

## **The Relationship Between Strategy Implementation And Performance of Energy Sector State Corporations in Kenya**

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### **Abstract**

*The study sought to determine the relationship between strategy implementation and performance of Energy sector state corporations in Kenya. The specific objectives were to determine the relationship between organizational leadership and performance of energy sector state corporations in Kenya, to establish the relationship between organizational structure and performance of energy sector state corporations in Kenya, to determine the relationship between organizational technology and performance of energy sector state corporations in Kenya and to establish the relationship between organizational culture and performance of energy sector state corporations in Kenya. The study was guided by contingency theory of leadership, classical organization theory, neoclassical organization theory, general systems theory and Ajwag's theory of organizational culture. The study adopted descriptive research design with the target population being top management teams of all the eleven energy sector state corporations. Descriptive statistics were used to determine the strategic implementation practices adopted by state corporations and perceived organization performance. Regression analysis was used to estimate the correlation between factors under study. The study found that strategy implementation was positively related to performance of energy sector state corporations in Kenya. Organizational leadership, information technology and organizational structure were found to have significant positive relationship while organizational culture had insignificant positive relationship. The study recommended that further research should be carried on the strategy implementation and performance of all the other state corporations in order to compare the findings and allow for generalization of study findings. The study also recommended that state corporation managers should develop clear strategy implementation frameworks and that the process of strategy development should be consultative and take all measures to ensure successful implementation of organization strategy.*

**Key Words:** *Strategy Implementation, Performance*

### **Background**

In Kenya, strategic planning and implementation is a statutory requirement for state corporations, whether it is merely an act of compliance to the law or for the benefits derived from adoption of strategic plans (Ongeti, 2014). The development policies of the government of Kenya are driven by the objective of achieving Vision 2030, under which the key objective is to accelerate Gross Domestic Product (GDP) growth to an annual rate of ten percent. Vision 2030 being Kenya's new blue print that aims at transforming the country into an industrialized middle income country, should be of great concern not only to stakeholders but also strategists and experts alike in its successful implementation.

The Vision sets the principal goals and objectives anchoring the government development agenda on the implementation of Vision 2030 projects as designed to be implemented through a series of five year Medium Term Plans, MTP (Republic of Kenya, 2012). The first MTP of 2008 to 2012, implemented initial strategic decisions through the flagship projects earmarked for each pillar (Republic of Kenya, 2008) while the successive ones are to be implemented through the subsequent MTPs (Republic of Kenya, 2012)

The main functions of strategic management include identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results (Viseras, Baines & Sweeney, 2005). According to Walker (2008), it is the business strategy which defines a company's plan for its future growth, development and profitability. Strategic management determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have direct influences on the administrative and operational activities, and are vitally important to long-term health of an organization (Shirley, 2008).

The process of strategy implementation is influenced by a number of factors. Some of the key factors include, organizational structure, organizational culture, organizational technology and leadership of the management to provide the needed resources to ensure success in the implementation process. The body of knowledge in this area is rich with surveys and industry-based studies. Factors that affect strategy implementation can be categorized as leadership, information availability and accuracy, uncertainty, organizational structure, organizational culture, human resources, and technology (Kariuki & Ombui, 2014).

Energy is one of the infrastructural enablers of the three pillars of Vision 2030. The level and intensity of commercial energy use in a country is a key indicator of the degree of economic growth and development. Kenya is therefore expected to use more energy in the commercial sector on the road to 2030. As income increase and urbanization intensifies, household demand for energy will also rise. Preparations have been made to meet this growth in demand for energy under the Vision. Commercial energy in Kenya is dominated by petroleum and electricity as the prime movers of the modern sector of the economy, while wood fuel provides energy needs of the traditional sector including rural communities and the urban poor. Development projects recommended under Vision 2030 and overall economic growth will increase demand on Kenya's energy supply. (Republic of Kenya, 2012).

### **Problem Statement**

Once strategies are developed, they must be implemented and without successful implementation, the organization will not obtain the results that it intended (Hussein, 2014). Kenya has a vision 2030 strategic whose implementation has recorded sluggish outcome in its implementation as depicted by the five years medium term plan. Miyogo (2015) noted that strategy implementation was an uphill task in most government institutions in Kenya.

