crucial for the counties in Kenya as it provides a comprehensive framework for guiding development initiatives, optimizing resource allocation, and addressing key challenges. The Nakuru County Government's strategic plan is aimed at improving service delivery to its citizens. However, the County Government of Nakuru faces a range of challenges in implementing its strategic plans; therefore, the study sought to assess the influence of organizational structure components on the implementation of strategic plans within the County Government of Nakuru, Kenya. Specifically, the study aimed to investigate the impact of chain of command, job specialization, span of control, and delegation on the implementation of the strategic plan within the County Government of Nakuru, Kenya. The study was grounded in agency theory, contingency theory of management, implementation theory, and classical organizational theory. The study adopted a correlational descriptive research design. The target population consisted of 153 employees from job groups P and Q across 11 Ministries in Nakuru County. Slovinc's formula was used to determine the sample size of 111 employees, which was proportionately distributed across the specific job groups using stratified simple random sampling. Data were gathered using self-administered questionnaires through a drop-and-pick approach, and pilot tests were conducted in Kiambu County Government to confirm the validity of the research tool. The study employed content, construct, and face validity, with the assistance of supervisors. The internal consistency was evaluated using Cronbach's Alpha. Data were analyzed using descriptive and inferential statistics, and the results were presented in tables and figures. The findings indicated that all the components of organizational structure, chain of control ( $r=0.800$ ,  $p=0.000$ ), work specialization ( $r=0.554$ ,  $p=0.000$ ), span of control ( $r=0.650$ ,  $p=0.000$ ), and delegation of duties ( $r=0.836$ ,  $p=0.000$ ) had statistically significant positive relationships on strategic plan implementation, concluding that delegation of duties emerged as the most influential component. The study recommends that county government leaders ensure a clear and efficient communication flow within the chain of command. Furthermore, county government leaders and policymakers should assess and optimize the span of control to ensure that managers are not overburdened and can effectively supervise and support their teams. Moreover, the study recommended that county government leaders and policymakers should foster a culture of effective delegation by empowering managers to delegate tasks appropriately. The study suggests that further research could be conducted to assess the influence of organizational culture on strategic plan implementation in the County Government of Nakuru.

**Keywords:** *Organization Structure Components, Delegation, Chain of Command, Span of Control, Work Specialization, and Strategic Plan Implementation*

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>RECOMMENDATION</b> .....	<b>iii</b>
<b>COPYRIGHT</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>vi</b>
<b>ABSTRACT</b> .....	<b>vii</b>
<b>TABLE OF CONTENTS</b> .....	<b>viii</b>
<b>LIST OF TABLES</b> .....	<b>xi</b>
<b>LIST OF FIGURES</b> .....	<b>xii</b>
<b>LIST OF ABBREVIATION AND ACRONYMS</b> .....	<b>xiii</b>
<b>CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS</b> .....	<b>xiv</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Strategic Implementation in the County Government of Nakuru .....	7
1.2 Statement of the Problem.....	10
1.3 Objectives of the Study.....	12
1.3.1 General Objective of the Study .....	12
1.3.2 Specific Objectives of the Study .....	12
1.4 Research Hypothesis.....	12
1.5 Justification of the Study .....	13
1.6 Significance of the Study.....	13
1.7 Scope of the Study .....	14
1.8 Limitations of the Study .....	14
<b>CHAPTER TWO</b> .....	<b>16</b>
<b>LITERATURE REVIEW</b> .....	<b>16</b>
2.1 Introduction .....	16
2.2 Theoretical Framework .....	16
2.2.1 Agency Theory .....	16
2.2.2 Contingency Theory of Management .....	17
2.2.3 Implementation Theory .....	19
2.2.4 Classical Organization Theory .....	20
2.3 Empirical Literature Review .....	22

2.3.1 Chain of Command and Implementation of Strategic Plan .....	22
2.3.2 Work Specialization and Implementation of Strategic Plan .....	25
2.3.3 Span of Control and Implementation of Strategic Plan .....	28
2.3.4 Delegation of Duties and Implementation of Strategic Plan .....	29
2.4 Summary of Literature and Research Gaps .....	33
2.5 Conceptual Framework .....	36
<b>CHAPTER THREE.....</b>	<b>38</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>38</b>
3.1 Introduction.....	38
3.2 Research Design .....	38
3.3 Location of the Study.....	38
3.4 Target Population.....	39
3.5 Sampling Procedures and Sample Size.....	40
3.6 Instrumentation .....	42
3.6.1 Pilot Study.....	42
3.6.2 Validity of the Study Instrument.....	42
3.6.3 Reliability of the Study Instruments .....	43
3.7 Data Collection Procedures .....	44
3.8 Data Analysis and Presentation .....	45
3.8.1 Diagnostic Tests .....	46
3.9 Ethical Considerations .....	47
<b>CHAPTER FOUR .....</b>	<b>48</b>
<b>DATA ANALYSIS, PRESENTATION AND DISCUSSION .....</b>	<b>48</b>
4.1 Introduction.....	48
4.2 Response Rate.....	48
4.3 Demographic Information .....	48
4.3.1 Gender of the Respondents .....	48
4.3.2 Level of Education of the Respondents .....	49
4.3.3 Years of Service of the Respondents .....	50
4.4 Descriptive Statistics .....	52
4.4.1 Descriptive Statistics for Chain of Command.....	52
4.4.2 Descriptive Statistics for Work Specialization .....	54
4.4.3 Descriptive Statistics for Span of Control.....	57
4.4.4 Descriptive Statistics for Delegation of Duties .....	59

4.5.5 Descriptive Statistics for Strategic Plan Implementation.....	62
4.6 Diagnostic Tests.....	64
4.6.1 Linearity Assumptions Tests.....	64
4.6.2 Multicollinearity Tests .....	68
4.6.3 Homoscedasticity Tests.....	69
4.7 Correlation Analysis .....	70
4.8 Regression Analysis.....	73
4.9 Hypothesis Testing Results.....	75
<b>CHAPTER FIVE .....</b>	<b>78</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>78</b>
5.1 Introduction.....	78
5.2 Summary of the Findings.....	78
5.2.1 Chain of Command on Strategic Plan Implementation.....	78
5.2.2 Work Specialization on Strategic Plan Implementation .....	79
5.2.3 Span of Control on Strategic Plan Implementation.....	80
5.2.4 Delegation of Duties on Strategic Plan Implementation .....	80
5.3 Conclusions.....	81
5.4 Recommendations.....	82
5.4.1 Policy Recommendations .....	82
5.4.2 Recommendation for Further Research .....	84
<b>REFERENCES .....</b>	<b>86</b>
<b>APPENDICES.....</b>	<b>92</b>
<b>Appendix I:</b> Letter of Introduction.....	92
<b>Appendix II:</b> Questionnaire.....	93
<b>Appendix III:</b> Informed Consent Form .....	96
<b>Appendix IV:</b> KUREC Clearance Letter .....	102
<b>Appendix V:</b> NACOSTI Research Permit.....	103
<b>Appendix VI:</b> Evidence of Conference Participation.....	104
<b>Appendix VII:</b> List of Publications .....	105

## LIST OF TABLES

<b>Table 1:</b> Summary of Literature and Gaps.....	33
<b>Table 2:</b> Target Population.....	40
<b>Table 3:</b> Sample Size.....	41
<b>Table 4:</b> Reliability Test Results .....	44
<b>Table 5:</b> Response Rate.....	48
<b>Table 6:</b> Gender of Respondents .....	49
<b>Table 7:</b> Level of Education.....	50
<b>Table 8:</b> Years of Service.....	51
<b>Table 9:</b> Chain of Command Descriptives .....	52
<b>Table 10:</b> Work Specialization Descriptives.....	55
<b>Table 11:</b> Span of Control Descriptives .....	57
<b>Table 12:</b> Delegation of Duties Descriptives .....	60
<b>Table 13:</b> Strategic Plan Implementation.....	62
<b>Table 14:</b> Multicollinearity Test Results.....	69
<b>Table 15:</b> Correlation Matrix .....	71
<b>Table 16:</b> Overall Model Summary .....	73
<b>Table 17:</b> ANOVA.....	74
<b>Table 18:</b> Regression Coefficients .....	74
<b>Table 19:</b> Hypothesis Testing Summary .....	77

## LIST OF FIGURES

<b>Figure 1:</b> Conceptual Framework .....	37
<b>Figure 2:</b> Chain of Command .....	65
<b>Figure 3:</b> Work Specialization .....	66
<b>Figure 4:</b> Span of Control .....	67
<b>Figure 5:</b> Delegation of Duties.....	67
<b>Figure 6:</b> Strategic Plan Implementation .....	68
<b>Figure 7:</b> Homoscedasticity Tests .....	70

## **LIST OF ABBREVIATION AND ACRONYMS**

AG	Attorney General
CECM	County Executive Committee Member
CEO	Chief Executive Officer
CIDP	County Integrated Development Plan
CO	Chief Officer
COB	Controller of Budget
EACC	Ethics and Anti-Corruption Commission
FLM	Frontline Manager
IEBC	Independent Electoral and Boundaries Commission
IT	Information Technology
KEC	Kibbeh Education Centre
KPIs	key performance indicators
NACOSTI	National Commission for Science, Technology and Innovation
NDRC	National Development and Reform Commission
NHIF	National Health Insurance Fund
PSMA	Public Service Management and Administration
PSTD	Public Service, Training, and Devolution
SOC	Span of Control
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
U.S.	United States

## CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

**Chain of Command:** Refers to an organizational structure that documents how each member of a company reports to one another (Bibi, Habib, & Davis, 2022). In this study, this refers to the county government's hierarchy of reporting relationships.

**Delegation:** It refers to the division of labor and decision-making responsibility conferred to an individual who reports to a leader or manager (Epstein, 2020). This study refers to the accountability of labor and the decision-making responsibility of an individual who reports to a leader or manager

**Implementation of Strategic Plan:** Refers to the process of implementing a strategic plan (Retnandari, 2022). In this study, the term 'processes' refers to the mechanisms within the county government designed to manage activities associated with achieving goals.

**Span of Control:** Refers to the number of staff members who report to a manager (Mazzotta, 2019). In this study, the term 'employees' refers to the number of employees directly reporting to a manager in the ministries of the County Government of Nakuru. The span of control influences decisions relating to the county government operations, workforce goals, and ultimately the overall outcome

**Work Specialization:** Refers to the process that occurs when employees gain knowledge, education, and experience in a specific area of expertise (Holm, Lorenz, & Nielsen, 2020). In this study, this involved breaking down a task to its lowest level and designing jobs around each part

# CHAPTER ONE

## INTRODUCTION

This chapter presents the background of the study, the statement of the problem, the objectives, the research questions, the significance of the study, the scope of the study, and the limitations of the study.

### **1.1 Background of the Study**

Organizational structure components define how tasks, responsibilities, and authority are distributed within an institution to achieve strategic goals (Johnson & Smith, 2020). In the context of county governments, these components determine the hierarchy of leadership, the delegation of duties, and the mechanisms for coordination and accountability (Miller, 2019). A well-defined organizational structure ensures efficiency in service delivery, enhances decision-making, and promotes the successful implementation of strategic plans. Without a proper structure, counties may experience inefficiencies, delays, and mismanagement of resources, which can hinder the realization of development objectives (Anderson et al., 2021).

The organizational structure of a county government plays a crucial role in shaping its effectiveness and overall performance (Pkatey, 2024). One of its key benefits is improving coordination and communication. A structured system ensures that information flows efficiently between different levels of management and departments, reducing misunderstandings and enhancing decision-making (Sora, Nancy, & Susan, 2024). Additionally, it promotes accountability by clearly defining roles and responsibilities. This ensures that every official or employee knows their mandate, reducing overlaps and fostering transparency in governance (Smith, 2020).

One of the fundamental components of an organizational structure is the chain of command. This refers to the formal hierarchy that defines authority and reporting relationships within the county government (Jones, 2021). The chain of command ensures that directives from top leadership, such as the governor and department heads, are effectively communicated and executed at different levels of administration (Williams & Carter, 2022). A well-established hierarchy helps maintain order and ensure accountability in decision-making. However, if the chain of command is too rigid, it may slow down operations, while excessive flexibility may lead to confusion and a lack of control (Miller, 2019).

Another essential component is work specialization, which refers to the division of labor within the county government. Each department is assigned specific responsibilities, such as health, education, finance, or infrastructure, allowing employees to focus on their areas of expertise (Anderson et al., 2021). Work specialization enhances efficiency by ensuring that tasks are performed by individuals with the necessary skills and experience. However, excessive specialization can create rigidity, making it difficult for employees to adapt to new tasks or collaborate across departments (Brown & Taylor, 2022).

The span of control is another critical aspect, referring to the number of employees a manager or supervisor oversees (Johnson, 2020). A narrow span of control, where a manager supervises only a few employees, allows for close monitoring and guidance but may lead to bureaucratic delays (Smith, 2020). Conversely, a wider span of control, where a manager oversees a larger number of employees, fosters autonomy and faster decision-making, but may also reduce the quality of supervision. Finding the right balance in span of control is essential for ensuring efficiency in service delivery and implementing strategic plans (Parker, 2020).

Finally, delegation of duties plays a crucial role in enhancing efficiency within county governments. Delegation involves transferring specific responsibilities from higher-level managers to lower-level employees, empowering them to make decisions and take action (Williams & Carter, 2022). This helps in reducing workload at the top management level and ensures that decisions are made closer to the point of implementation. However, for delegation to be effective, it must be accompanied by clear guidelines, adequate training, and proper accountability mechanisms to ensure that tasks are carried out effectively (Hernandez & Lopez, 2019).

Globally different countries have adopted different organization structures. In China, the organization structure of the public sector is largely centralized, with the government playing a dominant role in decision-making. The central government is responsible for formulating policies and regulations, while local governments are responsible for implementing these policies (Yang & Tang, 2019). The Chinese government has also established a hierarchy of administrative levels, with each level responsible for specific tasks and duties.

In the United Kingdom (UK), public institutions such as schools, hospitals, and prisons operate under a hierarchical organizational structure, where authority and decision-making power flow from the top down. According to Loughlin (2019), public institutions in the UK are governed by a combination of legal frameworks, policies, and guidelines that outline the roles, responsibilities, and accountabilities of those who work within them. This hierarchical structure enables effective management and oversight of public institutions, ensuring that resources are used efficiently and effectively.

However, in recent years, UK public institutions have increasingly adopted more adaptive and flexible organizational arrangements, such as networked and team-based structures, which promote collaboration and innovation. Osborne and Radnor (2021)

note that these hybrid structures aim to break down bureaucratic rigidity and enhance service co-production across sectors. Moreover, Andrews, Boyne, and Walker (2020) note that the integration of performance management systems featuring key performance indicators (KPIs) and service delivery benchmarks has reinforced accountability and encouraged a culture of continuous improvement. These systems enable organizations to assess operational outcomes, enhance service quality, and respond effectively to changing stakeholder needs.

In South Africa, public institutions are structured according to a hierarchical model, with authority flowing from the top down. According to Van der Waldt (2019), this structure is designed to provide clear lines of authority and decision-making power, ensuring that resources are used effectively and efficiently. Public institutions in South Africa are governed by a range of legal frameworks, policies, and guidelines, which outline the roles and responsibilities of those who work within them.

In Tanzania, public institutions generally follow a hierarchical and bureaucratic administrative model where authority flows from senior officials at the national level down to regional and local government units. According to Mafuru and Mollel (2021), this structure is designed to enhance accountability, ensure compliance with national policies, and facilitate the effective coordination of public services. The governance framework is grounded in the Public Service Act of 2002 and various civil service regulations, which define the responsibilities, authority, and reporting relationships of public officers, thereby streamlining service delivery across government departments.

In Uganda, public institutions also adopt a hierarchical structure characterized by centralized control with delegated functions to local governments. Namutebi and Basheka (2020) note that this framework seeks to strengthen efficiency and uniformity in public administration while maintaining oversight through established chains of

command. The structure operates within the provisions of the Public Service Act (2008) and the Local Government Act (1997), which collectively outline the decision-making authority and accountability systems guiding public servants. These structural arrangements are meant to promote transparency, resource control, and alignment of local administrative actions with national development objectives.

Public institutions in Kenya are responsible for providing essential services to citizens, thereby laying the foundation for socio-economic development (Mwangi & Kiarie, 2021). These institutions operate within specific organizational structures that determine how they function, make decisions, and deliver services (Odhiambo & Waiganjo, 2020). One of the most commonly adopted organizational structures in Kenya's public sector is the functional structure, which divides the institution into specialized departments such as finance, human resources, and procurement (Njoroge & Wanyoike, 2022). Each department is led by a departmental head who reports to top management, creating clear lines of authority and accountability (Gichohi, 2020). The functional structure enhances specialization and efficiency because each department can focus on its core functions, thereby improving coordination and overall institutional performance (Chepkemoi & Nzulwa, 2021).

Organizational structure components are the key elements that define how responsibilities, decision-making processes, communication flows, and resource allocations are structured within an organization. These components include centralization, formalization, departmentalization, span of control, and chain of command, each of which influences efficiency, effectiveness, and strategic execution in an organization (Mintzberg, 2019). In public institutions, these components play a crucial role in service delivery, ensuring that government agencies function effectively to meet the needs of the citizens (Robbins & Coulter, 2020). By structuring governance

institutions efficiently, counties and public organizations can improve policy implementation, accountability, and resource management (Daft, Murphy, & Willmott, 2021).

Public institutions in Kenya operate within structured frameworks where organizational structure components shape governance and service delivery. Functional departmentalization is commonly adopted, with specific units such as finance, human resources, and procurement handling distinct functions (Waweru & Mbote, 2021). The formalization of processes through policies and regulations ensures consistency, while a mix of centralized and decentralized decision-making allows flexibility in governance (Kamensky, 2019). These components collectively contribute to the efficiency and effectiveness of public institutions, enabling them to fulfill their mandates in delivering essential services to citizens.

In the context of county governments in Kenya, organizational structure components determine how various departments coordinate to deliver services such as healthcare, education, and infrastructure development. For instance, a well-defined chain of command ensures clarity in reporting relationships and accountability, while departmentalization categorizes services into specific units for efficiency (Waweru & Mbote, 2021). Centralization and decentralization impact decision-making, where centralized structures allow top leaders to control policies, whereas decentralized structures enhance responsiveness by empowering lower-level managers (Kamensky, 2019). Formalization, through documented policies and procedures, further streamlines operations by ensuring consistency in decision-making and service delivery (Huang & Zhang, 2021).

