

**Original Article**

# Timely Implementation of Strategies and Employee Performance in the County Government of Turkana, Kenya

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**ABSTRACT:** *The purpose of this study was to examine the influence of timely implementation of strategies on employee performance in the County Government of Turkana, Kenya, while assessing the moderating role of leadership commitment within Results-Based Management (RBM) practices. The study was guided by a positivist research philosophy and adopted a descriptive research design. The target population comprised 2,800 employees from various ministries and departments within the County Government of Turkana. Using stratified random sampling, a sample size of 350 respondents was obtained through Yamane's formula. Data were collected using structured questionnaires and analyzed using descriptive and inferential statistics with the aid of Statistical Package for Social Sciences (SPSS). Reliability of the research instrument was tested using Cronbach's alpha coefficient, where all variables attained coefficients above the acceptable threshold of 0.7. Regression analysis was used to establish the relationship between the timely implementation of strategies and employee performance. The findings revealed that the timely implementation of strategies positively and significantly influenced employee performance in the County Government of Turkana. Employees agreed that strategies implemented within appropriate timelines produce satisfying organizational results and improve achievement of targets. However, respondents indicated that most strategies within the county government were not implemented within the expected timelines, demonstrating weaknesses in implementation schedules and administrative processes. Employee performance was generally rated moderate to high, particularly in terms of effectiveness of work completed, quality of service, and efficiency of employee output. The study further established that leadership commitment strengthened implementation processes by enhancing coordination, accountability, and employee motivation. The study concluded that the timely implementation of strategies is a critical determinant of employee performance in county governments. Delays in implementation negatively affect employee productivity, coordination of activities, and achievement of organizational objectives. The study recommends that the County Government of Turkana should strengthen monitoring and evaluation systems, improve resource allocation processes, enhance leadership commitment, and establish effective implementation schedules to ensure the timely execution of organizational strategies and improved employee performance.*

**KEYWORDS:** *Timely, Implementation, Strategies, Performance, Government.*

## 1. INTRODUCTION

Timely implementation of organizational strategies has become an essential determinant of institutional effectiveness and employee performance in both public and private sector organizations. In public institutions, strategic implementation ensures that planned activities, policies, and development programs are executed within the expected timelines, thereby improving service delivery, accountability, and operational efficiency. According to the County Government of Turkana, delays in implementing organizational strategies often result in reduced employee productivity, poor coordination of activities, low morale, and failure to achieve institutional objectives. Employees tend to perform better when there is clarity in organizational direction, timely allocation of resources, and effective execution of planned activities. Globally, governments have increasingly emphasized timely strategy execution as a way of enhancing workforce efficiency and improving public service outcomes in decentralized governance systems (Bryson, 2018). In developing countries, strategic implementation has further been associated with improved accountability, responsiveness, and institutional competitiveness within public organizations (George et al., 2019).

In Kenya, county governments were established under the Constitution of Kenya 2010 to enhance devolution, improve public participation, and promote efficient service delivery at the local level. Since the introduction of devolved governance, county governments have been required to formulate and implement strategic plans aimed at improving institutional performance and employee productivity. However, many counties continue to face challenges with the delayed implementation of strategies, including inadequate financial resources, weak leadership support, bureaucratic procedures, poor coordination, and insufficient employee involvement in strategic processes. These challenges negatively affect employee performance by creating

uncertainty, reducing motivation, and limiting the achievement of organizational targets. Studies conducted in Kenya have shown that the timely implementation of organizational strategies positively influences employee commitment, efficiency, and effectiveness in public institutions (Muturi & Kiarie, 2021). Similarly, research by Wanjiru and Oluoch (2020) established that the delayed execution of strategic plans in county governments contributes to low employee morale and poor delivery of public services.