Whereas there exists proposed strategies in all the energy sector parastatals to implement projects that would cover the shortfall in energy supply in the country, success in implementation of the strategy has been significantly unwelcoming. According to the Second Medium Term Plan, 2013

– 2017, the energy sector in Kenya is still experiencing challenges such as high energy costs, over-dependence on hydropower with its vulnerability to variations in hydrology and climate, high cost of rural electrification projects, outdated refinery and pipeline system, inadequate storage infrastructure for strategic reserves of the petroleum products, volatility of international crude oil prices and weak legal and regulatory framework for energy resources exploration, exploitation and development.

Notably, the studies done in Kenya have focused on strategy implementation without relating it to performance. Additionally, no study has focused on energy sector irrespective of the importance of the sector in the economy and achieving vision 2030. Thus this study sought to establish the relationship that exists between strategic implementation and performance of the energy sector in Kenya. The study findings reduced the knowledge gaps that had resulted into bleak performance of the strategies being implemented.

### **Research Objectives**

The main objective of this study was to determine the relationship between strategy implementation and performance of Energy sector state corporations in Kenya.

### **Specific objectives**

1. To determine the relationship between organizational leadership and performance of energy sector state corporations in Kenya.
2. To establish the relationship between organizational structure and performance of energy sector state corporations in Kenya.
3. To determine the relationship between organizational technology and performance of energy sector state corporations in Kenya.
4. To establish the relationship between organizational culture and performance of energy sector state corporations in Kenya.

### **Research Questions**

1. What is the relationship between organizational leadership and performance of energy Sector State Corporations in Kenya?
2. What is the relationship between organizational structure and performance energy Sector of State Corporations in Kenya?
3. What is the relationship between organizational technology and performance of energy Sector State Corporations in Kenya?
4. What is the relationship between organizational culture and performance of energy Sector State Corporations in Kenya?

### **Guiding Theories**

#### **Contingency Theory of Leadership**

Fred Edward Fiedler Contingency theory of leadership emphasizes that the effectiveness of leadership is dependent or contingent on matching its leadership style to right situations. This theory was originally developed by Fiedler in year 1964 after studying various leaders in different context. Initial model of contingency model focused on a contingency model of leadership in organizations. This model contains the relationship between leadership style and the favorableness of the situation. Situational favorableness was described by Fiedler in terms of three empirically derived dimensions, Leader-member relationship, and high if the leader is generally accepted and respected by followers Degree of task structure, high if the task is very structured. Leader's position powers, high if a great deal of authority and power are formally attributed to the leader's position. Situations are favorable to the leader if all three of these dimensions are high.

Scott (2010) describes contingency theory in the following manner; the best way to organize depends on the nature of the environment to which the organization must relate.

### **Classical Organization Theory**

Classical organization theory evolved during the first half of this century. It represents the merger of scientific management, bureaucratic theory, and administrative theory. Taylor developed scientific management theory often called "Taylorism" at the beginning of this century. His theory had four basic principles: find the one "best way" to perform each task, carefully match each worker to each task, closely supervise workers, and use reward and punishment as motivators, and the task of management is planning and control (Migoi, 2015).

### **Neoclassical Organization Theory**

The human relations movement evolved as a reaction to the tough, authoritarian structure of classical theory. It addressed many of the problems inherent in classical theory. The most serious objections to classical theory are that it created over conformity and rigidity, thus squelching creativity, individual growth, and motivation. Neoclassical theory displayed genuine concern for human needs. One of the first experiments that challenged the classical view was conducted by Mayo and Roethlisberger in the late 1920's at the Western Electric plant in Hawthorne, Illinois (Nabli & Nugent, 1989).