### **1.1.1 Strategic Implementation in the County Government of Nakuru**

According to Bryson (2018), a strategic plan typically includes a mission statement, a vision statement, an analysis of the organization's internal and external environment, and a set of specific objectives and action plans. The relevance of strategic plans in public institutions cannot be overstated. A strategic plan helps public institutions to set clear goals and objectives, align their activities with their mission and vision, and make informed decisions about resource allocation (Choi & Ruona, 2019). It also helps to promote transparency and accountability by establishing clear performance metrics and benchmarks for success.

Additionally, a strategic plan can help public institutions identify and respond to changes in the political, economic, and social environments. As Choi and Ruona (2019) note, a strategic plan provides a framework for anticipating and responding to emerging issues and trends, which can help public institutions to remain relevant and effective over time. Furthermore, a strategic plan can help to promote collaboration and communication within public institutions. By involving stakeholders in the planning process, public institutions can build consensus and foster buy-in for their goals and objectives (Choi & Ruona, 2019). This can improve the quality of decision-making and promote a culture of innovation and continuous improvement.

Implementation of a strategic plan refers to the process of executing the plan. It involves converting the strategic objectives and goals into specific actions and tasks that are executed by various departments or units within an organization. The successful implementation of a strategic plan is critical for achieving the desired outcomes and objectives outlined in the plan. In the public sector, particularly among county governments, the successful implementation of strategic plans is essential for achieving service delivery goals and meeting the needs of citizens (Hoover, 2018).

The successful implementation of a strategic plan can help align organizational resources and priorities. Public institutions, particularly county governments, often have limited resources, and successful implementation of a strategic plan can help to ensure that these resources are used effectively and efficiently. This alignment of resources and priorities can lead to better service delivery and improved outcomes for citizens (Todnem & Bovaird, 2019). Successful implementation of a strategic plan can enhance accountability and transparency in public institutions. This is particularly important for county governments, which are accountable to their citizens for the delivery of essential services (Lapsley, 2021).

One of the key measures used to determine the successful implementation of the stated goals constitutes the implementation of a strategic plan. The county government's strategic plan outlines specific objectives that are expected to be achieved within a specified timeframe. The accomplishment of these goals shows that the strategic plan has been successfully implemented. To enable efficient monitoring and evaluation of progress, the objectives should be quantifiable, attainable, pertinent, and time-bound. The strategic plan should also include performance indicators that enable the tracking of progress towards achieving the objectives.

Another measure used to determine the successful implementation of a strategic plan is the allocation of resources towards the set priorities. The county government's strategic plan should identify the priorities that require more resources to achieve the set objectives. The allocation of resources can take the form of funding, staffing, and other necessary resources required to execute the strategic plan. Effective resource allocation ensures that the strategic plan's priorities receive the necessary attention and that progress is made towards achieving the set objectives.

Following the general election conducted by the Kenya Independent Electoral and Boundaries Commission (IEBC) in 2013, forty-seven (47) county governments were created, and the County Government of Nakuru is one of them. It took over from the County Council of Nakuru. Therefore, in addition to other duties that the National Government delegated to the County Governments, the counties were expected to advance the work that local governments were already doing. The Nakuru County Public Service Management and Administration (PSMA), later renamed Public Service, Training, and Devolution (PSTD), is required to develop and implement plans and strategies that result in the delivery of effective services to various County entities and the general public.

The mandate is derived from Section 56 of the County Government Act, 2012, and Article 235 of the 2010 Constitution of Kenya. The duties of each agency and their interactions with other agencies are further outlined in County Government Executive Order No. 1 of 2014. The County Executive Committee Member (CECM) for PSTD is in charge of the department. The Chief Officer (CO), who oversees five directorates, including legal services, human resource management, enforcement, administration, and public affairs, is responsible for the department that implements policies. It offers the County Government interdisciplinary services. Additionally, through sub-county management and County law enforcement, it plays a significant part in interdepartmental and external coordination services (Mwangangi, 2019).

In terms of revenue creation and collection, Nakuru County has been ranked among the wealthiest counties in Kenya; nevertheless, due to wealth imbalance, the Kenya Bureau of Statistics report (2019) indicated that the county's poverty rate was 25.4%. This demonstrates that a significant portion of the population is impoverished. The County Government of Nakuru identified the baseline socio-economic indicators that are helpful

in planning, implementing, and reporting the strategy to reduce poverty levels. The County Integrated Development Plan (CIDP) and other current National/ County plans and policies were carefully considered when constructing the framework and context of this integrated development plan, resulting in the creation of the (2018–2022) strategic plan.

## **1.2 Statement of the Problem**

A strategic plan is crucial for the counties in Kenya as it provides a comprehensive framework for guiding development initiatives, optimizing resource allocation, and addressing key challenges. The Nakuru County Government's strategic plan aims to improve service delivery to its citizens, but it faces numerous challenges in implementing the plan. One of the main challenges is limited progress towards achieving the set goals and objectives. According to a report by the Controller of Budget, Nakuru County Government had only achieved 24% of its development budget by the end of June 2021 (Controller of Budget) (COB, 2021). This indicates slow progress towards achieving the set goals and objectives. Another challenge facing Nakuru County Government is financial mismanagement. The Auditor General's report for the financial year 2019/2020 revealed that the County Government had incurred a significant budget deficit due to mismanagement of funds (Attorney General) (AG, 2020). Financial mismanagement has hindered the implementation of the strategic plan, as funds intended for development projects have been diverted to other non-priority areas, such as recurrent expenditure.

Poor strategic plan implementation has also led to a lack of accountability and transparency in the County Government. A report by the Ethics and Anti-Corruption Commission (EACC) indicated that Nakuru County Government had not fully implemented the recommendations made in the previous year's report on corruption

(EACC, 2021). This lack of accountability and transparency has contributed to poor service delivery to citizens, as resources meant for development projects have been misappropriated. Additionally, poor strategic plan implementation has been occasioned by a lack of stakeholder engagement. The County Government has not effectively engaged with the citizens and other stakeholders in the implementation of the strategic plan. This lack of engagement has led to a lack of ownership of the plan among citizens and limited participation in its implementation.

Numerous studies have been conducted on the execution of strategic plans. For instance, Arumonyang (2018) performed a study on the difficulties that regional development authorities in Kenya face in implementing their strategies. Census surveys were used in the research. In-depth information was gathered via questionnaires. The study's findings suggested that managerial practices have an impact on how Kenya's regional development bodies implement strategic objectives. Another study on the connection between Kenya Wildlife Service performance and strategy implementation was conducted in 2019 by Mutunga and Wainaina.

A study on the impact of organizational structure on strategy implementation by Kenyan county administrations was done by Kagumu & Waiganjo (2017). Five hundred six (506) senior employees from all five counties comprised the target population. However, important organizational structure elements like the chain of command, work specialization, span of control, and delegation of duties were not included. The specific objectives included line of command, responsibility, authority, and job definition. A study on the impact of organizational structure on the execution of strategic plans within Kenya's county governments was undertaken in 2019 by Omesa, Gachunga, and Okibo. Although studies on the implementation of strategic plans have been undertaken, they have mostly overlooked important academic gaps. Therefore, this study sought to assess

the influence of organizational structure components on the implementation of strategic plans in the County Government of Nakuru, Kenya. They include chain of command, delegation, span of control, and work specialization.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective of the Study**

The general objective of the study was to assess the influence of organizational structure components on strategic plan implementation in the County Government of Nakuru, Kenya.

#### **1.3.2 Specific Objectives of the Study**

- i. To determine the influence of the chain of command on strategic plan implementation in the county government of Nakuru, Kenya.
- ii. To assess the influence of work specialization on strategic plan implementation in the county government of Nakuru, Kenya.
- iii. To establish the influence of span of control on strategic plan implementation in the county government of Nakuru, Kenya.
- iv. To evaluate the influence of delegation of duties on strategic plan implementation in the county government of Nakuru, Kenya.

### **1.4 Research Hypothesis**

H0<sub>1</sub>: Chain of Command has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

H0<sub>2</sub>: Work Specialization has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

H0<sub>3</sub>: Span of Control has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

H0<sub>4</sub>: Delegation of Duties has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

### **1.5 Justification of the Study**

To ensure that Nakuru County effectively achieves its strategic objectives, it is essential to assess whether the current organizational structure facilitates or hinders the realization of these goals. By examining the influence of organizational structure components, we can gain valuable insights into how the county government's structure impacts its ability to serve its constituents and meet its strategic targets. This study is crucial for improving performance across various dimensions. It shed light on the chain of command, work specialization, span of control, and delegation of duties within the organization. By understanding how these structural elements interact with the strategic plan, the government can identify areas for improvement and make informed adjustments.

### **1.6 Significance of the Study**

The findings of this study are significant to various stakeholders within the County Government of Nakuru and beyond. For county leadership and senior management, insights derived from analyzing the influence of organizational structure components on strategic plan implementation can help identify structural inefficiencies that may hinder the achievement of strategic goals. By understanding the impact of elements such as chain of command, span of control, work specialization, and delegation of duties, county executives can make informed decisions on restructuring and streamlining operations to enhance accountability, coordination, and responsiveness in service delivery. This is especially critical in the context of devolved governance, where performance and development outcomes are closely tied to the effective execution of strategy.

Additionally, the study offers value to policymakers and public administration scholars, as it contributes empirical evidence on the role of internal organizational dynamics in strategy implementation within public sector entities. For employees and middle-level managers, the findings will foster a clearer understanding of their roles within the broader strategic framework, enabling them to contribute more effectively toward organizational goals. Furthermore, citizens and oversight bodies stand to benefit indirectly, as improved implementation of strategic plans translates to better public service delivery, more effective resource utilization, and improved development outcomes. The study thus supports efforts toward strengthening institutional capacity and governance in county governments across Kenya.

### **1.7 Scope of the Study**

The study was conducted to assess the influence of organizational structure components on strategic plan implementation in the County Government of Nakuru, Kenya. The study adopted a descriptive research design and a causal research design. The target population was one hundred fifty-three (153) employees in job groups P and Q from the 11 Ministries in Nakuru County. Slovinc's formula was used to get the sample size of 111 employees. The sample size that participated in the study was selected through simple random sampling. The study lasted for one year, from September 2023 to September 2024, with a Kshs. 95,000 anticipated budgets.

### **1.8 Limitations of the Study**

During data collection, the researcher was likely to encounter a number of limitations. First, some respondents might be hesitant to disclose information due to fears of victimization. The researcher reassured them that the information they provided would be used for academic purposes only. Additionally, resistance was encountered from respondents who might be apprehensive about sharing their sensitive organizational

information, fearing that the data might be used against them. To address these concerns, the researcher presented an identification letter from the school, which demonstrated that the research was conducted solely for academic purposes and promised to uphold confidentiality. Furthermore, the researcher allocated ample time for data collection to ensure a thorough process.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter focuses on the theories used in this study, the empirical studies, the summary, the research gaps, and the conceptual framework.

#### **2.2 Theoretical Framework**

The study was grounded in agency theory, contingency theory of management, implementation theory, and classical organizational theory.

##### **2.2.1 Agency Theory**

Jensen and Meckling introduced Agency Theory in 1976, which explains how relationships between principals (leaders or policymakers) and agents (employees or implementers) impact organizational efficiency. The theory posits that when decision-making authority is widely dispersed due to a large span of control, accountability becomes weakened, resulting in inefficiencies in policy implementation. In a county government setting, agency conflicts may arise when managers lack direct oversight of subordinates, leading to reduced commitment to strategic objectives (Eisenhardt, 1989).

Agency theory emphasizes accountability mechanisms in governance structures. Research suggests that narrowing the span of control can enhance managerial oversight and reduce inefficiencies in policy implementation (Boyd, Haynes, & Zona, 2017).

Furthermore, the theory supports performance-based evaluation, suggesting that institutions should link strategic implementation to measurable outcomes (Eisenhardt, Furr, & Bingham, 2018). It also aligns with modern governance models that promote transparency and structured decision-making to mitigate agency risks (Shapiro, 2020).

However, critics argue that the theory assumes self-interest dominates organizational behavior, neglecting factors like intrinsic motivation and organizational culture (Davis, Schoorman, & Donaldson, 2019). Additionally, scholars note that strict control mechanisms can lead to micromanagement, stifling innovation, and reducing employee autonomy (Mitnick, 2015). In public institutions, excessive oversight may also lead to bureaucratic delays and inefficiencies, rather than improved outcomes (Van Slyke, 2017).

Agency Theory is critical in understanding the relationship between managerial oversight and strategic plan implementation in Nakuru County. The study explored whether a wider span of control leads to inefficiencies due to weak accountability or if the county's leadership structure fosters effective monitoring of strategic initiatives. By applying agency theory, the research will assess whether reducing the managerial span enhances execution or if excessive oversight hinders performance.

### **2.2.2 Contingency Theory of Management**

Korman and Tanofsky developed contingency theory in 1975. The theory posits that the effectiveness of an organization's structure, processes, and practices depends on the fit between the organization's characteristics and the demands of its environment (Burns & Stalker, 2019). This requires a flexible and adaptable approach to management that allows for change and innovation (Child, 2017). Contingency theory acknowledges that there is no single best way to manage an organization, and that the most effective management practices depend on the specific circumstances faced by the organization (Gupta & Govindarajan, 2018). However, identifying the specific contingencies that affect an organization and determining the best management practices to address them can be difficult (Lawrence & Lorsch, 2017).

Critics of Carnes (2009) argue that Fiedler's Contingency Theory is too rigid because it suggests that if a leader's style does not match the situation, the only solution is for the leader to step down. This inflexibility can be impractical and discouraging, especially in dynamic and evolving organizational environments where adaptability is crucial. The theory provides clear guidance for leaders who score very high or very low on the Least Preferred Co-worker (LPC) scale but leaves those with middle-range scores in a gray area (Abba, Yahaya & Suleiman, 2018). This lack of direction can be frustrating for leaders who do not fall at the extremes of the scale, as the theory essentially advises them to "figure it out" without providing concrete strategies. The theory might demotivate leaders who are otherwise performing well. Suppose leaders perceive a misalignment between their style and the situation, based on the theory's parameters. In that case, they may feel compelled to step down or doubt their capabilities, even when there is no actual conflict between their leadership approach and the situational demands.

To be effective, managers must continually assess the fit between the organization and its environment and adjust their practices accordingly (Miller, 2020). This requires a thorough understanding of the organization and its environment, as well as the ability to be flexible and adaptable (Scott, 2018). Overall, contingency theory provided a valuable framework for understanding how organizations can achieve effective performance in a constantly changing environment (Pfeffer & Salancik, 2018). Contingency theory helps explain the influence of work specialization on strategic plan implementation by emphasizing the importance of fit between the organization's structure and its environment. The strategic plan must consider the nature of the tasks involved, the organization's environment, and the level of autonomy granted to employees to determine the level of work specialization required to achieve its objectives effectively.

### **2.2.3 Implementation Theory**

The implementation theory was proposed by Jackson in 1991. According to the author, implementation theory has a constituent of mechanism design, which provides an outline for specific circumstances. In this case, resources are allocated among users and agents, but the information required to make these allocation decisions is disseminated and privately held. The users who possess this private information behave strategically to ensure the maximum utility of it. In cases where information is required to make informed decisions, it is worthwhile to exchange information and ideas to reach a more informed decision. After a thorough assessment of information is complete, decisions are made (Mas-Colell, Whinston & Green, 2005).

Implementation theory focuses on a systematic technique for designing an exchange of information process, followed by a rule of allocation that leads to the optimal allocation of decisions with regard to a prior and specified performance metric. Mas-Colell (2005) explains the need to exchange information to make more accurate decisions. In this study, strategic leaders should involve their subjects (employees) in key decisions to avoid cases of resistance and inform them about the importance of strategy and the entire organization, how strategy affects them, and the top management expectations upon strategy implementation.

Implementation theory has faced various critics. For instance, Ullrich, Sahay, and Stetler (2014) argue that critics of relying heavily on theoretical approaches may not necessarily lead to better outcomes compared to using common sense. Common sense, defined as a group's shared tacit knowledge about a phenomenon, is often seen as equally valuable. The contention is that practical, context-specific insights can sometimes be more effective than formalized theoretical frameworks.

There is a call for more empirical research to substantiate the claims that theories, models, and frameworks enhance the effectiveness of implementation. Critics of Korpelainen (2011) emphasize that without robust empirical evidence, the superiority of theoretical approaches remains questionable. They argue for more studies to determine the contexts and conditions under which these theories are genuinely beneficial. Howlett (2019) highlights that implementation theories are not universally applicable. Theories, models, and frameworks developed in specific contexts may not translate well to different settings, leading to ineffective or inappropriate application. This raises concerns about the generalizability and adaptability of such theoretical approaches across diverse environments.

The theory was relevant to the current study in that, for the county government to implement the drafted strategic plan effectively, it must maximize the utilization of its budgetary allocation and align implementation with the strategic plan. Thus, the theory provides more insight into the dependent variable of the study, which is the implementation of a strategic plan in the County Government of Nakuru.

#### **2.2.4 Classical Organization Theory**

The classical organizational theory was developed by Frederick Taylor, Henri Fayol, and Max Weber in the early 20th century. The theory posits that an organization is a form of machine, with people being considered the primary components that the organization possesses (Ferdous, 2016). The Classical Organizational Theory is based on the six (6) main Pillars or elements. First, the division of Labor, which states that work must be divided within an organization to improve the performance of individual workers and achieve clear specialization. The company must divide work to achieve a specific specialization, thereby enhancing the efficiency of individual employees.

Second is departmentalization, which states that different departments must be created for various activities and jobs, allowing the organization to minimize its costs and facilitate administrative control (Onday, 2016). The company needs to organize its tasks and jobs into different divisions. This enables expenditures to be reduced and administrative control facilitated as well. Third is the coordination, which states that the Organization should ensure harmony among its diverse functions. This would provide unity of actions as it allows the arrangement of group efforts in an orderly manner. The company must guarantee peace between the different functions. This allows the collective effort to be organized in an orderly manner, offering unity of action in pursuit of a common goal.