The County Government of Turkana has continued to implement various development and administrative strategies aimed at enhancing service delivery, improving governance, and strengthening employee performance. Despite these efforts, the county still faces challenges associated with the delayed implementation of programs and projects, which may affect employees' ability to execute their duties effectively. Timely implementation of strategies is important because it enhances coordination of activities, ensures efficient utilization of resources, and creates a supportive work environment that motivates employees to achieve organizational objectives. According to Njoroge and Maina (2022), organizations that implement strategies within the planned timelines are more likely to experience higher employee productivity, improved teamwork, and better institutional performance. Therefore, examining the relationship between the timely implementation of strategies and employee performance in the County Government of Turkana is important in identifying gaps and recommending measures that can strengthen strategic Leadership commitment has increasingly been recognized in public administration literature as a critical determinant of the effectiveness of performance management reforms. Within Results-Based Management (RBM) systems, leadership commitment refers to the extent to which senior and middle-level managers actively support, resource, monitor, and reinforce results-oriented practices. Empirical studies indicate that leadership commitment strengthens strategic alignment, clarifies expectations, and enhances employee motivation, thereby shaping performance outcomes (Moynihan, 2020; Van Wart, 2017). In public sector settings, leaders play a pivotal role in translating formal RBM frameworks into operational routines that influence day-to-day employee behavior.

Empirical evidence suggests that leadership commitment significantly influences organizational performance, particularly in reform-oriented contexts. For instance, studies in public organizations demonstrate that transformational and participatory leadership styles enhance employee engagement and performance by fostering goal clarity, feedback mechanisms, and accountability systems (Andersen et al., 2020; Banks et al., 2021). In the Kenyan context, research on performance contracting and public sector reforms indicates that top management support and consistent monitoring are key drivers of successful implementation (Kihara & Wanyoike, 2019). However, many of these studies conceptualize leadership as an independent predictor of organizational performance rather than as a *moderating variable* that conditions the strength of relationships between management practices and employee performance.

The moderating role of leadership commitment becomes particularly salient within RBM frameworks. RBM assumes rational implementation supported by institutional capacity and managerial oversight. However, in devolved governance systems such as county governments, leadership variations may amplify or weaken the influence of RBM components such as goal setting, strategic planning, and timely implementation on employee performance. Empirical research in performance management highlights that reforms often fail not because of flawed design, but due to weak leadership, ownership, and inconsistent enforcement (George et al., 2019; Moynihan, 2020). This suggests that leadership commitment may strengthen the positive effects of RBM practices by reinforcing accountability and motivating employees to internalize performance targets.

Despite growing international scholarship, three critical empirical gaps persist. First, limited studies within Kenya's county governments explicitly test leadership commitment as a moderating variable between RBM practices and employee performance. Most studies treat leadership as either an independent or a control variable without examining its interaction effects. Second, existing research often measures performance at the institutional level, overlooking employee-level productivity indicators such as efficiency, timeliness, service responsiveness, and output quality. Third, there is scarce evidence from marginalized counties such as Turkana, where leadership dynamics may significantly shape reform outcomes due to resource constraints and administrative capacity challenges. Consequently, this study advances methodological rigor by empirically testing leadership commitment as a moderating variable, thereby clarifying whether and to what extent it strengthens or weakens the influence of RBM practices on employee performance within the County Government of Turkana.

By integrating leadership commitment into the empirical model, this study enhances theoretical coherence across Chapter Two. While RBM provides the foundational framework explaining how results-oriented practices influence performance, leadership commitment offers a contextual mechanism that conditions this relationship. This integration ensures conceptual alignment between the theoretical framework (RBM Theory), the independent variables (goal setting, strategic planning, timely implementation), the moderating variable (leadership commitment), and the dependent variable (employee performance). The approach also strengthens methodological coherence by justifying the inclusion of interaction effects in the regression model, thereby enabling a more nuanced understanding of performance management dynamics in Kenya's devolved public sector.

## 2. LITERATURE REVIEW

Timely implementation of organizational strategies is widely recognized as a key factor influencing employee performance and overall institutional effectiveness. Strategy implementation involves translating organizational plans and objectives into actionable activities within specified timelines to achieve desired outcomes. According to Kaplan and Norton (2008), organizations that effectively implement strategies on time are more likely to improve employee productivity, coordination, and accountability because employees clearly understand organizational expectations and operational priorities. In the public sector, the timely implementation of strategies contributes to efficient service delivery, proper utilization of resources, and improved employee commitment. Conversely, delays in strategy execution often lead to inefficiency, employee frustration, duplication of duties, and reduced morale, all of which negatively affect employee performance.