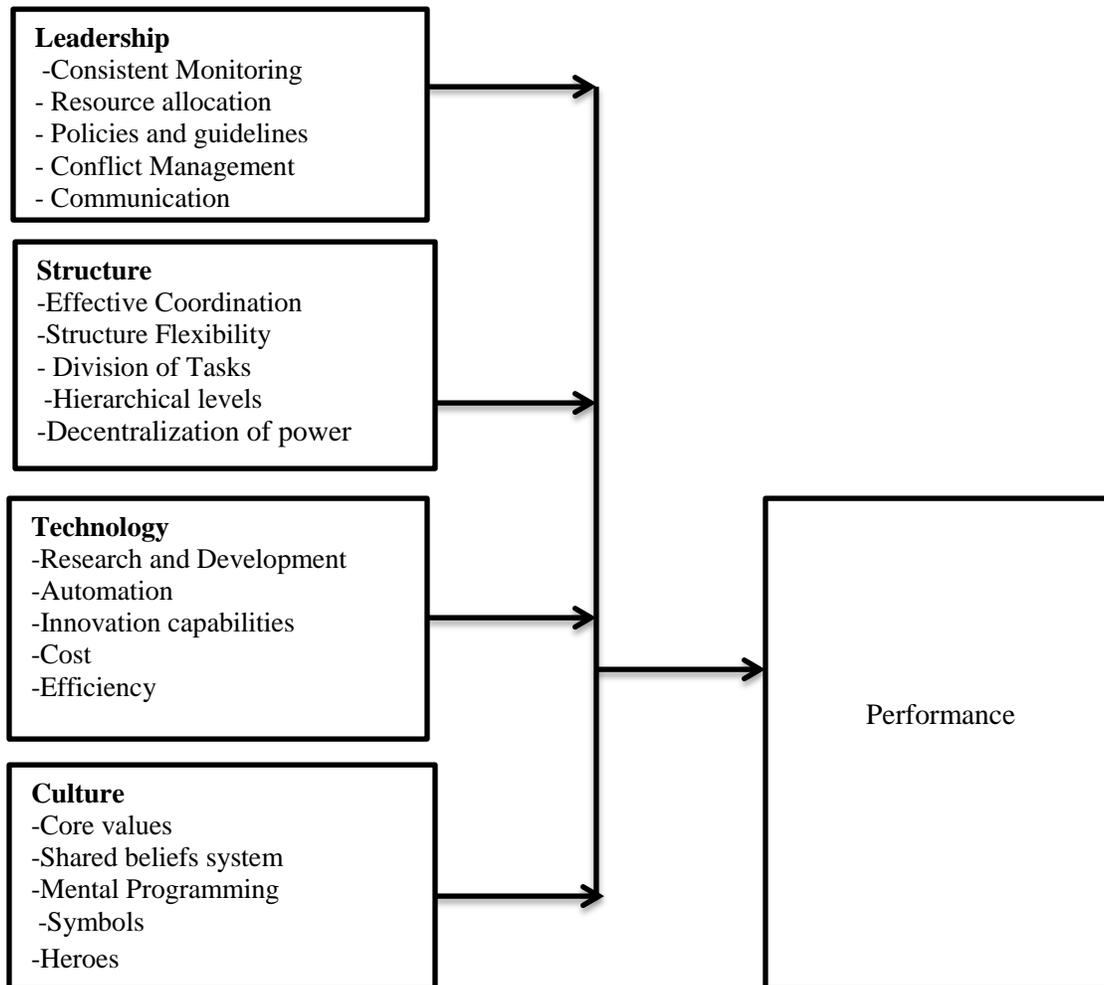
### **General Systems Theory**

General systems theory was originally proposed by biologist Ludwig in 1928. Since Descartes, the scientific method had progressed under two related assumptions. A system could be broken down into its individual components so that each component could be analyzed as an independent entity, and the components could be added in a linear fashion to describe the totality of the system. A system is characterized by the interactions of its components and the nonlinearity of those interactions. He extended systems theory to include biological systems and three years later, it was popularized by Lotfi Zadeh, an electrical engineer at Columbia University. One common element of all systems is described by Kuhn. Knowing one part of a system enables us to know something about another part. The information content of a piece of information is proportional to the amount of information that can be inferred from the information (Nabli, & Nugent, 1989).