The other element of classical organizational theory is scalar and functional processes (Ferdous, 2017). The series of superior and subordinate relationships, from the top to the bottom of the organization, is known as the scalar chain. It facilitates the delegation of authority, communication, feedback, and remedial action. The sequence of superior-subordinate relationships in an organization from top to bottom is a scalar chain. It encourages the delegation, contact, or input of authority or order, as well as remedial action or decision. Another element is the structure, which refers to the conceptual relationship within an organization between functions. In addition, for efficient goal achievement, these functions are organized (Subramaniam, 2016). In an organization, the logical relationships of functions constitute the structure of the Organization. These functions are then arranged in order to accomplish the effective objectives. Lastly, there is the span of control, which refers to the total number of subordinates that a manager can effectively supervise. This is the number of subordinates that can be efficiently overseen by a boss.

Classical Organizational Theory has faced various criticisms. Subramaniam (2016) argued that the rigid and mechanistic view of organizations inherent in this theory overlooks crucial human elements and sociological dimensions of organizational dynamics. By focusing primarily on economic motivations and efficiency, Classical Organization Theory overlooks the emotional ties and psychological needs of workers, which are crucial for cultivating a motivated and engaged workforce. Moreover, Classical Organization Theory has been criticized for its inherent stability, which makes organizations resistant to change and adaptation (Onday, 2016). The portrayal of organizations as isolated systems, disconnected from their broader environment, overlooks the critical interactions between organizations and their external contexts, including economic, social, and technological influences. The emphasis on structure and hierarchy, while providing a clear framework for management, neglects other vital aspects such as organizational culture, communication, and innovation.

Classical Organizational Theory focuses on the structure and technical aspects of organizations, often viewing them as machines and emphasizing efficiency. According to the theory, a well-defined hierarchy ensures clear strategic direction and effective control, facilitating the smooth implementation of strategic plans. Excessive hierarchical levels may create bureaucratic delays, slowing down the implementation process. As a result, the theory guided the current study on the influence of organizational structure components on strategic plan implementation in the county government of Nakuru, Kenya.

## **2.3 Empirical Literature Review**

### **2.3.1 Chain of Command and Implementation of Strategic Plan**

Konisky and Uttermark (2021) focused on the influence of the chain of command on organizational performance. The study utilized new institutional data on all state and

local air agencies to examine how the chain of command influences organizational performance. The empirical exercise centers on the regulation of 16,000 major air pollution sources under the U.S. Clean Air Act. The results suggest that the chain of command influences organizational performance. Matyja and Zublewicz (2018) focused on the impact of the chain of command in an organization.

The paper employs a survey research methodology on a representative sample from one country (Poland). The data were obtained from a survey of 252 employees from 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 the 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's findings revealed that members' perceptions of organizational communication strongly influenced organizational caring. The rank that members hold in the organization positively influences their participation in organizational 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. A stratified random sampling method was used to select the sample size. A self-administered questionnaire was used to collect the data. The study found 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. Additionally, the study found that effective communication and leadership were crucial factors in the 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 consisted of two companies from the manufacturing industry and two companies from 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 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 employed a mixed-methods research design, utilizing a stratified random sampling method 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 that effective communication,

leadership, and employee involvement were key factors in the successful implementation.

### **2.3.2 Work Specialization and Implementation of Strategic Plan**

Adeyoyin, Unazi, and Oyewunmi (2019) focused on the effects of work specialization and departmentalization on job satisfaction among staff members of a Nigerian University Library. A descriptive research design was employed, and a survey method was used to collect information from the respondents for this study. Fifty (50) copies of questionnaires with 30 structured questions were distributed to the respondents. According to the findings, the majority of the staff at the sampled library were fully satisfied with their current area of specialization. The study also concluded that job satisfaction is an individualistic concept that affects one's feelings or state of mind.

Muthoni (2017) conducted a study on the role of work specialization in the implementation of performance management systems. A descriptive research design was adopted for the study. The target population for the study was 1205 NHIF employees in Kenya. Stratified random sampling was applied to select a sample size of 134 participants. Primary data was collected through a structured questionnaire. For data analysis, descriptive statistics were adopted in the study to tabulate frequencies, percentages, means, and standard deviations. Inferential statistics were also conducted using correlation analysis, which assessed the relationships among the factors, while regression analysis aggregated the contribution of the organization structure, reward systems, and leadership to the successful implementation of performance management systems (outcome).

The analysis was conducted using SPSS, and the outcome was presented in tables and figures. The study findings identified that working collaboratively and collectively helps to successfully achieve a performance management system.

Kimiti, Okello, and Karanja (2017) conducted a study on the effect of structural specialization on strategic plan implementation in public secondary schools in Bahati sub-county, Kenya. The study reviewed literature on structural specialization and theories related to strategy implementation. A descriptive correlational research design was employed in the study. Structured questionnaires were used to collect primary data, which the researcher relied on for his study. The study's population was derived from schools in Bahati sub-county, Nakuru County, Kenya. A census was conducted of all 31 principals of the public secondary schools in the area.

The Pearson correlation coefficient revealed the relationship between the independent and dependent variables. It was concluded that structure specialization enhances strategic plan implementation. Juma, Mburu, and Waiganjo (2017) investigated the impact of work specialization on the implementation of strategic plans in Kenyan public universities. A case study research design was used. The authors conducted in-depth interviews with key informants and analyzed relevant documents such as strategic plans, organizational charts, and performance reports. The purposive sampling method was used to select the sample. The study found that work specialization was an important factor in the successful implementation of strategic plans in Kenyan public universities. Specifically, universities that had clearly defined roles and responsibilities and had distributed tasks and activities based on employees' skills and expertise, were more likely to achieve their strategic goals.

Balarabe and Abdullahi (2020) investigated the impact of work specialization on the implementation of strategic plans in Nigerian manufacturing firms. A quantitative research design and a stratified random sampling method were used to select a sample of 250 employees from 25 firms. A self-administered questionnaire was used to collect data. The study found that work specialization was positively associated with the

implementation of strategic plans in Nigerian manufacturing firms. Specifically, firms that had clearly defined roles and responsibilities and distributed tasks and activities based on employees' skills and expertise were more likely to successfully implement their strategic plans. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

Asamoah, Tetteh, and Lomotey (2019) investigated the impact of work specialization on the implementation of strategic plans in Ghanaian public hospitals. The study employed a mixed-methods research design, utilizing surveys and focus group interviews to collect data. A stratified random sampling method was used to select a sample of 400 employees from 20 hospitals. The study found that work specialization was positively associated with the implementation of strategic plans in Ghanaian public hospitals. Hospitals that had clearly defined roles and responsibilities and distributed tasks and activities based on employees' skills and expertise were more likely to successfully implement their strategic plans.

Alalade and Oyebo (2017) conducted a study on the impact of work specialization on the implementation of strategic plans in Nigerian banks. The authors conducted in-depth interviews with key informants and analyzed relevant documents such as strategic plans, organizational charts, and performance reports. The purposive sampling method was used to select the sample size. The study found that work specialization was an important factor in the successful implementation of strategic plans in Nigerian banks. Banks that had clearly defined roles and responsibilities, and had distributed tasks and activities based on employees' skills and expertise, were more likely to achieve their strategic goals. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

### **2.3.3 Span of Control and Implementation of Strategic Plan**

Bohte and Mier (2018) conducted a study on the span of control and performance of public organizations. The findings concluded that span of control refers to the structure of relations between leaders and subordinates within an organization. A wide span of control exists when a manager oversees many subordinates. The study also concluded that a stable environment, which provides similar inputs to an organization over a long period, should permit greater reutilization and thus larger spans of control. The implications of the findings regarding different organizations suggest that one needs to understand the type of organization to gain a clear picture of how span of control operates within an organization.

Wong, Raquel, and Keatings (2018) sought to examine the relationships between the span of control and managers' job and unit performance outcomes. A non-experimental predictive survey design was employed to investigate the relationship between frontline managers (FLMs) and their span of control in 14 Canadian academic hospitals. A sample of 121 Managers completed an online survey of work characteristics. The combination of Span of Control (SOC) and core self-evaluation significantly predicted role overload, work control, and job satisfaction; however, SOC alone predicted unit adverse outcomes, while neither variable significantly predicted unit turnover. The findings contribute to an understanding of connections between the combination of SOC and core self-evaluation and manager job and unit performance outcomes.

Oyugi and Wangombe (2019) investigated the relationship between span of control and implementation of strategic plans in Kenyan public sector organizations. A descriptive research design was used. A stratified random sampling method was used to select a sample of 120 respondents. Data was collected through questionnaires and document reviews. A structured questionnaire was used to collect data from the participants. The

study found that span of control was positively associated with the implementation of strategic plans in Kenyan public sector organizations. Organizations with wider spans of control were more likely to successfully implement their strategic plans. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

Jalloh and Sesay (2019) investigated the relationship between span of control and implementation of strategic plans in Sierra Leonean private sector organizations. The study used a cross-sectional research design. Data was collected through questionnaires and document reviews. The sample included 150 participants from various departments within the selected organizations. The study found that span of control was positively associated with the implementation of strategic plans in Sierra Leonean private sector organizations. The study also found that employee involvement, effective communication, and effective leadership were important factors in the successful implementation of the strategy.

Ndebele and Ncube (2019) conducted a study on the relationship between span of control and implementation of strategic plans in Zimbabwean public sector organizations. The purposive sampling method was used to select 70 participants. In-depth interviews were used to collect data. The study found that span of control was positively associated with the implementation of strategic plans in Zimbabwean public sector organizations. Organizations with wider spans of control were more likely to successfully implement their strategic plans, and effective communication, leadership, and employee involvement were important factors in successful implementation.

#### **2.3.4 Delegation of Duties and Implementation of Strategic Plan**

Olubayo, Olajide, and Olarewaju (2018) conducted a study on the delegation of authority and employee performance, using empirical evidence from the Ikeja Division in Lagos

State. A survey design method was employed by administering a structured questionnaire to the target respondents. Three hundred (300) questionnaires were administered, of which 211 were returned and usable. Descriptive statistics and regression analysis were used to analyze the data obtained from the respondents. The study's findings showed that delegation of authority has a significant impact on employee effectiveness. The study recommends, among other things, that more authority should be delegated to employees of SMEs in Ikeja Division, Lagos State, and that this authority should be clearly and precisely specified.

Swai (2019) conducted a study on the factors inhibiting effective delegation in public organizations: a case study of Kibaha Education Centre (KEC). Through the purposive sampling technique, questionnaires, interviews, and documentary evidence were used to collect and analyze both primary and secondary data, reflecting the views of informants. The data were analyzed using SPSS. Upon examining the practices of delegation, the majority of respondents could describe the delegation process within their organization. Additionally, the findings revealed that mechanisms for an effective delegation process should be used in KEC and other public organizations. A total of respondents suggested that clear communication channels must be maintained when delegating duties to subordinates.

Ugoani (2020) conducted a study on effective delegation and its impact on employee performance. A sample of 90 respondents participated in the study, which was conducted using an exploratory research design. The results showed a positive correlation between effective delegation and employee performance. Due to fundamental limitations, further research should investigate the relationship between planning and delegation to explore more effective ways of managing performance in the context of globalization. It was

suggested that the evaluation process should form an integral part of effective delegation to enhance psychological empowerment, provide feedback, and reduce power distance.

Shikami and Keino (2017) conducted a study on the effects of delegation of authority on organizational performance: A case study of Twiga Chemical Industries Ltd.

The study employed a descriptive research design and a correlational research design. The target population for this study consisted of 200 permanent employees. The stratified sampling technique was used. Primary data was collected using questionnaires. The results showed that legislative delegation and organization performance are positively and significantly related. The results further indicated that adjudicative delegation and organization performance are positively and significantly related. The results further established that monitoring and enforcement delegation were positively and significantly related. Similarly, results showed that agenda-setting delegation and organization performance were positively and insignificantly related.

Omari and Malele (2018) investigated the relationship between the delegation of duties and the implementation of strategic plans in Tanzanian public universities. The study used a cross-sectional research design. The study collected data from multiple sources, including surveys and document reviews. A stratified random sampling method was used to select a sample size of 256 employees from various departments within the selected universities. A structured questionnaire was used to collect data from the participants. The study found that delegation of duties was positively associated with the implementation of strategic plans in Tanzanian public universities. The study also found that effective communication, leadership, and employee involvement were important factors in successful implementation.

Udechukwu and Onwurah (2019) investigated the relationship between the delegation of duties and the implementation of strategic plans in Nigerian private universities. A correlational research design was used. The authors used a convenience sampling method to select 210 employees from various departments within the selected universities. The study used a structured questionnaire to collect data from the participants. The questionnaire included questions related to delegation of duties, communication, leadership, and the success of implementation. The study found that delegation of duties was positively associated with the implementation of strategic plans in Nigerian private universities. The study also found that effective communication, leadership, and employee involvement were key factors in the successful implementation of strategic plans.

## 2.4 Summary of Literature and Research Gaps

The summary of reviewed literature with gaps is presented in Table 1

**Table 1**

*Summary of Literature and Gaps*

Author	Focus of the Study	Study Findings	Gaps of the Study	How to address Study Gaps
Konisky and Uttermark (2021)	The influence of chain of command vs. who's in command: structure, politics, and regulatory enforcement.	While political appointees may influence regulatory output, centralized workflow, regardless of party, impedes output.	The study focuses on regulatory outputs rather than strategic plan implementation. It does not consider how the chain of command influences the implementation of strategic plans in public sector settings. The study is set in the context of the United States (U.S) air pollution agencies, which may not be directly relevant to the Kenyan public sector.	The current study filled these gaps by directly examining how the chain of command affects strategic plan implementation within the County Government of Nakuru, Kenya, providing context-specific insights.
Matyja, and Zublewicz (2018)	The impact of chain of command in an organization	Fifteen fields of an organization 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	The study used survey data, but does not relate findings to strategic plan implementation. The study was conducted in Poland, which may not fully reflect the organizational dynamics in the Kenyan public sector.	The current study specifically analyzed the impact of the chain of command on strategic plan implementation in Nakuru, linking organizational fields directly to strategic outcomes.

Adeyoyin, Unazi, and Oyewunmi, (2019)	The effects of work specialization and departmentalization on job satisfaction among the staff of a Nigerian University Library.	relationship, and choice of competitive strategy. Job satisfaction is individualistic, and it affects one's feelings or state of mind.	The study focused on job satisfaction rather than the strategic plan implementation process. The study was set in a Nigerian university library, which may not be representative of government settings. The study discussed job satisfaction rather than how work specialization impacts strategic plan implementation.	The current study extended the understanding of work specialization by linking it to strategic plan implementation within a county government, providing relevant insights for public sector contexts.
Muthoni (2017)	Work specialization has a role to play with regard to performance management systems implementation.	Working collaboratively and collectively helps to successfully achieve a performance management system.	The study focused on performance management systems and does not directly relate to strategic plan implementation. The study examined performance management systems but not how work specialization affects strategic plan implementation.	The current study addressed these gaps by exploring the relationship between work specialization and strategic plan implementation in the context of Nakuru's county government.
Bohte and Mier (2018)	Span of control and performance of public organizations.	A stable environment that provides similar inputs to an organization over a long period of time should permit greater reutilization and thus larger spans of control.	Focuses on general performance outcomes rather than strategic plan implementation. The study was set in public organizations in general, without specific reference to Kenyan county governments. The study discussed span of control but does not link it to strategic plan implementation.	The current study provided specific insights into how the span of control impacts strategic plan implementation in Nakuru, addressing the contextual and conceptual gaps.
Wong, Raquel and Keatings, (2018)	The relationships between span of control and manager job and unit	Combination of Span of Control (SOC) and core self-evaluation significantly predicted role overload, work	The study looked at manager job performance and unit outcomes rather than strategic plan implementation. The study was conducted in Canadian	The current study focused on the impact of span of control on strategic plan implementation in