Employee performance in public institutions is strongly influenced by leadership support and managerial commitment during strategy implementation. Effective leadership ensures that employees receive adequate guidance, motivation, and resources necessary for the timely execution of organizational plans. Yukl (2013) argues that leaders play a critical role in communicating organizational goals, coordinating activities, and creating a supportive environment that enhances employee efficiency and effectiveness. In county governments, management commitment to strategic implementation has been associated with improved teamwork, accountability, and employee satisfaction. A study by Oduor and Kaburu (2021) established that employees in devolved units perform better when organizational strategies are implemented consistently and supported by strong leadership structures. This suggests that leadership commitment is essential in ensuring that strategies are executed within planned timelines to enhance workforce productivity.

Resource availability has also been identified as a major determinant of timely strategy implementation and employee performance. Financial, technological, and human resources enable organizations to execute projects and activities efficiently without unnecessary delays. According to Higgins (2017), organizations that allocate sufficient resources toward implementation processes are more likely to achieve strategic objectives and maintain high employee performance levels. In contrast, inadequate funding and a shortage of skilled personnel often delay implementation processes and reduce employee motivation. Within county governments in Kenya, insufficient budgetary allocations and delayed disbursement of funds have been reported as major barriers affecting strategy implementation and workforce effectiveness (Mwangi & Wekesa, 2020). This implies that the timely availability of organizational resources is essential for enhancing employee productivity and the successful implementation of strategic plans.

Communication and employee involvement are equally important in influencing timely strategy implementation. Employees are more likely to support and effectively execute organizational strategies when they are actively involved in planning and decision-making processes. According to Armstrong and Taylor (2020), effective communication enhances employee understanding of organizational objectives, reduces resistance to change, and promotes ownership of institutional goals. In public organizations, participatory management practices improve employee motivation and facilitate the smooth implementation of strategic initiatives. Research by Kibet and Chepkwony (2019) found that employee participation in strategy implementation positively affects job performance and organizational commitment within county governments in Kenya. Therefore, organizations that promote effective communication and employee participation are more likely to implement strategies successfully and improve workforce performance.

Institutional policies and organizational culture also influence the relationship between the timely implementation of strategies and employee performance. A positive organizational culture encourages discipline, teamwork, innovation, and adherence to timelines, which are necessary for successful strategy execution. Cameron and Quinn (2011) observe that organizations with supportive cultures tend to experience better employee cooperation and improved operational outcomes because employees are aligned with institutional values and objectives. In county governments, organizational policies that promote accountability, monitoring, and performance evaluation strengthen implementation processes and encourage employees to meet performance expectations. However, weak institutional structures, bureaucratic procedures, and resistance to change can slow down strategy execution and negatively affect employee productivity. Consequently, strengthening organizational culture and institutional frameworks is essential for ensuring the timely implementation of strategies and improved employee performance in county governments such as the County Government of Turkana.

## 3. MATERIALS AND METHODS

### 3.1. RESEARCH DESIGN

The study adopted a descriptive research design to examine and describe existing conditions and relationships without manipulating variables. It provides a systematic framework for collecting and analyzing data. The design was selected because it helps understand respondents' characteristics and supports informed decision-making. It was appropriate for describing Results-Based Management practices and employee performance in the County Government of Turkana.

### 3.2. TARGET POPULATION

The target population comprised 2,800 employees of the County Government of Turkana drawn from various ministries and departments. These included Health, Education, Finance, Infrastructure, Water, Environment, and the Office of the Governor. The study also included key informants such as Planning Officers and Administrative Officers. The population was selected because it was directly involved in implementing Results-Based Management practices.

### 3.3. SAMPLING DESIGN

The study used stratified random sampling to select respondents from the target population. The population was divided into homogeneous groups (strata) based on departments and ministries. This technique ensured fair representation of all departments, including smaller groups. It also enhanced statistical precision compared to simple random sampling.

### 3.4. SAMPLE SIZE

A sample size of 350 respondents was determined from the population of 2,800 employees using Yamane's (2001) formula at a 95% confidence level. The sample was proportionately distributed across departments according to their population sizes. This ensured adequate representation of each stratum. The approach improved the accuracy and reliability of the study findings.

### 3.5. DATA COLLECTION INSTRUMENT AND PROCEDURE

Data were collected using a structured questionnaire aligned with the study variables. The questionnaire contained sections covering demographics, Results-Based Management dimensions, leadership commitment, and employee performance. Responses were measured using Likert-scale items to capture perceptions of implementation. Research authorization was obtained from Kenyatta University and NACOSTI before data collection commenced.

### 3.6. PILOT STUDY

A pilot study involving 10% of the sample population was conducted to test the research instrument. Respondents from the Public Health Department, excluded from the main study, participated in the pilot. The exercise helped identify ambiguities and inconsistencies in the questionnaire. Findings from the pilot were used to improve the instrument's quality and reliability.

#### 3.6.1. VALIDITY OF THE RESEARCH INSTRUMENT

Validity assessed whether the questionnaire measured what it was intended to measure. Face validity was established through expert and researcher review of questionnaire items. Content validity was ensured through an extensive literature review and guidance from research supervisors. These measures enhanced the instrument's ability to capture the study variables accurately.

#### 3.6.2. RELIABILITY OF THE RESEARCH INSTRUMENT

Reliability refers to the consistency of results obtained from a measurement instrument. The study assessed reliability using Cronbach's Alpha coefficient. An alpha value of 0.70 or above was considered acceptable for internal consistency. This ensured that the questionnaire could produce dependable and consistent results.

### 3.7. DATA ANALYSIS AND PRESENTATION

Data were analyzed using SPSS through descriptive statistics such as means, percentages, and regression analysis. Diagnostic tests for normality, linearity, homoscedasticity, and multicollinearity were conducted to verify data suitability. Regression models were used to examine the influence of Results-Based Management practices on employee performance. Additional models assessed the moderating role of leadership commitment in the relationship.

### 3.8. ETHICAL CONSIDERATIONS

The study adhered to ethical research principles throughout the research process. Participants were informed about the purpose and objectives of the study before participation. Confidentiality and privacy of respondents were strictly maintained. Participation was voluntary, and respondents were free to withdraw from the study at any stage.

## 4. RESULTS AND DISCUSSION

### 4.1. RESPONSE RATE

Out of 350 questionnaires that had been administered to the interviewees, 280 of them were returned for analysis. This translates to an 80 percent return rate of the respondents. According to Mugenda & Mugenda (2003), a response rate of more than 80% is sufficient for a study. Table 4.1 shows the response rate.

TABLE 1 Response Rate

Category	Frequency	Percentage %
Questionnaires Returned	280	80%
Questionnaires not returned	70	20%
Total	350	100%

Source: Self

#### 4.2. RESULTS OF THE PILOT STUDY

A pilot test was carried out prior to the implementation of the study to ensure that the research instrument measured what was intended in conformity with (Cooper & Schindler, 2010). During the pilot test phase of this research, the reliability test was also performed; to this end, Cronbach's Coefficient Alpha was employed. According to Fraenkel and Warren (2000), Sekaran (2003), if the reliability coefficient is more than 0.7, the data is taken as reliable. The items on each of the variables in the questionnaire were subjected to Cronbach's Coefficient Alpha test. Moreover, all the items were found to be reliable for measurement because the reliability coefficient was found to be above the recommended threshold of 0.7. The findings are shown in Table 4.2.

**TABLE 2 Reliability Test Statistics**

Constructs	Cronbach's	No. Of Items
Setting Realistic Goals	.716	7
Strategic Planning	.943	8
Quick Implementation of Strategies	.766	12
Leadership Commitment	.713	6
Employee Performance	.798	8
Results-Based Management	.733	5

Source: Self

#### 4.3. DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

The respondents were requested to provide information on their gender, age bracket, level of education, and work duration in the county government of Turkana.