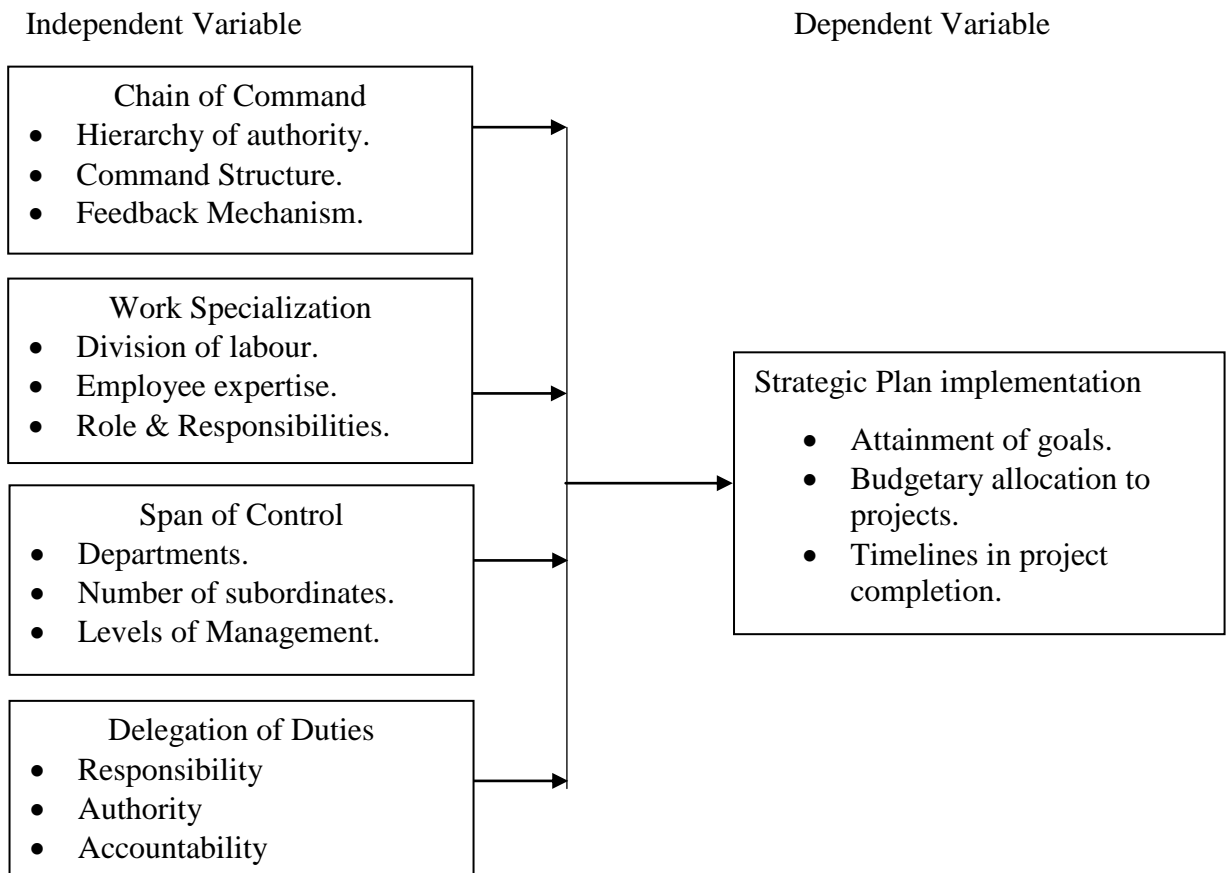
<p>Olubayo Olajide and Olarewaju, (2018)</p>	<p>performance outcomes. Delegation of authority and employee performance: empirical evidence from Ikeja division in Lagos State.</p>	<p>control and job satisfaction, but only SOC predicted unit adverse outcomes and neither significantly predicted unit turnover. Delegation of authority has a significant effect on employee effectiveness.</p>	<p>academic hospitals, which may not reflect the public sector dynamics in Kenya. The study examined job and unit performance outcomes but does not link these to strategic plan implementation. The study focused on employee performance rather than strategic plan implementation. The study was based in Lagos State, Nigeria, which may not directly apply to the Kenyan public sector. The study examined delegation's effect on employee performance but not on strategic plan outcomes.</p>	<p>Nakuru, offering insights relevant to the Kenyan public sector. The current study explored how delegation of duties affects strategic plan implementation within the Nakuru County Government, filling the gap in linking delegation to strategic outcomes.</p>
<p>Swai, (2019)</p>	<p>Factors inhibiting effective delegation in public organization: a case study of Kibaha education Centre (KEC).</p>	<p>Mechanisms for effective delegation process to be used in KEC and any other public organization, a total of respondents suggesting that clear communication channels must be kept in place when delegating duties to subordinates.</p>	<p>The study focused on delegation practices in a specific educational center rather than a broader government context. The study was set in a specific educational center in Tanzania, which may not directly relate to the Kenyan public sector. The study discussed delegation practices but does not connect these practices to strategic plan implementation.</p>	<p>The current study addressed these gaps by analyzing how effective delegation impacts strategic plan implementation in Nakuru, providing relevant insights for public sector organizations.</p>

## **2.5 Conceptual Framework**

A conceptual framework is a structured representation of the relationships between key variables in a study, providing a clear understanding of how different factors interact (Miles, Huberman, & Saldaña, 2020). It serves as a guide for research by illustrating connections between independent, dependent, moderating, or mediating variables. In essence, it helps in defining the scope of the study, organizing research objectives, and ensuring a systematic approach to data collection and analysis. A well-developed conceptual framework enhances the validity and reliability of research by linking theoretical concepts with empirical findings (Saunders, Lewis, & Thornhill, 2019). The independent variables were chain of command, work specialization, span of control and delegation of duties and the dependent variable was strategic plan implementation. The illustration of their relationship is shown in Figure 1.

**Figure 1**

*Conceptual Framework*



*Source: Author (2025)*

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter presents the research design and methodology, the location of the study, the target audience, the sampling process, and the sample size. It covers data collection techniques, instrument validity, reliability analysis, and ethical considerations.

#### **3.2 Research Design**

The study adopted a correlational descriptive research design. A descriptive research design is used to systematically describe a situation or phenomenon by collecting data that accurately reflects the characteristics of the population or conditions being studied. It does not involve manipulating variables but rather observes and measures them as they naturally occur (Creswell, 2014). Descriptive correlational research is a type of research design that aims to explore the relationships between two or more variables without inferring causation. It involves collecting and analyzing data on these variables to determine if there are any associations or links between them. The primary goal is to describe and understand the variables and their interrelations as they naturally occur, without manipulating or assuming cause-and-effect relationships (Leedy & Ormrod, 2019).

#### **3.3 Location of the Study**

The study was conducted in the County Government of Nakuru. Nakuru County is a prominent county in Kenya, playing a critical role in the nation's socio-economic landscape. In 2021, Nakuru was awarded a City Charter, making it Kenya's fourth city. With a population of 2,162,202 according to the 2019 census, Nakuru County is the third most populous in Kenya, following Nairobi County and Kiambu County. Covering an

area of 7,496.5 square kilometers, it is the 19th largest county in Kenya by size. The county has eleven constituencies, which are represented in the Parliament of Kenya.

### **3.4 Target Population**

The target population refers to the entire group of individuals or elements that possess the characteristics a researcher intends to study (Scheiber, 2014). The target population was one hundred fifty-three (153) employees in job groups P and Q from the 11 Ministries in Nakuru County, while those in job groups A, B, C, D, E, F, G, H, J, K, L, M, N, R, S, and T were excluded from the study. The target was ideal for the study due to their direct involvement in the execution of the county's strategic plans. The selection of Job Groups P and Q for the study was based on their strategic role in county governance and policy implementation. Employees in these job groups typically hold middle to senior management positions, where they are directly involved in the formulation, execution, and evaluation of county strategic plans. These roles require them to oversee budget allocation, project implementation, and performance monitoring, making them well-suited for providing insights into the effectiveness of strategic plan execution. Table 2 displays the distribution of the target population.

**Table 2***Target Population*

Ministries	Population (Department Heads)
County Treasury	19
Agriculture, Livestock and Fisheries.	15
Health Services	57
Water Environment Energy and Natural Resources	3
Youth Culture Gender, Sport and Social Services	3
Public Services Training and Devolution	34
Infrastructure	6
Lands, Physical Planning and Housing	4
Industry, Marketing and Tourism	4
Education, Vocational Training ICT and e-Government	4
County Public Service Board Members	4
<b>Total</b>	<b>153</b>

*Source:* County Government of Nakuru Records (2025)

### 3.5 Sampling Procedures and Sample Size

The sampling design is a crucial aspect of research methodology that involves selecting a subset of individuals or units from a larger population to study. It aims to ensure that the sample accurately represents the characteristics and diversity of the population. The choice of sampling design depends on the research objectives, available resources, and the level of precision required in the study (Bloomfield & Fisher, 2019). Slovinc's formula was used to get the sample size of 111 employees as follows;

$$n = \frac{N}{1 + Ne^2}$$

Where:

$n = \text{sample size}$ ,  $N = \text{population size}$ ,  $e = \text{margin of error}$  and  $1 = \text{is a constant value}$

$$n = \frac{153}{1+153(0.05)^2}$$

$$n = 110.66 = 111$$

The sample size was 111 and was selected through stratified simple random sampling to be apportioned proportionately as shown in Table 3

**Table 3**

*Sample Size*

Ministries	Population (N)	Sample Size (N/153 x 111)
County Treasury	19	14
Agriculture, Livestock and Fisheries.	15	11
Health Services	57	41
Water Environment Energy and Natural Resources	3	2
Youth Culture Gender, Sport, and Social Services	3	2
Public Services Training and Devolution	34	25
Infrastructure	6	4
Lands, Physical Planning, and Housing	4	3
Industry, Marketing, and Tourism	4	3
Education, Vocational Training ICT and e-Government	4	3
County Public Service Board Members	4	3
<b>Total</b>	<b>153</b>	<b>111</b>

### **3.6 Instrumentation**

The main data required for the study was gathered using a Likert-scale questionnaire. According to Zohrabi (2013), questionnaires are written instruments that present respondents with a sequence of questions or statements and ask them to respond by writing out their answers or selecting from pre-existing options. The multiple-item measurement scale served as the foundation for constructing the questionnaire.

#### **3.6.1 Pilot Study**

The pilot study was conducted among employees of the Kiambu County Government, focusing on individuals in Job Groups P and Q, who hold managerial and supervisory roles similar to those in the primary study. These respondents were selected because they are directly involved in the implementation of the strategic plan, execution of policies, and decision-making within the county government, making them ideal for testing the applicability of the research instruments.

A total of 11 respondents, representing 10% of the study's sample size, participated in the pilot study (Kothari, 2012). This small-scale trial aimed to assess the clarity, reliability, and validity of the research tools, ensuring that the questionnaire was well-structured, easy to understand, and capable of capturing the intended data (Lowe, 2019). The pilot study also helped identify potential challenges in questionnaire administration, such as ambiguities in questions, respondent interpretation issues, and logistical difficulties, allowing for necessary adjustments before conducting the main study.

#### **3.6.2 Validity of the Study Instrument**

According to Mugenda & Mugenda (2013), validity is the degree to which a study accurately measures or assesses the concept or phenomenon it claims to measure. It is concerned with the appropriateness and accuracy of the research design, methods, and

instruments in ensuring that the study's findings are meaningful, credible, and applicable to the real-world context. The study used construct validity, face validity, and content validity. To determine construct validity, the researcher employed factor analysis, a method that involves analyzing the interrelationships between different measures of the same construct. Construct validity refers to the degree to which a measure accurately assesses the theoretical construct it is intended to measure.

To measure face validity, the researcher used expert reviews or pilot studies to assess whether the measure is perceived as relevant and appropriate by participants and other experts in the field of study, especially the research supervisor. Face validity refers to the degree to which a measure appears to measure what it is intended to measure. Content validity refers to the degree to which a measure covers all aspects of the construct it is intended to measure. Content validity was ensured through the opinions of the expert and supervisor.

### **3.6.3 Reliability of the Study Instruments**

According to Resnick et al., (2021), reliability is the degree to which an instrument consistently measures the same quantity in a given setting. The internal consistency was evaluated statistically to determine the reliability of the questionnaire. In turn, internal consistency was evaluated to assess the validity of the research instrument using Cronbach's alpha ( $\alpha$ ) coefficient. The alpha value should fall between 0 and 1, with reliability steadily improving as the number rises (Kothari, 2012). As a general rule of thumb, a coefficient of 0.7 denotes acceptable dependability, whereas one of 0.8 or higher denotes good reliability (Mugenda, 2012). This evaluates how well data collected using a specific tool accurately represents a particular domain or the content of a specific concept.

**Table 4***Reliability Test Results*

Variable	No. of Items	Cronbach's Alpha Value
Chain of Command	11	.786
Work Specialization	11	.799
Span of Control	11	.754
Delegation of Duties	11	.786
Strategic Plan Implementation	11	.778

The findings chain of command exhibits a Cronbach's alpha value of 0.786. This value indicates an adequate degree of internal consistency among the items measuring the chain of command. Similarly, work specialization, as demonstrated by a Cronbach's alpha value of .799, suggests adequate internal consistency among the items measuring work specialization. Furthermore, the span of control displays a Cronbach's alpha value of .754, indicating a commendable level of internal consistency among the items measuring span of control. Additionally, the delegation of duties had a Cronbach's alpha value of 0.786, indicating adequate internal consistency among the items measuring delegation of duties. Finally, strategic plan Implementation had a Cronbach's alpha value of .798. From the findings, the Cronbach alpha of all the variables was above the threshold of 0.7, which implies they were reliable

**3.7 Data Collection Procedures**

The data collection process began with obtaining a formal letter from the university, which helped the researcher secure ethical clearance and the subsequent research permit from the National Commission for Science, Technology, and Innovation (NACOSTI) (Beaumont, Bocci, & Haziza, 2014). The permit, together with the consent statement,

was then presented to the County Government of Nakuru as a means of seeking authority to gather data from their institution using questionnaires. After approval from the country, the researchers administered the questionnaires using the drop-and-pick method at a convenient time during the tea or lunch break; two or three days were sufficient.

### **3.8 Data Analysis and Presentation**

The data analysis procedure involves organizing the gathered information, presenting it in a clear and concise manner, and writing components, especially in a way that allows results to be easily and effectively communicated (Rossmann & Beek, 2019). Data analysis involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques. The data that was collected in this study were quantitative. Quantitative data were analyzed using the Statistical Package for the the Social Sciences (SPSS) version 25. Descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendency, and measures of dispersion. The following multiple regression model was adopted.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y - Implementation of Strategic Plan

X<sub>1</sub> - Chain of Command

X<sub>2</sub> - Work Specialization

X<sub>3</sub> - Span of Control

X<sub>4</sub> - Delegation of Duties

ε - represents the error term

β<sub>0</sub> - constant term

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub> represents regression coefficients for independent variables

### **3.8.1 Diagnostic Tests**

Before conducting inferential analysis, preliminary diagnostic tests were performed to ensure the reliability and validity of multiple linear regression assumptions. The tests included linearity, which assessed whether the relationship between the independent and dependent variables followed a straight-line pattern. This was crucial in determining the appropriateness of regression modeling (Tabachnick & Fidell, 2019). The study used scatterplots and partial regression plots to inspect linearity between the predictors and the dependent variable visually. Ensuring linearity helped prevent specification errors that could distort the predictive power of the regression model and compromise the interpretation of coefficients.

Multicollinearity was tested to check for high intercorrelations among independent variables, which could lead to unreliable coefficient estimates. Variance Inflation Factor (VIF) and tolerance levels were used to identify potential multicollinearity issues, ensuring that no variable provided redundant information (Gujarati & Porter, 2009). The acceptable threshold was set at VIF values below 10 and tolerance levels above 0.1, indicating that multicollinearity was not a major concern. Detecting and controlling multicollinearity ensured that each independent variable contributed uniquely to explaining variations in the dependent variable without inflating standard errors.

Homoscedasticity was examined to confirm that the residuals maintained a constant variance across all levels of the independent variables. This was essential for the accuracy of standard errors and significance tests. The Breusch-Pagan test and graphical plots, such as residual scatterplots, were used to assess homoscedasticity (Field, 2018). The visual plots revealed no clear funnel patterns, suggesting that error variances were evenly distributed. Meeting this assumption ensured that the regression estimates were efficient and that hypothesis testing results were valid and unbiased.

### **3.9 Ethical Considerations**

Before the data collection procedure began, participants were assured of their safety and privacy, and they were informed of the study's purpose. The study's sole focus was academic inquiry, and the data they shared were not used against them. The respondents were asked for their informed permission after being made aware of their right to opt out of the study at any time before its conclusion. The confidentiality and safeguards of the respondents were maintained throughout the study, ensuring anonymity. Any information was kept private by the researcher, with no access granted to any other party until the dissemination of the results. The data was disposed of by the researcher by destroying it at the appropriate time when it was no longer needed. All approvals shall be maintained as required throughout the study process to ensure that all ethical concerns are addressed.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION

#### 4.1 Introduction

The chapter presents analyzed data, results presentation, and discussion of the findings. The study's primary objective was to examine the impact of organizational structure components on the implementation of strategic plans in the County Government of Nakuru, Kenya.

#### 4.2 Response Rate

The study's response rate, as per the distributed questionnaires, is presented in Table 5.

**Table 5**

*Response Rate*

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

Out of the 111 questionnaires issued to respondents, 85 responses were completed and returned. This represented a 77% response rate. According to Babbie (2012), a response of 65% or above is considered adequate for analysis. This implies that the 77 % response rate was very suitable for data analysis.

#### 4.3 Demographic Information

##### 4.3.1 Gender of the Respondents

The study aimed to investigate the gender distribution of employees within the County Government of Nakuru. The findings are indicated in Table 6

**Table 6***Gender of Respondents*

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

According to the findings in Table 5, 54% of the respondents identified as male, while 46% identified as 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, may influence how organizational structure components affect the implementation of strategic plans. 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

**4.3.2 Level of Education of the Respondents**

The study aimed to determine the educational qualifications of employees at the County Government of Nakuru. The findings are indicated in Table 7.

**Table 7***Level of Education*

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

According to the findings in Table 6, 29% of the respondents reported that their highest education qualification was a diploma, 58% stated that their highest education qualification was an undergraduate degree, and 13% stated that their highest education qualification was a postgraduate degree. This implies that the majority of employees working in the County Government of Nakuru, Kenya, had an undergraduate degree as their highest educational qualification. The educational qualifications of employees, with most holding undergraduate degrees, reflect 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 better to understand the strategic objectives of the county government and have the capability to execute them effectively

**4.3.3 Years of Service of the Respondents**

The study sought to determine the number of years the employees have been working in the County Government of Nakuru. The findings are indicated in Table 8.

**Table 8***Years of Service*

Years	Frequency	Percentage
Less than 1 Year	5	6
2-5 Years	29	34
6-10 Years	32	38
More than 10 Years	19	22
Total	85	100

The findings in Table 7 show that 6% of the respondents had been working in the County Government of Nakuru for less than 1 year, and 34% stated that they had been working in the County Government of Nakuru for 2-5 years. Additionally, 38% of the respondents indicated that they had been working in the County Government of Nakuru for 6-10 years, while 22% of the respondents stated that they had been working in the County Government of Nakuru for more than 12 years. This implies that the majority of the employees working in the County Government of Nakuru had been working for 2-5 years and 6-10 years.

The finding that most employees have been working in the County Government of Nakuru for 2-5 years or 6-10 years highlights a workforce with a moderate level of experience. Employees with 2-5 years of experience bring fresh perspectives and new ideas to the table, which can be advantageous for implementing strategic plans, especially when it comes to innovation and adapting to changing environments. On the other hand, employees with 6-10 years of experience bring institutional knowledge and a deep understanding of the county's organizational structure and operations.

## 4.4 Descriptive Statistics

### 4.4.1 Descriptive Statistics for Chain of Command

The study aimed to investigate the impact of the chain of command on the implementation of strategic plans in the County Government of Nakuru, Kenya. The descriptive findings were as indicated in Table 9.