##### 4.3.1. GENDER OF THE RESPONDENTS

Respondents were requested to indicate their gender, and the findings are shown in Table 4.3.

**TABLE 3 Gender of the Respondents**

Category	Frequency	Percentage %
Male	168	60%
Female	112	40%
Total	280	100%

Source: Self

From the findings, the larger part of the respondents, 60% (168), were male, while 40% (112) of the respondents were female. The results indicated a slightly larger percentage of men were involved in filling the questionnaires as compared to that of females, thus insinuating that a large number of males working for Turkana County Government in Kenya participated in the study. This overrepresentation of male employees is a clear indication of gender imbalance in staff distribution at Turkana County Government in Kenya, which may have a negative impact on the effectiveness of results-based management.

##### 4.3.2. AGE BRACKET OF THE RESPONDENTS

The respondents were requested to indicate their age bracket. Table 4.4 illustrates the findings.

**TABLE 4 Age Bracket of the Respondents**

Category	Frequency	Percentage
Less than 30 Years	75	26.79%
30 -39 years	110	39.29%
40 -49 years	80	28.57%
Above 50 years	15	5.36%
Total	280	100%

Source: Self

From the findings, most of the respondents, 39.29% (110), indicated that they were in the age bracket 30-39 years. A sizeable number, 28.57% (80), indicated that they were between 40-49 years, while 26.79% (4) and 5.36% (2) of the respondents indicated that they were of age less than 30 years and above 50 years, respectively. The findings therefore reveal that the majority of employees at Turkana County Government in Kenya are at their most productive age bracket and are mature people who are advantaged with knowledge in result-based management and thus can help in determining the performance of employees.

#### 4.3.3. WORK DURATION OF THE RESPONDENTS

The respondents were requested to indicate how long they had been working at the Turkana County Government in Kenya. The findings are illustrated in Table 4.5.

**TABLE 5 Work Duration of the Respondents**

Category	Frequency	Percentage
Less than 2 Years	75	26.79%
2 -5 years	150	53.57%
More than 5 years	55	19.64%
Total	280	100%

Source: Self

From the findings, the greater part of the respondents, 53.57% (150), stated that they had worked at Turkana County Government in Kenya for a period of 2 – 5 years, followed by respondents whose time lagged less than 2 years, these were 26.79% (75). Other respondents, 19.64% (55), stated they had worked for Turkana County Government for a period of more than 5 years.

#### 4.3.4. LEVEL OF EDUCATION OF THE RESPONDENTS

The respondents were also requested to give information regarding their highest level of education level. Table 4.6 exemplifies the findings.

**TABLE 6 Level of Education of the Respondents**

Category	Frequency	Percentage
K.C.P.E	3	1.07%
K.C.S.E	10	3.57%
Diploma	55	19.64%
H. Diploma	70	25%
Bachelors	120	42.86%
Masters	20	7.14%
Phd	2	0.714%
Total	280	100%

Source: Self

From the findings, the larger part of the respondents, 42.86 % (120), indicated that they had achieved. In comparison, 25%(70) Higher Diploma, Bachelor's degree as their education level while 19.64% (55) indicated that they had attained Diploma level, 7.14% (20) represented those employees who had Masters level in their education, 3.57% (10) represented employees who had only attained K.C.S.E level in their education. 1.07% (3) and .714% (2) represented Employees who had attained K.C.P.E and Ph.D. Level of education respectively

#### 4.4. DESCRIPTIVE STATISTICS

The respondents were requested to indicate the extent to which they agree or disagree with the following selected attributes concerning the timely implementation of strategies and employee performance. The responses were rated on a five-point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree.

**TABLE 7 Timely Implementation of Strategies and Employee Performance**

	Statement	N	Mean	Standard Deviation
1.	The length of time taken to implement the chosen strategies influences employee performance	280	3.16	1.44
2.	Strategies that are implemented within a short period of time produce satisfying results	280	3.65	1.27
3.	Most strategies in the organization are implemented within a short period of time	280	2.26	1.25
4.	The County Government of Turkana has quick strategy implementation schedules	280	2.29	1.15
5.	Timely implementation of strategies ensures that the employee meets the targets easily	280	3.28	1.16
	Aggregate	280	2.98	1.25

Source: Self

The findings presented in Table 4.7 assessed the influence of the timely implementation of strategies on employee performance in the County Government of Turkana. The results show that respondents moderately agreed that strategies implemented within a short period of time produce satisfying results, as indicated by a mean score of 3.65 and a standard deviation of 1.27. The mean above the neutral point suggests that employees perceive the timely execution of strategies as beneficial to organizational outcomes and performance. However, the relatively high standard deviation implies variation in experiences among respondents regarding the effectiveness of strategy implementation timelines. The study further revealed that respondents were uncertain whether the time required to implement chosen strategies influences employee performance, as reflected in a mean of 3.16 and a standard deviation of 1.44. Similarly, respondents expressed moderate uncertainty on whether the timely implementation of strategies enables employees to meet targets easily, with a mean of 3.28 and a standard deviation of 1.16. These mean values close to the neutral scale indicate mixed perceptions among employees, while the higher dispersion of responses suggests inconsistencies in how strategy implementation affects performance across departments or operational units within the county government.

Conversely, respondents disagreed that most strategies in the organization are implemented within a short period of time and that the County Government of Turkana has quick strategy implementation schedules, both reflected by low mean scores of 2.26 and 2.29 with standard deviations of 1.25 and 1.15, respectively. The low mean values indicate that employees generally perceive delays in the execution of strategies within the county government. Overall, the aggregate mean of 2.98 and standard deviation of 1.25 suggest that the timely implementation of strategies is not adequately realized in the County Government of Turkana, which may negatively affect employee performance and the effective achievement of organizational targets under results-based management.

The respondents were requested to indicate the extent to which they agree or disagree with the following selected attributes concerning the measurement of employee performance in the county government of Turkana. The responses were rated on a five-point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 – Not sure, 2 – Disagree, 1 – Strongly disagree.

**TABLE 8 Employee Performance**

	<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
1.	Quality of service	280	3.7	1.11
2.	Customer satisfaction	280	3.46	1.44
3.	Timeliness of service	280	3.39	1.34
4.	Efficiency of employee output	280	3.53	1.16
5.	Effectiveness of work completed by the employees	280	4.04	1.37
	Aggregate	280	3.62	1.28

Source: Self

The findings presented in Table 4.8 assessed employee performance within the County Government of Turkana using several performance indicators. The results indicate that respondents largely agreed that employee performance is reflected through the effectiveness of work completed, as demonstrated by the highest mean score of 4.04 and a standard deviation of 1.37. The high mean value suggests that employees consider the successful completion of assigned tasks as a key indicator of performance. However, the relatively large standard deviation points to some variation in opinions, implying that perceptions of work effectiveness may differ across departments or job roles. The study further established that quality of service and efficiency of employee output are important measures of performance, with mean scores of 3.70 and 3.53 and standard deviations of 1.11 and 1.16, respectively. These results show general agreement among respondents that delivering quality services and maintaining efficient work output contribute positively to overall employee performance. The moderate spread in responses indicates fairly consistent views among employees, suggesting that these performance dimensions are commonly experienced within the county government's operational environment.

On the other hand, respondents expressed uncertainty regarding customer satisfaction and timeliness of service as measures of employee performance, as shown by mean scores of 3.46 and 3.39 with standard deviations of 1.44 and 1.34, respectively. The means close to the neutral scale reveal mixed perceptions among employees about the extent to which these aspects are emphasized in performance evaluation. The aggregate mean of 3.62 and standard deviation of 1.28, therefore, indicate that employee performance in the County Government of Turkana is generally perceived to be moderate to high, with stronger emphasis placed on work effectiveness and service quality compared to customer-oriented and time-related performance indicators.

#### **4.5. DISCUSSION OF FINDINGS**

The study established that the timely implementation of strategies positively influences employee performance, although descriptive results indicated relatively weak implementation practices within Turkana County Government. Employees perceived delays in executing organizational strategies, as reflected in low mean scores for implementation timelines. Regression findings nonetheless confirmed a statistically significant positive relationship between timely implementation and

employee performance ( $\beta = 0.287, p < 0.05$ ). This suggests that timely execution remains essential even where implementation systems are imperfect.