**Table 9**

*Chain of Command Descriptives*

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 the 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 while 15% strongly disagreed that the County Government has a

complex hierarchy of authority in the chain of command with a mean of 4.614 and a standard deviation of 0.785. Also, 61% of the respondents strongly agreed that the County Government has multiple sources of authority within the chain of command, 19% agreed, 11% disagreed, 9% strongly disagreed that the County Government has multiple sources of authority within the chain of command, with a mean of 4.676 and a standard deviation of 0.876. The study findings align with those of Demone (2019), which revealed that in county governments, the chain of command involves multiple sources of authority, each responsible for specific functions and decision-making processes. These sources of authority interact and often have overlapping responsibilities, which require clear communication, collaboration, and adherence to established laws and regulations to ensure efficient governance within the county.

On the same note, 3% of the respondents strongly agreed that County Government has a clear command structure in its chain of command, 7% agreed, 54% disagreed, and 36% strongly disagreed that 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. Additionally, 3% of the respondents strongly agreed, 6% agreed, 5% were neutral, 51% disagreed. In comparison, 35% strongly disagreed that there is a clear decision-making process in the County government, with a mean of 2.581 and a standard deviation of 1.161. The study findings differ from those of Kwon and Seo (2020), who found that the decision-making process in county government is structured and follows a clear chain of command, ensuring effective governance, transparency, and accountability. This structured decision-making process helps maintain order, efficiency, and accountability in county government operations, ensuring that decisions are made in the best interests of the public and in line with legal and policy frameworks.

Furthermore, 49% of the respondents strongly agreed that the feedback mechanism among the various county departments within the chain of command is efficient, 50% agreed, while 1% disagreed that the feedback mechanism among the various county departments within the chain of command is efficient, with a mean of 4.567 and a standard deviation of 0.671. Moreover, the findings revealed that 3% of the respondents strongly agreed that departments within the county government receive timely feedback, 9% agreed, 4% were neutral, 44% disagreed, while 40% strongly disagreed that departments within the county government receive timely feedback, with a mean of 2.196 and a standard deviation of 1.185. The overall mean was 3.501, with a standard deviation of 0.964. This implies a high level of agreement with the influence of the chain of command on strategic plan implementation, with some variation in responses. The findings align with those of Tit and Khasawneh (2019), who demonstrated that in an effective county government, timely feedback is crucial for the smooth functioning of departments and for ensuring that policies and programs are implemented as intended. By ensuring timely and structured feedback, county governments can enhance departmental performance, address issues proactively, and respond more effectively to the needs of their constituents.

#### **4.4.2 Descriptive Statistics for Work Specialization**

The researcher aimed to evaluate the impact of work specialization on the implementation of strategic plans in the County Government of Nakuru, Kenya. The findings are as indicated in Table 10.

**Table 10***Work Specialization Descriptives*

Work Specialization	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Division of labor in the County government provides an opportunity for the best utilization of skills.	54	41	1	2	2	4.503	0.867
The County effectively utilizes employees' skills.	44	40	1	10	5	4.014	0.871
County Government delegates roles based on expertise.	13	7	5	45	30	2.456	1.107
The county ensures quality work output during the strategic plan implementation.	46	40	2	2	10	4.127	0.989
Officers in the County Government have a narrow functional area.	40	51	1	3	5	4.213	0.873
Overall Mean and STD						3.863	0.9585

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

From the findings 54% of the respondents strongly agreed that division of labor in the County government provides an opportunity for the best utilization of skills 41% agreed, 1% were neutral, 2% disagreed while 2% strongly disagreed that division of labor in the County government provides an opportunity for the best utilization of skills with a mean of 4.503 and a standard deviation of 0.867. By assigning tasks according to individual competencies, the County government can increase efficiency and productivity.

Furthermore, 44% strongly agreed that the County effectively utilizes employees' skills, 40% agreed, 1% were neutral, 10% disagreed, and 5% strongly disagreed that the County

effectively utilizes employees' skills, with a mean score of 4.014 and a standard deviation of 0.871. Furthermore, 13% of respondents strongly agreed that county government delegates roles based on expertise, 7% agreed, 5% were neutral, 45% disagreed, and 30% strongly disagreed that county government delegates roles based on expertise, with a mean of 2.456 and a standard deviation of 1.107. The findings align with those of Balarabe and Abdullahi (2020), who concluded that delegating roles based on expertise is crucial for effective governance and efficient service delivery in county government. County governments regularly assess how well expertise is being utilized in role delegation. Feedback from these assessments helps refine the process, ensuring that roles continue to be matched with the right expertise.

Further, 46% of the respondents strongly agreed that the county ensures quality work output during the strategic plan implementation, 40% agreed, 2% were neutral, 2% disagreed, while 10% strongly disagreed that the county ensures quality work output during the strategic plan implementation, with a mean of 4.127 and a standard deviation of 0.989. From the findings, 40% of the respondents strongly agreed that officers in the county government have a narrow functional area, 51% agreed, 1% were neutral, 3% disagreed while 5% strongly disagreed that officers in the county government have a narrow functional area with a mean of 4.213 and a standard deviation of 0.873. The overall mean was 3.863, with a standard deviation of 0.9585.

This indicates moderate agreement on the impact of work specialization, with relatively low variability in responses. The study findings align with those of Adeyoyin, Unazi, and Oyewunmi (2019), who demonstrated that work specialization enables employees to focus on specific tasks aligned with their skills and expertise. In the County Government, this leads to increased efficiency as employees become more proficient in their roles. Specialized workers can perform their tasks more efficiently and with greater accuracy,

thereby accelerating the execution of strategic initiatives. When employees are clear about their roles and responsibilities, strategic objectives are achieved more quickly and effectively.

#### 4.4.3 Descriptive Statistics for Span of Control

The study also aimed to investigate the impact of span of control on the implementation of strategic plans in the County Government of Nakuru, Kenya. Table 11 shows the results.

**Table 11**

*Span of Control Descriptives*

Span of Control	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Standard Deviation
The number of departments affects the level of accountability and transparency.	51	35	4	10	0	4.643	0.654
The County's span of control offers a variety of quality goods and services.	52	38	1	4	5	4.543	0.791
The county government officers with a wide span of control affect strategic plan implementation.	43	42	2	3	10	4.342	0.876
There is a good relationship between the subordinates and the management in the County government.	56	34	4	6	0	4.724	0.871
The County government has proper coordination among its levels of management.	51	42	2	3	2	4.542	0.765
Overall Mean and STD						4.559	0.791

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

From the findings, 51% of the respondents strongly agreed that the number of departments affects the level of accountability and transparency, 35% agreed, 4% were neutral, while 10% disagreed, with a mean of 4.643 and a standard deviation of 0.654. When there is a sufficient number of departments, responsibilities, and tasks are clearly distributed among various functional areas. This ensures that each department is accountable for specific duties, making it easier to track performance and hold individuals or departments responsible for their actions. In addition, 52% strongly agreed that the County's span of control offers a variety of quality goods and services, 38% agreed, 1% were neutral, 4% disagreed, 5% strongly disagreed that the County's span of control offers a variety of quality goods and services, with a mean of 4.543 and a standard deviation of 0.791.

Similarly, 43% of the respondents strongly agreed that the county government officers with a wide span of control affect strategic plan implementation, 42% agreed, 2% were neutral, 3% disagreed, while 10% strongly disagreed that the county government officers with a wide span of control affects strategic plan implementation with a mean of 4.342 and a standard deviation of 0.876. The findings concur with Oyugi and Wangombe (2019), who mentioned that when an officer has a wide span of control, they may struggle to provide adequate supervision and oversight to all the departments or teams under their purview. This can lead to gaps in monitoring progress, addressing issues, and ensuring alignment with the strategic plan.

Moreover, 56% strongly agreed that there is a good relationship between the subordinates and the management in the County government, 34% agreed, 4% were neutral, while 6% disagreed that there is a good relationship between the subordinates and the management in the County government, with a mean of 4.724 and a standard deviation of 0.871. Furthermore, 51% strongly agreed that the County government has

proper coordination among its levels of management, 42% agreed, 2% were neutral, 3% disagreed. In comparison, 2% strongly disagreed that the County government has proper coordination among its levels of management, with a mean of 4.542 and a standard deviation of 0.765. The overall mean was 4.559, with a standard deviation of 0.791. This suggests strong agreement regarding the influence of span of control, with a moderate spread in responses. The study findings align with those of Ndebele and Ncube (2019), who concluded that proper coordination among management levels within an organization is essential for effective governance and the successful implementation of policies and programs. A well-established chain of command facilitates smooth communication and decision-making processes, ensuring that directives from the top are efficiently executed at lower levels and that feedback from the grassroots can reach top levels promptly.

#### **4.4.4 Descriptive Statistics for Delegation of Duties**

The study further sought to evaluate the influence of delegating duties on the implementation of strategic plans in the County Government of Nakuru, Kenya. The findings are presented in Table 12.

**Table 12***Delegation of Duties Descriptives*

	S A	A	U	D	SD	Mean	Std
Delegation	%	%	%	%	%		
The County Government holds employees responsible for their actions.	47	33	7	3	10	4.655	0.875
The County Government employees complete their tasks on time.	54	36	2	8	0	4.543	0.875
The County Government has well-skilled employees.	58	32	3	7	0	4.435	0.987
The County Government gives authority to junior officers to make decisions in their roles.	47	43	3	7	0	4.453	0.435
There is accountability among employees in the County Government.	45	50	5	0	0	4.456	0.456
There is a delegation of duties among the employees in the County Government.	56	34	3	7	0	4.345	0.456
Overall Mean and STD						4.481	0.681

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

From the findings, 47% of the respondents strongly agreed that the County Government holds employees responsible for their actions, 33% agreed, 7% were undecided, 3% disagreed, while 10% strongly disagreed that the County Government holds employees responsible for their actions, with a mean of 4.655 and a standard deviation of 0.875. Additionally, 54% of the respondents strongly agreed that County Government employees complete their tasks on time, 36% agreed, 2% were undecided, and 8% disagreed, with a mean of 4.543 and a standard deviation of 0.875. The findings are in line with those of Swai (2019), who revealed that employees with clearly defined roles and responsibilities are more likely to understand their tasks and what is expected of

them. This clarity reduces confusion, ensuring that employees can focus on their specific duties without unnecessary delays.

Further, 58% strongly agreed that the County Government has well-skilled employees, 32% agreed, 3% were undecided, while 7% disagreed, with a mean of 4.435 and a standard deviation of 0.987. Furthermore, 47% of the respondents strongly agreed that the County Government gives authority to junior officers to make decisions in their roles, 43% agreed, 3% were undecided, while 7% disagreed that the County Government gives authority to junior officers to make decisions in their roles, with a mean of 4.453 and a standard deviation of 0.435. The findings align with those of Udechukwu and Onwurah (2019), who demonstrated that granting decision-making authority to junior officers increases their responsibility, thereby enhancing their sense of ownership and commitment to their work. This empowerment can lead to greater job satisfaction and motivation.

Moreover, 45% of the respondents strongly agreed that there is accountability among employees in the County Government, 50% agreed, while 5% were undecided, with a mean of 4.456 and a standard deviation of 0.456. Additionally, 56% of the respondents strongly agreed that there is a delegation of duties among the employees in the County Government, 34% agreed, 3% were undecided, while 7% disagreed that there is a delegation of duties among the employees in the County Government, with a mean of 4.345 and a standard deviation of 0.456. The overall mean was 4.481, with a standard deviation of 0.681. This indicates a high level of agreement on the role of delegation in strategic plan implementation, with a moderate range of responses. The findings align with those of Omari and Malele (2018), who revealed that each employee has a clear job description outlining their specific duties and responsibilities. This clarity ensures that tasks are properly assigned and that employees know exactly what is expected of them.

Tasks are delegated based on the expertise and skills of the employees, ensuring that duties are performed by those best qualified to handle them. This not only increases efficiency but also improves the quality of work.

#### 4.5.5 Descriptive Statistics for Strategic Plan Implementation

The respondents were asked to indicate their level of agreement on the strategic plan implementation in the County Government of Nakuru, Kenya. The findings are presented in Table 13.

**Table 13**

*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 has 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

According to the findings in Table 12, 64% of the respondents strongly agreed that the county government can attain its goals based on its objectives, 29% agreed, 2% were undecided, while 5% disagreed 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. Furthermore, 54% of the respondents strongly agreed that the county government implements its projects within the stipulated timelines, 30% agreed, 8% were undecided, 5% disagreed, while 3% strongly disagreed that the county government implements its projects within the stipulated timelines, with a mean score of 4.307 and a standard deviation of 0.738. According to Choi and Ruona (2019), when each project is developed with a detailed project plan that outlines objectives, scope, timelines, resources, and deliverables, it helps set realistic deadlines and ensures that all stakeholders understand the project requirements.

Furthermore, 38% of respondents strongly agreed that services in the County Government are offered within the stipulated timelines, 38% agreed, 4% were undecided, 11% disagreed, 9% strongly disagreed that services in the County Government are offered within the stipulated timelines, with a mean 4.145 and a standard deviation of 0.807. Further, 43% of the respondents strongly agreed that projects are implemented within the proposed budget frames in the County Government, 34% agreed, 7% were neutral, 5% disagreed, while 11% strongly disagreed that projects are implemented within the proposed budget frames in the County Government, with a mean of 4.145 and standard deviation of 0.807. According to Todnem and Bovaird (2019), at the project planning stage, detailed budget estimates are developed, including all anticipated costs for labor, materials, equipment, and other expenses. This thorough planning helps in setting realistic and accurate budget frames. A portion of the budget is

allocated as a contingency fund to cover unexpected expenses. This ensures that unforeseen costs do not derail the project's financial plan.

In addition, 48% of the respondents strongly agreed that the number of stalled projects has decreased, 35% agreed, 6% were neutral, while 11% disagreed, with a mean of 4.005 and a standard deviation of 0.977. Moreover, 50% of the respondents strongly agreed that the number of abandoned projects in the County Government has decreased, 39% agreed, 7% were undecided, and 4% disagreed that the number of abandoned projects in the County Government has decreased, with a mean of 4.177 and a standard deviation of 0.854. The overall mean was 4.237, with a standard deviation of 0.837. This reflects strong agreement on the effectiveness of strategic plan implementation, accompanied by moderate variation in responses. According to Lapsley (2021), a reduction in the number of abandoned projects within a county government signifies improvements in project management, resource allocation, and overall governance. By focusing on these practices, the county government can effectively reduce the number of abandoned projects, ensuring that resources are used efficiently and that projects contribute to the county's development goals.

## **4.6 Diagnostic Tests**

The study conducted three diagnostic tests to validate the assumptions underlying statistical models.

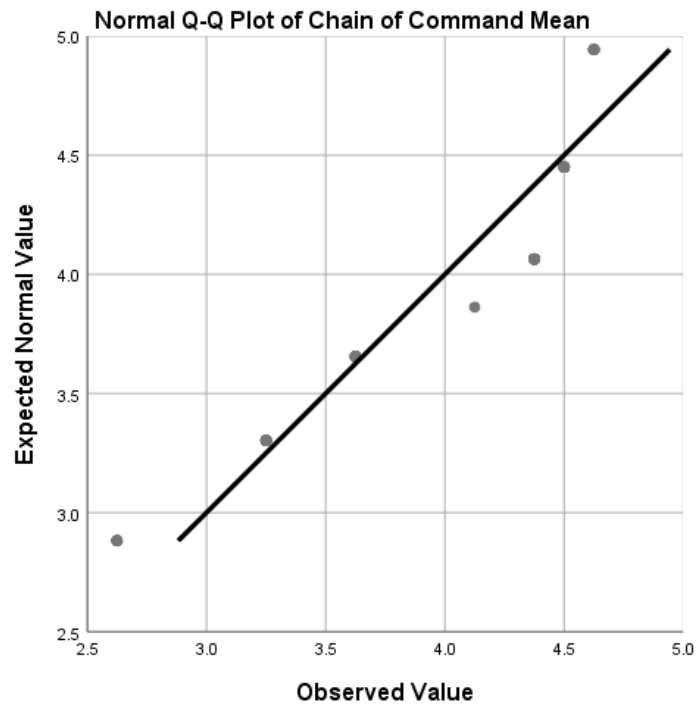
### **4.6.1 Linearity Assumptions Tests**

The study plotted a Q-Q plot to assess whether a dataset follows a particular distribution, such as the normal distribution. If the points cluster closely around the diagonal line, it suggests a good fit to the expected distribution and supports the assumption of linearity. However, if the points deviate significantly from the diagonal line, it indicates non-

linearity or departures from the expected distribution. The results of the normality test are indicated in Figures 2 to 6.

**Figure 2**

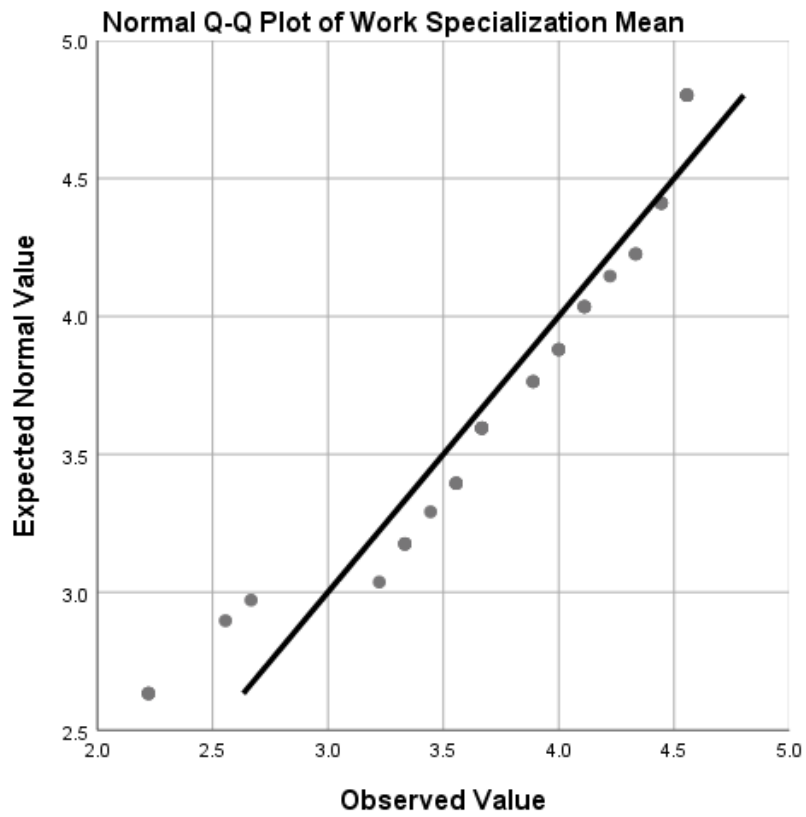
*Chain of Command*



From the findings, the scatter plots formed an even distribution, which suggests that the observed data closely follow the expected distribution, indicating linearity in the data regarding the chain of command.