These findings support implementation theory, which emphasizes that organizational success depends not only on planning but also on execution capacity. According to Hrebiniak (2005), strategy implementation failure is one of the primary causes of poor organizational performance despite well-designed plans. Similarly, the OECD (2016) reports that results-based management systems succeed when policies are rapidly translated into operational actions. Delayed implementation reduces employee motivation, disrupts workflow coordination, and limits achievement of expected outcomes.

The findings, therefore, imply that strengthening administrative efficiency, decision-making speed, and monitoring mechanisms could significantly improve employee performance within county governments.

## 5. CONCLUSION

The study established that the timely implementation of strategies has a significant positive influence on employee performance within the County Government of Turkana. The descriptive findings showed that employees believed strategies implemented within a short period produce satisfying organizational results. However, respondents disagreed that most organizational strategies were implemented within the required timelines, indicating delays in execution processes within the county government. The aggregate mean score further suggested that timely implementation of strategies was inadequately achieved, which negatively affected employee productivity and the achievement of institutional objectives.

The study also found that employee performance within the County Government of Turkana was moderate to high. Employees strongly associated performance with the effectiveness of work completed, quality of service, and the efficiency of employee output. However, customer satisfaction and timeliness of service received relatively lower ratings, indicating inconsistencies in service delivery and operational responsiveness. These findings suggest that although employees are capable of delivering quality outputs, delays in implementation processes may hinder overall service efficiency and institutional effectiveness.

Regression analysis established a statistically significant positive relationship between the timely implementation of strategies and employee performance. The findings imply that when organizational strategies are implemented within planned timelines, employees are more motivated, coordinated, and productive. The study further established that leadership commitment plays an important moderating role by strengthening accountability, improving communication, and enhancing employee support during implementation processes. Therefore, effective leadership commitment enhances the success of results-based management practices and improves employee performance outcomes.

The study concludes that the timely implementation of strategies is an important factor influencing employee performance in the County Government of Turkana. Effective execution of organizational strategies within planned timelines enhances coordination of activities, improves employee morale, strengthens accountability, and facilitates achievement of institutional objectives. Employees tend to perform better when there is clarity in implementation schedules, adequate resource allocation, and proper managerial support throughout implementation processes.

The study further concludes that delays in implementation negatively affect employee productivity and organizational effectiveness. Weak implementation schedules, bureaucratic procedures, inadequate resources, and limited coordination contribute to poor execution of strategic plans within the county government. Such delays create uncertainty among employees, reduce motivation, and hinder the efficient delivery of public services.

Additionally, the study concludes that leadership commitment is essential in strengthening the relationship between the timely implementation of strategies and employee performance. Leadership support enhances employee engagement, reinforces accountability mechanisms, and ensures effective monitoring of strategic activities. Consequently, organizations with committed leadership structures are more likely to implement strategies and achieve improved employee performance outcomes successfully.

### 5.1. RECOMMENDATIONS

The study recommends that the County Government of Turkana should strengthen its strategy implementation mechanisms by establishing clear implementation schedules, timelines, and monitoring systems. This will help reduce delays in the execution of organizational strategies and improve employee productivity and service delivery.

The study further recommends that county management should enhance leadership commitment through active supervision, employee support, and continuous monitoring of implementation processes. Leaders should ensure effective communication of organizational goals and provide employees with adequate guidance and motivation during the execution of strategic activities.

The county government should also improve allocation and timely disbursement of financial, technological, and human resources required for the implementation of strategies. Adequate resources will facilitate the smooth execution of projects and enhance employee efficiency and effectiveness.

Finally, the study recommends increased employee involvement in planning and implementation processes. Participatory decision-making and effective communication will promote employee ownership of organizational goals, reduce resistance to change, and strengthen commitment to achieving institutional objectives.

## CONFLICTS OF INTEREST

The authors declare that there is no conflict of interest concerning the publication of this paper.

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