**Figure 3**

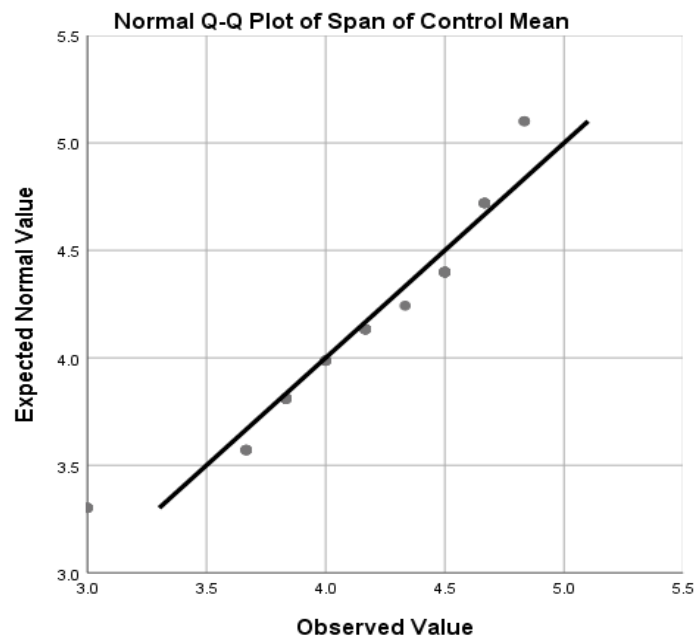
*Work Specialization*



From the findings, the scatter plots formed an even distribution, which suggests that the observed data closely follow the expected distribution, indicating linearity in the data regarding work specialization.

**Figure 4**

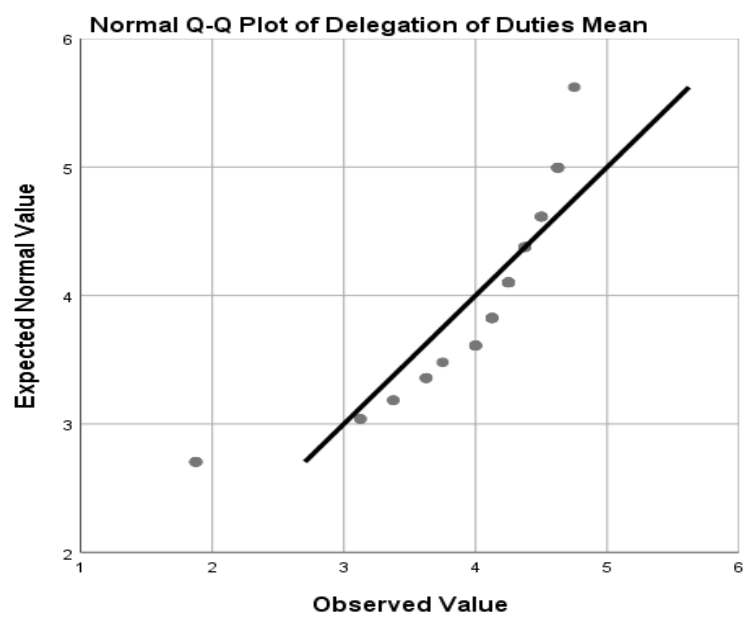
*Span of Control*



From the findings, the scatter plots formed an even distribution, which suggests that the observed data closely follow the expected distribution, indicating linearity in the data regarding the span of control.

**Figure 5**

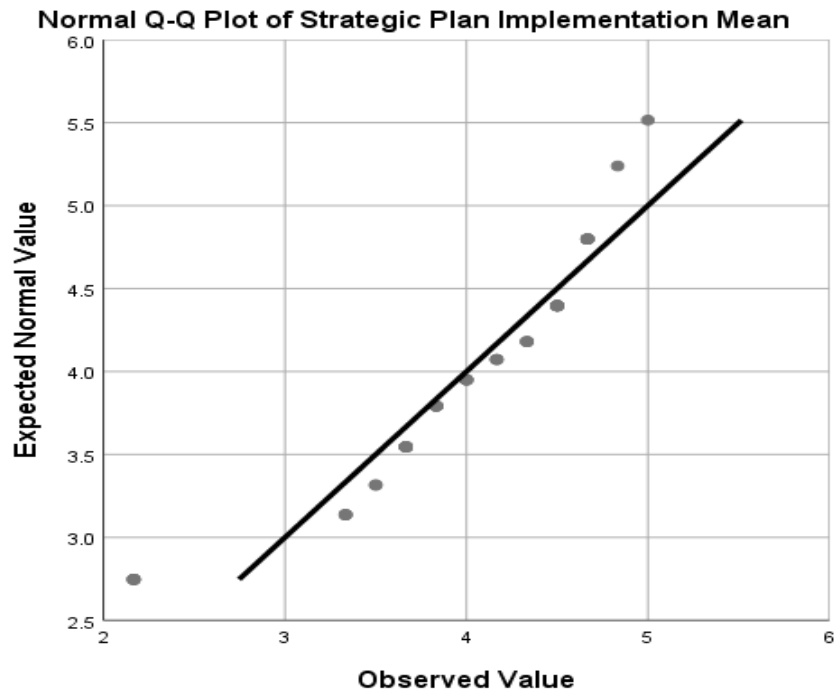
*Delegation of Duties*



From the findings, the scatter plots formed an even distribution, which suggests that the observed data closely follow the expected distribution, indicating linearity in the data regarding the delegation of duties.

**Figure 6**

*Strategic Plan Implementation*



From the findings, the scatter plots formed an even distribution, which suggests that the observed data closely follow the expected distribution, indicating linearity in the data regarding strategic plan implementation.

#### **4.6.2 Multicollinearity Tests**

The study conducted a multicollinearity assumption test to determine whether the variables are correlated. Multicollinearity occurs when two or more independent variables are highly correlated with each other. When multicollinearity is present in a regression model, it can be difficult to determine the unique contribution of each independent variable to the outcomes. The results are presented in Table 14

**Table 14***Multicollinearity Test Results*

Variables	Tolerance	VIF
Chain of Command	.162	6.172
Work Specialization	.363	2.755
Span of Control	.889	1.125
Delegation of Duties	.775	1.290
Strategic Plan Implementation	.592	1.689

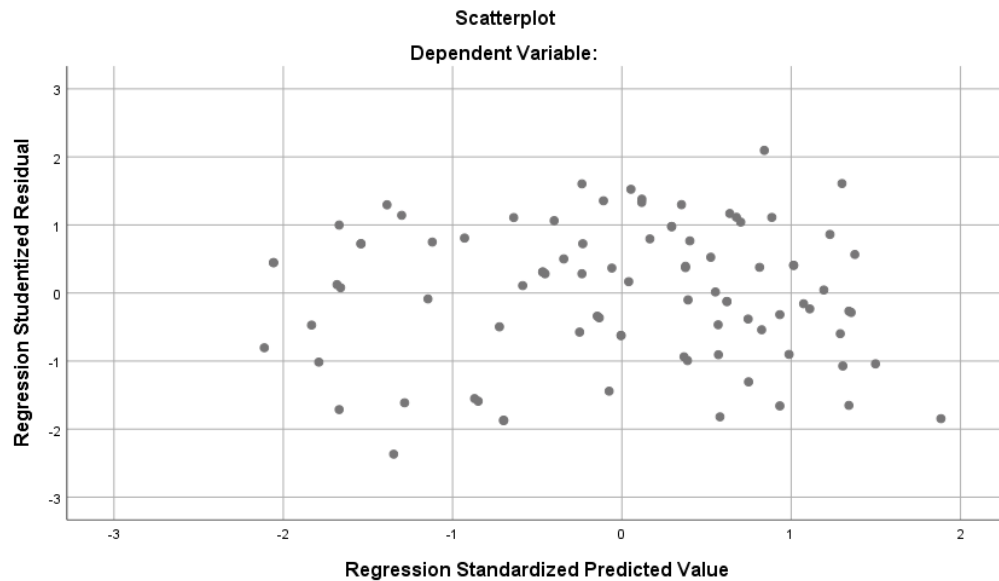
From the findings, the tolerance and variance inflation factor value for Chain of Command (tolerance=0.162 and VIF=6.172), for Work Specialization (tolerance=0.363 and VIF=2.755), for Span of Control (tolerance=0.889 and VIF=1.125), for Delegation of Duties (tolerance=0.775 and VIF=1.290), and for Strategic Plan Implementation (tolerance=0.592 and VIF=1.689). The study results imply that all tolerance values for the five variables under study were above 0.10, and VIF values were less than 10. This implies that the data used had no Multicollinearity. This is in line with Fox (2015), who argued that for the research to be accepted, the Tolerance for all independent variables should be more than 0.1, and the variance inflation factor (VIF) is recommended to be below 10.

**4.6.3 Homoscedasticity Tests**

Homoscedasticity is a statistical concept that refers to the assumption of constant variance in the errors (or residuals) of a regression. The study sought to determine homoscedasticity using scatterplot diagram. The findings are indicated by the scatter plots in Figure 7.

**Figure 7**

*Homoscedasticity Tests*



From the findings, the spots are diffused and do not form a clear, specific pattern; therefore, the regression model does not have a homoscedasticity problem. This is in line with Freedman (2016), who argued that the spread and dispersion of residuals across different values of predictors identify violations of homoscedasticity.

**4.7 Correlation Analysis**

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient ( $r$ ), which measures the strength of the association between the two variables.

**Table 15***Correlation Matrix*

		Chain of Command	Work Specialization	Span of Control	Delegation
Chain of Command	Pearson	1			
	Correlation				
	Sig. (2-tailed)				
	N	85			
Work Specialization	Pearson	.234	1		
	Correlation				
	Sig. (2-tailed)	.456			
	N	85	85		
Span of Control	Pearson	.456	.234	1	
	Correlation				
	Sig. (2-tailed)	.567	.874		
	N	85	85	85	
Delegation of Duties	Pearson	.345	0.456	.987	1
	Correlation				
	Sig. (2-tailed)	.342	.456	.345	
	N	85	85	85	85
Strategic Plan Implementation	Pearson	.800	.554	.650	.836
	Correlation				
	Sig. (2-tailed)	.000	.000	.000	.000
	N	85	85	85	85

The findings indicated a positive and statistically significant correlation between the chain of command and strategic plan implementation in the County Government of Nakuru, Kenya ( $r = 0.800$ ,  $p = 0.000$ ). This implies that a better chain of command enhances the implementation of strategic plans in the County Government of Nakuru, Kenya. The study findings align with those of Konisky and Uttermark (2021), who demonstrated 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 the effective implementation of a strategic plan.

In addition, the study reveals a positive and statistically significant correlation between work specialization and strategic plan implementation in the County Government of Nakuru, Kenya ( $r = 0.554$ ,  $p = 0.000$ ). This implies that better work specialization enhances the implementation of strategic plans in the County Government of Nakuru, Kenya. The study findings align with those of Adeyoyin, Unazi, and Oyewunmi (2019), who revealed that specialization enables individuals to focus on tasks within their areas of expertise. This leads to higher productivity as employees perform their roles more efficiently and with greater proficiency. With clear specialization, processes and workflows become more streamlined, reducing duplication of effort and ensuring that tasks are completed more quickly and accurately.

Furthermore, the findings revealed a strong positive correlation between span of control and strategic plan implementation in the County Government of Nakuru, Kenya ( $r = 0.650$ ,  $p = 0.000$ ). The results of the correlation analysis indicated that a better span of control improves strategic plan implementation in the County Government of Nakuru, Kenya. The study findings align with those of Bohte and Mier (2018), which showed that a manageable span of control enables managers to provide more focused and effective supervision. When a manager has a reasonable number of direct reports, they can offer more individualized attention, guidance, and support.

Finally, the findings established a strong positive correlation between delegation and strategic plan implementation in the County Government of Nakuru, Kenya ( $r = 0.836$ ,  $p = 0.000$ ). The results of the correlation analysis indicated that effective delegation improves the implementation of the strategic plan in the County Government of Nakuru, Kenya. The study findings align with those of Olubayo, Olajide, and Olarewaju (2018),

who demonstrated that effective delegation ensures tasks are assigned to individuals or teams with the appropriate skills and expertise. This leads to more efficient task completion and better quality of work, supporting the strategic objectives. Delegating tasks enables multiple activities to be carried out simultaneously, thereby accelerating the overall execution of the strategic plan.

#### 4.8 Regression Analysis

The study employed a multiple regression analysis to assess the relationship between each independent variable and the dependent variable. The model summary results are indicated in Table 16

**Table 16**

*Overall Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.867 <sup>a</sup>	.752	.730	.36261	0.012

The findings in Table 16, revealed that the adjusted R-squared in this study was 0.730, which shows that the four independent variables (chain of command, work specialization, span of control, and delegation) can explain 73.0% of the strategic plan implementation in the County Government of Nakuru, Kenya, while other factors explain 23.0%. The Adjusted R-squared value (0.730) indicates that the regression model exhibits strong explanatory power, with the four predictors jointly accounting for 73% of the variance in strategic plan implementation, while controlling for model size and predictor count.

The analysis of variance (ANOVA) results on the regression model are indicated in Table 17.

**Table 17***ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	17.930	4	4.483	60.581	.000 <sup>b</sup>
1	Residual	5.917	80	.074		
	Total	23.847	84			

- a. Dependent Variable: Strategic plan implementation in the County Government of Nakuru, Kenya
- b. Predictors: (Constant), (chain of command, work specialization, span of control, and delegation).

From the findings in Table 17, the p-value was 0.000, which is less than 0.05, and hence, the model is good at predicting how the four independent variables (chain of command, work specialization, span of control, and delegation) affect strategic plan implementation in the County Government of Nakuru, Kenya. Further, the F-value was 60.581) which shows that the model was fit to predict the effect of the independent variables on the dependent variable. The model regression coefficients are indicated in Table 18.

**Table 18***Regression Coefficients*

Model	Unstandardized		Standardized	t	Sig.
	Coefficients				
	B	Std. Error	Beta		
(Constant)	.627	.490		1.280	.207
Chain of Command	.016	.146	.016	.110	.011
Work Specialization	.231	.166	.220	1.390	.017
Span of Control	.612	.207	.423	2.956	.005
Delegation of Duties	.279	.131	.294	2.130	.039

The interpretations of the findings follow the following regression model.

$$Y = 0.627 + 0.016X_1 + 0.231X_2 + 0.612X_3 + 0.279X_4$$

From the findings in Table 18, the intercept ( $\beta_0$ ), is 0.627. In addition, holding all the other independent variables constant, a unit increase in chain of command ( $X_1$ ) would lead to a 0.016 ( $\beta_1$ ) improvement in strategic plan implementation in the County Government of Nakuru, Kenya. Furthermore, the findings revealed that holding all other independent variables constant, a unit increase in work specialization ( $X_2$ ) would lead to a 0.231 ( $\beta_2$ ) improvement in strategic plan implementation in the County Government of Nakuru, Kenya. Furthermore, holding all other variables constant, a unit increase in the span of control ( $X_3$ ) would lead to a 0.612 ( $\beta_3$ ) improvement in strategic plan implementation in the County Government of Nakuru, Kenya. Finally, holding all other variables constant, a unit increase in delegation of duties ( $X_4$ ) would lead to a 0.279 ( $\beta_4$ ) improvement in the implementation of the strategic plan in the County Government of Nakuru, Kenya.

#### **4.9 Hypothesis Testing Results**

The first null hypothesis ( $H_{01}$ ) stated that chain of command has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya. From the findings in Table 18, 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, Kenya. The study findings align with those of Matyja and Zublewicz (2018), who argue that a better chain of control facilitates regular monitoring and evaluation of the strategic plan's progress. Managers at

different levels can track performance, assess whether goals are being met, and make necessary adjustments.

The second null hypothesis ( $H_{02}$ ) stated that work specialization has no statistically significant impact on the implementation of strategic plans in the county government of Nakuru, Kenya. From the findings, the significance value was 0.017, which is less than 0.05. Therefore, the study rejected the null hypothesis and concluded that work specialization has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya. The study findings are in line with Muthoni (2017), who found that employees specializing in specific areas develop deeper skills and knowledge related to their tasks. This results in higher-quality outputs and better achievement of strategic objectives.

The third null hypothesis ( $H_{03}$ ) stated that the span of control has no statistically significant influence on the implementation of strategic plans in the county government of Nakuru, Kenya. From the findings, the significance value was 0.005, which is less than 0.05. Therefore, the study rejected the null hypothesis and concluded that the span of control has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya. The study findings align with those of Wong, Raquel, and Keatings (2018), who demonstrated that a well-defined span of control ensures clear and effective communication channels. Managers can communicate strategic goals, expectations, and feedback more efficiently to their team members.

The fourth null hypothesis ( $H_{04}$ ) stated that the delegation of duties has no statistically significant influence on the implementation of strategic plans in the county government of Nakuru, Kenya. From the findings, the significance value was 0.039, which is less than 0.05. Therefore, the study rejected the null hypothesis and concluded that delegation of duties has a statistically significant influence on strategic plan implementation in the

county government of Nakuru, Kenya. The findings align with Swai's (2019) research, which revealed that delegation helps distribute tasks and workloads evenly among team members, preventing overburdening and ensuring that resources are used effectively. By delegating routine or specialized tasks, managers can focus on higher-level strategic planning and decision-making, enhancing the overall effectiveness of the strategic plan.

**Table 19**

*Hypothesis Testing Summary*

Hypotheses	Sig. (p value)	Decision
H0 <sub>1</sub> : Chain of Command has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya	p=0.011	Reject Null Hypothesis
H0 <sub>2</sub> : Work Specialization has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.	p=0.017	Reject Null Hypothesis
H0 <sub>3</sub> : Span of Control has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.	p=0.005	Reject Null Hypothesis
H0 <sub>4</sub> : Delegation of Duties has no statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.	p=0.039	Reject Null Hypothesis

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides a summary of the findings, conclusions, and discusses the implications arising from these findings finally, it offers policy recommendations and suggestions on areas for further study.

#### **5.2 Summary of the Findings**

The summary of the findings was categorized according to the study objectives.

##### **5.2.1 Chain of Command on Strategic Plan Implementation**

The study's findings revealed a positive and statistically significant correlation between the chain of control and strategic plan implementation in the County Government of Nakuru, Kenya, with a correlation coefficient of  $r = 0.800$  and a p-value of 0.000. The overall mean was 3.501, with a standard deviation of 0.964, implying a high level of agreement with the influence of the chain of command on strategic plan implementation, with some variation in responses. From the regression findings, the sig value was 0.011, which is less than 0.05. 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, Kenya.

The study also revealed that the county government has a complex hierarchy of authority in the chain of command. In addition, the study's findings revealed that the county government has a clear command structure in its chain of command. Moreover, the study findings revealed that the feedback mechanism among the various county departments within the chain of command is efficient. The study findings align with those of Adeyoyin, Unazi, and Oyewunmi (2019), who revealed that specialization enables

individuals to focus on tasks within their areas of expertise. This leads to higher productivity as employees perform their roles more efficiently and with greater proficiency. With clear specialization, processes and workflows become more streamlined, reducing duplication of effort and ensuring that tasks are completed more quickly and accurately.

### **5.2.2 Work Specialization on Strategic Plan Implementation**

Concerning the influence of work specialization on strategic implementation in the County Government of Nakuru, the study revealed a positive and statistically significant correlation between work specialization and strategic plan implementation in the County Government of Nakuru, Kenya ( $r = 0.554$ ,  $p = 0.000$ ). The overall mean was 3.863, with a standard deviation of 0.9585, which indicated a moderate agreement on the impact of work specialization, with relatively low variability in responses. From the regression findings, the sig value was 0.017, which is less than 0.05, and the study rejected the null hypothesis, concluding that work specialization has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

The study also revealed that division of labor in the County government provides an opportunity for the best utilization of skills. Further, the study revealed that the county government delegates roles based on expertise. Furthermore, the findings of the study revealed that officers in the County Government have a narrow functional area. The study findings align with those of Konisky and Uttermark (2021), who demonstrated 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 the effective implementation of a strategic plan.

### **5.2.3 Span of Control on Strategic Plan Implementation**

Based on the study's findings on the influence of span of control on strategic implementation in the County Government of Nakuru, the study revealed a strong positive correlation between span of control and strategic plan implementation in the County Government of Nakuru, Kenya, with a correlation coefficient of  $r = 0.650$  and  $p = 0.000$ . The overall mean was 4.559, with a standard deviation of 0.791, indicating a strong agreement regarding the influence of span of control, accompanied by a moderate spread in responses. From the regression findings, the significance value was 0.005, which is less than 0.05, and the study rejected the null hypothesis, concluding that the span of control has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

The study also revealed that the number of departments affects the level of accountability and transparency. In addition, the study revealed that county government officers with a wide span of control significantly affect the implementation of strategic plans. Moreover, the study revealed that the County government has proper coordination among its levels of management. The study findings align with those of Bohte and Mier (2018), which showed that a manageable span of control enables managers to provide more focused and effective supervision. When a manager has a reasonable number of direct reports, they can offer more individualized attention, guidance, and support.

### **5.2.4 Delegation of Duties on Strategic Plan Implementation**

Regarding the study's findings on the influence of delegation on strategic plan implementation in the County Government of Nakuru, Kenya, the results established a strong positive correlation between delegation and strategic plan implementation, with a correlation coefficient of  $r = 0.836$  and a  $p$ -value of 0.000. The overall mean was 4.481, with a standard deviation of 0.681, indicating a high level of agreement on the role of

delegation in strategic plan implementation, within a moderate range of responses. From the regression findings, the significance value was 0.039, which is less than 0.05. The study rejected the null hypothesis, concluding that delegation of duties has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

The study revealed that county government employees complete their tasks on time. Furthermore, the study revealed that the County Government grants authority to junior officers to make decisions within their roles. Moreover, the study revealed that there is a delegation of duties among the employees in the County Government. The study findings align with those of Olubayo, Olajide, and Olarewaju (2018), who demonstrated that effective delegation ensures tasks are assigned to individuals or teams with the appropriate skills and expertise. This leads to more efficient task completion and better quality of work, supporting the strategic objectives. Delegating tasks allows multiple activities to be carried out simultaneously, speeding up the overall execution of the strategic plan

### **5.3 Conclusions**

Based on the findings, the study concluded that the county government has multiple sources of authority within the chain of command. The study also concluded that there is a clear decision-making process in the County government. Also, the study concluded that departments within the county government receive timely feedback. Finally, the study concluded that the chain of command has a statistically significant influence on strategic plan implementation in the county government of Nakuru, Kenya.

Based on the findings, the study concluded that the County effectively utilizes its employees' skills. The study also concluded that the county ensures high-quality work

output during the implementation of its strategic plan. In addition, the study concluded that officers in the County Government have a narrow functional area. Finally, the study concluded that work specialization has a statistically significant impact on the implementation of strategic plans in the county government of Nakuru, Kenya.

Regarding the findings, the study concluded that the County's span of control offers a range of quality goods and services. Additionally, the study found a strong relationship between subordinates and management in the County government. In addition, the study concluded that the County government has proper coordination among its levels of management. Finally, the study concluded that the span of control has a statistically significant influence on the implementation of strategic plans in the county government of Nakuru, Kenya.

The study concluded that the County Government employees complete their tasks on time. The study also concluded that the County Government gives authority to junior officers to make decisions in their roles. Further, the study concluded that there is a delegation of duties among the employees in the County Government. Finally, the study concluded that delegation of responsibilities has a statistically significant influence on the implementation of strategic plans in the county government of Nakuru, Kenya.

## **5.4 Recommendations**

In light of the findings, the researcher made the following recommendations;

### **5.4.1 Policy Recommendations**

The study recommends that county government leaders 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. They should ensure that roles, responsibilities, and reporting lines are clearly defined and

consistently communicated to eliminate confusion, duplication of duties, and bottlenecks in decision-making. Additionally, county government leaders and policymakers should align work specialization with the county's strategic priorities to enhance efficiency and accountability. Encouraging cross-functional collaboration and training will help develop a more flexible workforce capable of responding effectively to dynamic strategic needs.

The study further recommends that county leaders and policymakers periodically assess and optimize the span of control within departments to prevent managerial overload and improve supervision.

The number of subordinates reporting to each supervisor should be adjusted based on task complexity, staff competency, and the manager's capacity to provide effective guidance. This adjustment will enhance coordination, decision-making, and accountability at different levels of management. County leaders and policymakers should foster a culture of effective delegation by empowering managers to assign responsibilities appropriately, while providing them with adequate resources, clarity, and support to ensure accountability. Proper delegation structures should include clear instructions, follow-up mechanisms, and feedback systems to monitor progress and ensure quality outcomes.

The study also recommends that human resource managers design and implement targeted capacity-building initiatives that strengthen understanding and execution of strategic plans among county employees. Leadership development programs should be introduced to enhance managerial competencies in handling supervisory responsibilities and delegating tasks effectively. Furthermore, performance appraisal systems should integrate strategic plan implementation indicators to align individual and departmental objectives with the county's overall development goals, thereby reinforcing an accountability-driven and performance-oriented culture.

#### **5.4.2 Recommendation for Further Research**

Although the study provides valuable insights into how organizational structure influences the implementation of strategic plans within the County Government of Nakuru, it was limited to four structural dimensions: chain of command, work specialization, span of control, and delegation. Future research should expand the scope by incorporating other organizational and contextual variables, such as leadership style, organizational culture, political influence, and resource allocation, which may also significantly affect the implementation of strategic plans in county governments. Examining these additional factors would provide a more comprehensive understanding of the determinants of effective strategy execution in public institutions.

Further studies should also consider adopting a mixed-methods approach by combining quantitative and qualitative designs. While this study relied mainly on structured questionnaires, incorporating interviews or focus group discussions could provide deeper insights into the behavioural and institutional dynamics that influence strategic plan implementation. Such qualitative perspectives would enrich interpretation and reveal underlying mechanisms that quantitative data alone may not capture.

Additionally, future researchers are encouraged to replicate this study in other county governments across Kenya or in different tiers of public administration to compare regional variations and enhance the generalizability of the findings. Comparative studies across multiple countries or even at national ministries could identify structural and contextual patterns that distinguish high-performing institutions from those struggling with strategy execution.

Ultimately, longitudinal studies should be conducted to evaluate how changes in organizational structure over time impact strategic outcomes. A time-based analysis would help determine causality and reveal whether structural reforms have lasting effects

on the success of implementation. Such evidence would guide policymakers and administrators in designing sustainable governance structures that strengthen strategic performance in the long term.

## REFERENCES

- Abba, M., Yahaya, L., & Suleiman, N. (2018). An exploration and critique of contingency theory for management accounting research. *Journal of Accounting and Financial Management ISSN*, 4(5), 2018.
- Andrews, R., Boyne, G. A., & Walker, R. M. (2020). Performance management in public organizations: Evidence from the United Kingdom public sector. *Public Administration Review*, 80(1), 103–115.
- Adeyoyin, S., Unazi, J., & Oyewunmi, A. (2019). Effects of Work Specialization and Departmentalization on Job Satisfaction among Staff of a Nigerian University Library. *Nigerian Journal of Library and Information Science*, 15(2), 77-89.
- Alalade, S., & Oyebo, O. (2017). Impact of Work Specialization on Strategic Plan Implementation in Nigerian Banks. *Journal of Banking and Financial Services*, 22(5), 341-355.
- Osborne, S. P., & Radnor, Z. (2021). Public service logic and organizational transformation in the UK: Moving from hierarchy to collaboration. *International Journal of Public Sector Management*, 34(5), 513–530.
- Arumonyang, M. (2018). Challenges of Strategy Implementation in Regional Development Authorities in Kenya. Kenyatta University Press.
- Asamoah, S., Tetteh, P., & Lomotey, B. (2019). Work Specialization and Strategic Plan Implementation in Ghanaian Public Hospitals. *Ghanaian Journal of Health Management*, 13(1), 89-102.
- Auditor General (AG). (2020). Report of the Auditor-General on the Financial Statements of Nakuru County Government for the Year Ended 30 June 2020. *Government of Kenya*.
- Chepkemoi, E., & Nzulwa, J. (2021). Effect of organizational structure on service delivery in public institutions in Kenya. *International Journal of Management and Commerce Innovations*, 9(1), 45–57.
- Gichohi, P. M. (2020). The influence of organizational structure on the performance of public sector institutions in Kenya. *Journal of Human Resource and Leadership*, 5(2), 22–38.
- Mwangi, M., & Kiarie, D. (2021). Public sector management and service delivery in Kenya: The role of organizational systems. *African Journal of Public Administration*, 8(3), 89–104.
- Njoroge, J., & Wanyoike, D. (2022). Functional structures and organizational performance in Kenyan county governments. *International Journal of Research in Business and Social Science*, 11(2), 145–156.
- Odhiambo, R., & Waiganjo, E. (2020). Organizational design and its effect on efficiency in Kenya's public institutions. *International Journal of Academic Research in Business and Social Sciences*, 10(6), 210–223.
- Balarabe, A., & Abdullahi, Y. (2020). Impact of Work Specialization on Strategic Plan Implementation in Nigerian Manufacturing Firms. *International Journal of Management Studies*, 14(2), 122-136.

- Beaumont, J. F., Bocci, C., & Haziza, D. (2014). An adaptive data collection procedure for call prioritization. *Journal of Official Statistics*, 30(4), 607-621.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27-30.
- Bohte, J., & Mier, K. (2018). Span of Control and Performance of Public Organizations. *Journal of Public Administration Research and Theory*, 28(2), 245-260.
- Bryson, J. M. (2018). *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. Jossey-Bass.
- Burns, T., & Stalker, G. M. (2019). *The Management of Innovation*. Routledge.
- Carnes, W. J. (2009). The contingency theory of leadership: A practical perspective. *International Handbook of Academic Research and Teaching*, 83.
- Child, J. (2017). *Organization: A Guide to Problems and Solutions*. Routledge.
- Choi, M., & Ruona, W. E. A. (2019). *Strategic Planning in the Public Sector: Theory and Practice*. Routledge.
- Constitution of Kenya, 2010.
- Controller of Budget (COB). (2021). *County Budget Implementation Review Report for the Period Ending June 2021*. Government of Kenya.
- County Government Act of 2012.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). SAGE Publications.
- Daft, R. L. (2018). *Organization Theory and Design*. Cengage Learning.
- Demone, T. (2019). Perceived Chain of Command Communication and Organizational Caring: A Study of the US Army Reserve. *Military Psychology*, 31(3), 178-190.
- Ethics and Anti-Corruption Commission (EACC). (2021). *Report on Corruption in County Governments*. EACC.
- Ferdous, A. (2016). Classical Organizational Theory and Its Pillars. *Journal of Management Studies*, 28(3), 175-192.
- Ferdous, A. (2017). Coordination and Scalar Processes in Organizational Theory. *Organizational Dynamics Review*, 45(2), 89-104.
- Gall, M., Gall, J., & Borg, W. (2003). *Educational Research*. Boston: Pearson Education, Inc.
- Gupta, A. K., & Govindarajan, V. (2018). Contingency Theory and Its Application to Organizational Management. *Journal of Management Studies*, 45(3), 543-563.
- Haiyan, X., & Yincai, T. (2003). Commentary: The Khamis/Higgins model. *IEEE Transactions on Reliability*, 52(1), 4-6.
- Higgins, J. M. (2005). The Eight "S"s of Successful Strategy Implementation. *Journal of Business Strategy*, 26(4), 26-34.
- Hoang, T., & Rothaermel, F. T. (2019). The Chain of Command and Strategic Plan Implementation: Evidence from U.S. Firms. *Strategic Management Journal*, 40(7), 1152-1170.

- Hoover, M. D. (2018). *Implementing Strategic Plans: A Guide for Public Sector Leaders*. Springer.
- Howlett, M. (2019). Moving policy implementation theory forward: A multiple streams/critical juncture approach. *Public policy and administration*, 34(4), 405-430.
- Huang, Y., & Zhang, L. (2018). *Specialized Agencies in China's Governance*. Renmin University Press.
- Jackson, M. O. (1991). *The Implementation of Social Choice Rules and Mechanism Design*. University of California Press.
- Jackson, M. O. (1991). The Implementation Theory: Mechanism Design and Optimal Allocation. *Journal of Economic Theory*, 54(1), 29-49.
- Jalloh, M., & Sesay, M. (2019). Span of Control and Strategic Plan Implementation in Sierra Leonean Private Sector Organizations. *Journal of Business Management and Strategy*, 10(4), 134-146.
- Juma, S., Mburu, K., & Waiganjo, M. (2017). Impact of Work Specialization on Strategic Plan Implementation in Kenyan Public Universities. *Journal of Higher Education Research*, 11(4), 198-210.
- Kagumu, M., & Waiganjo, E. (2017). *Organizational Structure and Strategy Implementation in Kenyan County Governments*. Moi University Press.
- Kamensky, J. M. (2019). *Managing for Results: Effective Administrative Structures*. Harvard University Press.
- Kenya National Bureau of Statistics. (2019). *Kenya Economic Report 2019*. KNBS.
- Kimiti, D., Okello, E., & Karanja, M. (2017). Effect of Structure Specialization on Strategic Plan Implementation in Public Secondary Schools in Bahati Sub-County, Kenya. *Journal of Educational Administration and Policy*, 9(1), 45-60.
- Konisky, D., & Uttermark, K. (2021). Chain of Command vs. Who's in Command: Structure, Politics, and Regulatory Enforcement. *Journal of Public Administration Research and Theory*, 31(2), 215-234.
- Korman, A. K., & Tanofsky, A. L. (1975). Contingency Theory and Organizational Structure. *Academy of Management Review*, 20(2), 143-162.
- Korpelainen, E. (2011). Theories of ICT system implementation and adoption: A critical review.
- Kothari, C. R. (2012). *Research methodology*.
- Kwon, M., & Seo, S. (2020). Impact of Chain of Command on Strategic Plan Implementation: A Case Study Approach. *Journal of Business Research*, 109, 334-345.
- Lapsley, I. (2021). *Public Sector Accounting and Accountability*. Routledge.
- Lawrence, P. R., & Lorsch, J. W. (2017). *Organization and Environment: Managing Differentiation and Integration*. Harvard University Press.
- Loughlin, J. (2017). *Public Management in the UK: Hierarchical and Flexible Structures*. Oxford University Press.

- Lowe, N. K. (2019). What is a pilot study? *Journal of Obstetric, Gynecologic & Neonatal Nursing*, 48(2), 117-118.
- Martin, J., & Fellenz, M. (2018). *Organizational Behaviour and Management*. McGraw-Hill Education.
- Mas-Colell, A., Whinston, M. D., & Green, J. R. (2005). *Microeconomic Theory*. Oxford University Press.
- Matyja, S., & Zublewicz, A. (2018). The Impact of Chain of Command on Organizational Performance: A Survey-Based Study in Poland. *European Journal of Management*, 23(4), 342-356.
- Mafuru, W., & Mollel, H. (2021). Bureaucratic structures and service delivery in Tanzania's public sector: A review of institutional effectiveness. *Journal of Public Administration and Governance*, 11(3), 89–104.
- Namutebi, J., & Basheka, B. C. (2020). The influence of administrative structures on performance in Uganda's public sector: A study of local government institutions. *African Journal of Public Administration*, 7(2), 55–72.
- Miller, D. (2020). *The Strategy Process: Concepts, Contexts, Cases*. Sage Publications.
- Mintzberg, H. (1994). *The Rise and Fall of Strategic Planning*. Free Press.
- Mugenda, O. M., & Mugenda, A. G. (2013). *Research Methods: Quantitative and Qualitative Approaches*. Acts Press.
- Muthoni, A. (2017). The Role of Work Specialization in Performance Management Systems Implementation: A Case Study of NHIF Employees in Kenya. *International Journal of Performance Management*, 21(3), 312-328.
- Mutunga, J., & Wainaina, G. (2019). *The Relationship between Strategy Implementation and Performance of Kenya Wildlife Service*. University of Nairobi Press.
- Mwangangi, A. (2016). *Public Service Management and Administration in Kenyan Counties: A Case Study of Nakuru*. University of Nairobi Press.
- Nakuru County Government. (2014). *County Government Executive Order No. 1 of 2014*.
- Nakuru County Government. (2018). *County Integrated Development Plan (CIDP) 2018–2022*. Nakuru County Government.
- Ndebele, K., & Ncube, S. (2019). Span of Control and Implementation of Strategic Plans in Zimbabwean Public Sector Organizations. *Zimbabwe Journal of Public Administration*, 7(2), 77-89.
- Olubayo, O., Olajide, A., & Olarewaju, J. (2018). Delegation of Authority and Employee Performance: Evidence from Ikeja Division, Lagos State. *Nigerian Journal of Management Studies*, 13(1), 102-115.
- Omari, M., & Malele, A. (2018). Delegation of Duties and Implementation of Strategic Plans in Tanzanian Public Universities. *Tanzanian Journal of Education and Development*, 8(1), 40-55.
- Omesa, W., Gachunga, H., & Okibo, B. (2019). *Influence of Organizational Structure on Strategic Plan Implementation in County Governments of Kenya*. Jomo Kenyatta University of Agriculture and Technology Press.

- Önday, Ö. (2016). Classical Organization Theory: From the generic management of Socrates to the bureaucracy of Weber. *International Journal of Business and Management Review*, 4(1), 87-105.
- Onday, P. (2016). Departmentalization and Its Impact on Organizational Efficiency. *International Journal of Business Management*, 12(4), 47-56.
- Oyugi, E., & Wangombe, K. (2019). The Relationship Between Span of Control and Implementation of Strategic Plans in Kenyan Public Sector Organizations. *International Journal of Public Sector Management*, 32(3), 198-211.
- Pfeffer, J., & Salancik, G. R. (2018). *The External Control of Organizations: A Resource Dependence Perspective*. Stanford University Press.
- Pkatey J.K. (2024) Internal Control Systems and Performance of County Government in Kenya; A Review of the Literature, *European Journal of Accounting, Auditing and Finance Research*, Vol.12, No. 11, pp.,58-77
- Resnick, B., Galik, E., Paudel, A., McPherson, R., Van Haitsma, K., Boltz, M., ... & Breman, R. B. (2021). Reliability and validity testing of the quantified quality of interaction scale (QUIS). *Journal of nursing measurement*, 29(2), E95.
- Robbins, S. P., & Coulter, M. (2017). *Management*. Pearson Education.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior*. Pearson Education.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2018). *Fundamentals of Management*. Pearson Education.
- Rossmann, M. G., & Van Beek, C. G. (2019). Data processing. *Acta Crystallographica Section D: Biological Crystallography*, 55(10), 1631-1640.
- Ryashko, L. (2018). Sensitivity analysis of the noise-induced oscillatory multistability in Higgins model of glycolysis. *Chaos: An Interdisciplinary Journal of Nonlinear Science*, 28(3).
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students* (8th ed.). Pearson Education.
- Scheiber, L. A. (2014). Social capital and the target population. *Social Enterprise Journal*, 10(2), 121-134.
- Scott, W. R. (2017). *Organizations: Rational, Natural, and Open Systems*. Prentice Hall.
- Scott, W. R. (2018). *Organizations: Rational, Natural, and Open Systems*. Routledge.
- Shikami, T., & Keino, H. (2017). Effects of Delegation of Authority on Organizational Performance: A Case Study of Twiga Chemical Industries Ltd. *African Journal of Business Management*, 11(8), 186-195.
- Stephen Sora, K., Nancy, R., & Susan, K. (2024). The Influence of Change Communication on Organizational Performance of Isiolo County Government, Kenya.
- Subramaniam, V. (2016). The Classical Organization Theory and Its Critics. *Public Administration*, 44(4).
- Swai, E. (2019). Factors Inhibiting Effective Delegation in Public Organizations: A Case Study of Kibaha Education Centre. *Journal of Public Sector Performance*, 15(2), 88-99.

- Tit, M., & Khasawneh, M. (2019). Chain of Command and Strategic Plan Implementation in Jordanian Public Hospitals. *International Journal of Healthcare Management*, 12(1), 67-79.
- Todnem, R., & Bovaird, T. (2019). *Strategic Change Management in Public Organizations*. Palgrave Macmillan.
- Udechukwu, I., & Onwurah, S. (2019). Delegation of Duties and Implementation of Strategic Plans in Nigerian Private Universities. *Nigerian Journal of Higher Education Research*, 9(2), 120-134.
- Ugoani, E. (2020). Effective Delegation and Its Impact on Employee Performance. *International Journal of Human Resource Management*, 11(3), 233-245.
- Ullrich, P. M., Sahay, A., & Stetler, C. B. (2014). Use of implementation theory: a focus on PARIHS. *Worldviews on Evidence- Based Nursing*, 11(1), 26-34.
- Van der Waldt, G. (2019). *Public Sector Management in South Africa*. University of Pretoria Press.
- Waweru, G., & Mbote, P. (2021). *County Governance in Kenya: Frameworks and Practices*. Nairobi University Press.
- Wong, R., & Keatings, M. (2018). Relationships Between Span of Control and Manager Job and Unit Performance Outcomes: A Survey of Canadian Academic Hospitals. *Healthcare Management Review*, 43(1), 52-62.
- Xu, H. (2019). *The Role of the Communist Party in China's Public Sector*. Tsinghua University Press.
- Yang, J., & Tang, W. (2017). *Public Administration in China: Theory and Practice*. Beijing University Press.
- Zohrabi, M. (2013). Mixed method research: Instruments, validity, reliability and reporting findings. *Theory and practice in language studies*, 3(2), 254.

## APPENDICES

### Appendix 1: Letter of Introduction

Dear respondent,

#### **Re: Request For Information**

I am a Postgraduate student at Kabarak University, currently undertaking a research study titled: *“Influence of Organizational Structure Components on Strategic Plan Implementation in the County Government of Nakuru, Kenya.”* I kindly request that you provide the required information in the questionnaire to the best of your knowledge. The information provided will be treated with utmost confidentiality and only used for academic purposes.

Thank you.

Yours faithfully,

---

Kangor Yatich Kipkorir

**Appendix II: Questionnaire**

I am conducting a study to assess the **"Influence of Organizational Structure Components on Strategic Plan Implementation in the County Government of Nakuru, Kenya.** I kindly ask that you provide accurate and truthful information. Please complete the fields with the necessary information by marking the applicable boxes with a check mark (√).

**Section A: Demographics Information**

1. What is your gender?

Male ( )

Female ( )

2. Level of Education

Diploma ( )

Undergraduate ( )

Postgraduate ( )

3. How long have you been working in the County Government?

Less than 1 year ( )

2-5 Years ( )

6-10 Years ( )

More than 10 Years ( )

**Section B: Chain Of Command**

Please rate your degree of agreement with the following statement on a scale of 1 to 5.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree

Statement	5	4	3	2	1
County Government has a complex hierarchy of authority in the chain of command.					
County Government has multiple sources of authority within the chain of command.					
County Government has a clear command structure in its chain of command.					
There is a clear decision-making process in the County					

government					
The feedback mechanism among the various county departments within the chain of command is efficient.					
Departments within the county government receive timely feedback.					

**Section C: Work Specialization**

Please rate your degree of agreement with the following statement on a scale of 1 to 5.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree

Statement	5	4	3	2	1
Division of labor in the County government provides an opportunity for the best utilization of skills.					
The County effectively utilizes employees' skills.					
County Government delegates roles based on expertise.					
The county ensures quality work output during the strategic plan implementation.					
Officers in the County Government have a narrow functional area.					

**Section D: Span Of Contro**

Please rate your degree of agreement with the following statement on a scale of 1 to 5.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree

Statement	5	4	3	2	1
The number of departments affects the level of accountability and transparency.					
The County's span of control offers a variety of quality goods and services.					
The county government officers with a wide span of control affects strategic plan implementation.					
There is a good relationship between the subordinates and the management in the County government.					
The County government has proper coordination among its levels of management.					

**Section E: Delegation Of Duties**

Please rate your degree of agreement with the following statement on a scale of 1 to 5.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree

Statement	5	4	3	2	1
The County Government holds employees responsible for their actions.					
The County Government employees complete their tasks on time.					
The County Government has well-skilled employees.					
The County Government gives authority to junior officers to make decisions in their roles.					
There is accountability among employees in the County Government.					
There is a delegation of duties among the employees in the County Government.					

**Section F: Strategic Plan Implementation**

Please rate your degree of agreement with the following statement on a scale of 1 to 5.

Key: 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, and 5=Strongly Agree

Statement	5	4	3	2	1
The County Government can attain its goals based on its objectives.					
The County Government implements its projects within the stipulated timelines.					
Services in the County Government are offered within the stipulated timelines.					
Projects are implemented within the proposed budget frames in the County Government.					
The number of stalled projects in the have reduced.					
The number of abandoned projects in the County Government has reduced.					

*Thank You For Your Participation*

**Appendix III: Informed Consent Form**

**Kabarak University Research Ethics Committee  
Adult Informed Consent Form (Template)**

*(The form is written in English language but can be translated to Kiswahili or  
any other appropriate language)*

**Study Title** INFLUENCE OF ORGANIZATIONAL STRUCTURE COMPONENTS  
ON STRATEGIC PLAN IMPLEMENTATION IN THE COUNTY GOVERNMENT  
OF NAKURU, KENYA

**PI** Kangor Yatich Kipkorir **Affiliated Institution** Kabarak University

**Co-investigator(s)** Dr. Nehemiah Kiplagat & Dr. Emily Cheposero Tumwet

**Affiliated Institution(s)** Kabarak University

**Introduction**

You are invited to participate in this research study being undertaken by the above-listed investigators. This form will help you gather information about the study so that you can voluntarily decide whether you want to participate or not. You are encouraged to ask any questions regarding the research process, as well as any benefits or risks that you may accrue by participating. After you have been adequately informed about the study, you will be requested to either agree or decline to participate. Upon agreeing to participate in the study, you will be further requested to affirm that by appending your signature/thumbprint on this form. Accepting or declining to participate in this study does not in any way waive the following rights, which you're entitled to:

- a) Voluntary participation in the study;
- b) Withdrawing from the study at any time without the obligation of having to give an explanation, and;
- c) Access to services that you're entitled to

A copy of this form will be provided to you for your own records. Should I continue? YES/NO YES

This study has been reviewed and approved by Kabarak University Research Ethics Committee (KUREC)

**What is the Purpose of the Study?**

The main reason(s) for conducting this study are to answer the following questions:

What is the influence of the chain of command on strategic plan implementation in the county government of Nakuru, Kenya?

What is the influence of work specialization on strategic plan implementation in the county government of Nakuru, Kenya?

What is the influence of span of control on strategic plan implementation in the county government of Nakuru, Kenya?

What is the influence of delegation of duties on strategic plan implementation in the county government of Nakuru, Kenya?

**Who can Take Part in the Study?**

The target population will be 107 employees in job groups P and Q from the 11 Ministries in the County Government of Nakuru.

This is what is going to happen once you have agreed to participate in the study:

.....  
.....  
.....

- *First, the interview will take less than one hour, after which you are at liberty to fill the questionnaire immediately or within a period of two weeks*

.....  
.....  
.....

- *Second, a qualified and well-trained interviewer will ask you questions in a private place where you will feel comfortable. In case there is any question you feel uncomfortable responding to, you will not be coerced into responding. The questions will be on the following areas:*

- i. Chain of command*
- ii. Work specialization*
- iii. Span of control*
- iv. Delegation of duties*

v. *Strategic plan implementation*

*Third, after the interview, the following procedures will be done*

*The questionnaires will first be cleaned and edited before being coded and subjected to further analysis.*

- *Last, you are requested to provide your contact details (phone number or any other reliable form of contact). This will help reach you in case new information regarding the study emerges. Other reason(s) for requesting your contact details are)*

.....  
.....  
.....

*Give recommendations after data analysis.*

*The contact details you will provide shall remain confidential to the lead researcher (Kangor Yatich Kipkorir).*

**What Potential Risks are Associated with Participation in this Study?**

Any research involving human subjects has the potential of imposing a number of risks/harms or discomfort including psychological, physical, emotional, environmental, cultural etc.

*Participation in this study doesn't pose any kind of risk or harm to you.*

.....  
.....  
.....

**Privacy & Confidentiality**

Privacy is the right of an individual to have some control over how his or her personal information/data is collected, used, and/or disclosed. Confidentiality is the duty to ensure information (data) is kept secret only to the extent possible/reasonable.

.....  
.....  
.....

To ensure the privacy and confidentiality of the participants are upheld, the researcher will maintain the anonymity of the respondents from the collection of information to the dissemination of the findings, and in the disposal of records or devices on which the information is stored.

*In case you aren't comfortable answering any of the questions during the interview because of feeling embarrassed or uncomfortable, it will be within your rights to decline. Otherwise, every measure has been taken to ensure that the interview is conducted in a private area with minimal to no interference so that you feel comfortable.*

*In case of clinical procedures: You may experience some discomfort/pain after {State the procedure} No Clinical Procedure Required. This may even cause some.*

If at all you suffer any injury, illness, or complication(s) by participating in this study, kindly contact us immediately using the contact details provided at the bottom of this form. You will be attended to by the study clinician, and if there is a need for further assessment or treatment, you will be referred accordingly.

**What Benefits are you going to accrue by participating in the Study?**

The study's findings will assist the county government and other decision-makers in identifying the main competitive forces at play and developing strategies to help them outperform their competitors. This will result in better project implementation and overall strategic plan implementation. The findings will also motivate county officials to uphold moral principles in order to improve the efficiency of plan execution within their sphere of influence.

**What will it Cost You to participate in the Study?**

.....  
.....  
.....

*Participating in the study will not cost you anything.*

.....  
.....  
.....

**Will Any Expenditure that You Incur by participating in the Study be refunded?  
Or will you be paid for participating in the Study?**

.....  
.....  
.....

*Participating in the study will not cost you anything.*

.....  
.....  
.....

**In Case I have any further questions or concerns in the Future, Whom Should I contact?**

In the event that you need further clarification or have questions regarding your continued participation in the study, feel free to contact the PI, *Kangor Yatich Kipkorir +254 720 564685*. In case of concerns regarding your rights and/or obligations as a research participant, do not hesitate to contact the secretary, KUREC on {*KUREC contact*}

**What Alternative Options are Available to Me?**

*The decision on whether to participate or not is absolutely voluntary. You will be free to withdraw from the study at any point during the study without providing any explanation.*

**How Will the Findings of this Study be Communicated or Shared?**

*The feedback of the study findings will be shared to you personally or through the management of your firm.*

**Statement of Consent**

I have comprehensively read the consent form or/the information has been comprehensively read to me by the researcher. I have understood what the study is about, and all the questions and concerns that I had have been addressed in a clear and concise manner. The study benefits and foreseeable risks have been explained to me. I totally understand that my decision to participate in this study is voluntary, and I have the right to withdraw at any point during the study.

I freely consent to participate in this study.

Signing this form does not in any way imply that I have given up the rights am entitled to as a participant

I agree to participate in this research YES \_\_\_\_\_ NO \_\_\_\_\_

I agree to provide my contact details for follow-up YES \_\_\_\_\_ NO \_\_\_\_\_

Participant's Name

Participant's Signature/Thumb print Date \_\_\_\_\_

## Appendix IV: KUREC Clearance Letter



### KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157  
KABARAK, KENYA  
Email: [kurec@kabarak.ac.ke](mailto:kurec@kabarak.ac.ke)

Tel: 254-51-343234/5  
Fax: 254-051-343529  
[www.kabarak.ac.ke](http://www.kabarak.ac.ke)

OUR REF: KABU01/KUREC/001/26/08/24

Date: 27<sup>th</sup> August, 2024

Kangor Yatich Kipkorir  
Reg No: GMOD/NE/0472/01/21  
Kabarak University,

Dear Yatich,

**RE: INFLUENCE OF ORGANIZATIONAL STRUCTURE COMPONENTS ON STRATEGIC PLAN IMPLEMENTATION IN THE COUNTY GOVERNMENT OF NAKURU, KENYA.**

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-260824**. The approval period is **27/08/2024 – 27/08/2025**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**:
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to KUREC;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

**Prof. Jackson Kitefu Ph.D.**

KUREC-Chairman

Cc Vice Chancellor  
DVC-Academic & Research  
Registrar-Academic & Research  
Director-Research Innovation & Outreach  
Institute of Post Graduate Studies




*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.  
(1 Peter 3:15)*



Kabarak University is ISO 9001:2015 Certified


**Appendix V: NACOSTI Research Permit**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **497560** Date of Issue: **10/September/2024**

**RESEARCH LICENSE**




**This is to Certify that Mr.. YATICH KIPKORIR KANGOR of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: INFLUENCE OF ORGANIZATIONAL STRUCTURE COMPONENTS ON STRATEGIC PLAN IMPLEMENTATION IN THE COUNTY GOVERNMENT OF NAKURU, KENYA for the period ending : 10/September/2025.**

License No: **NACOSTI/P/24/39839**

**497560**  
Applicant Identification Number

*Walter Mwangi*  
Director General  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY &  
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.**

**See overleaf for conditions**

**Appendix VI: Evidence of Conference Participation**



## Appendix VIII: List of Publications



African Journal of Emerging Issues  
(AJOEI)  
Online ISSN: 2663 - 9335  
Available at: <https://ajoeijournals.org>

---

---

**STRATEGIC  
MANAGEMENT**

---

---

---

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

<sup>1</sup>Kangor Yatich Kipkorir, <sup>2</sup>Dr. Emily Cheposero Tumwet & <sup>3</sup>Dr. Nehemiah Kiplagat

<sup>1</sup>School of Business and Economics: Kabarak University  
\*E-mail of Corresponding Author: [ykangor@kabarak.ac.ke](mailto:ykangor@kabarak.ac.ke)  
<sup>2</sup>School of Business and Economics: Kabarak University  
<sup>3</sup>School of Business and Economics: Kabarak University

Publication Date: November 2025

---

#### 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.