### **Ajwag's Theory of Organizational Culture**

Ajwag's model of organizational culture originated in the 1980's. There are three distinct levels in organizational cultures artifacts and behaviors, espoused values and assumptions. The three levels refer to the degree to which the different cultural phenomena are visible to the participant. Artifacts include any tangible, overt or verbally identifiable elements in an organization. Architecture, furniture, dress code, office jokes, all exemplifies organizational artifacts. Artifacts are the visible elements in a culture and they can be recognized by people not part of the culture. Espoused values are the organization's stated values and rules of behavior. It is how the members represent the organization both to themselves and to others. This is often expressed in official philosophies and public statements of identity. According to Richard (2009) organizations do not adopt a culture in a single day, instead it is formed in due course of time as the employees go through various changes, adapt to the external environment and solve problems.

### Conceptual Frame Work



The research design that was adopted in conducting this study was descriptive research design. This method was appropriate because it involves collecting data in order to answer questions on current status of subjects of the study. The target population of this study was managers from the eleven state corporations that are in the energy sector under the Ministry of Energy and Petroleum in Kenya.

The study used random sampling procedure to select a sample to represent the entire population. According to Mugenda and Mugenda (2003), a random sample is used when the population is homogeneous, making it the appropriate sampling technique. Sampling was based on the managers in state corporations in the energy sector. The researcher proportionally selected 30% of managers in each parastatal.

The study used primary data which was collected through administering structured questionnaire comprising of closed ended questions developed in line with the objectives of the study. The study sought responses from the managers of the target Corporations owing to their experience and participation in strategy processes in their Organizations. To establish the validity of the research

instrument the researcher sought opinions of experts in the field and the university supervisors. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity. Measure of internal consistency was done with the Cronbach alpha method using SPSS.

Descriptive statistics involving percentages, mean scores and standard deviations were used to determine the strategic implementation practices adopted by state corporations and perceived organization performance. Tables, Pie charts and other graphs were used to present the data collected for ease of understanding and analysis. The study employed regression analysis to estimate the causal relationships between factors under

### **Data Analysis Results**

#### **Reliability and validity of measurement instrument**

The table below indicates that the computed Cronbach's alpha for all the various measurement instrument fall above 0.50, all recording high coefficients an indication of very high reliability.

Category	Cronbach's alpha
Customer Satisfaction	0.721
Employee Performance	0.707
Leadership dynamics	0.688
Organizational Culture	0.521
Organizational Technology	0.87
Organization structure	0.862

#### **Correlation Analysis**

Organizational Leadership had a Pearson coefficient of correlation of 0.281 and p-value of 0.001. The positive coefficient between organizational leadership and performance of energy sector state corporations indicated that organizational leadership is positively related to performance. The p-value was less than 0.05 indicating that the relationship was significant at 95% confidence level. Organizational information technology had a coefficient of 0.334 and pvalue 0.000. The positive coefficient indicated that information technology adopted by the organization is positively related to performance of energy sector state corporations. The p-value of 0.000 which is less than 0.05 indicated that the positive influence of technology on performance of energy state corporations was significant at 95% confidence level.

Organizational structure had a coefficient of correlation of 0.410 and pvalue 0.000. The positive correlation indicated that organizational structure has positive relationship with organizational performance. The p-value of 0.000 indicated that the relationship between organizational structure and organizational performance was significant at 95% confidence level.

Organization culture had a coefficient 0.083 and p-value of 0.344. The positive coefficient implied that organization culture has positive influence on performance of state corporations. The p-value obtained of 0.344 indicated that the relationship was insignificant. The correlation results are presented in the following table.

**Correlation Analysis**

		Y	X <sub>1</sub>	X <sub>2</sub>	X <sub>3</sub>	X <sub>4</sub>
X <sub>1</sub>	Pearson Correlation	.281**	1			
	Sig. (2-tailed)	0.001				
X <sub>2</sub>	Pearson Correlation	.334**	0.036	1		
	Sig. (2-tailed)	0.000	0.686			
X <sub>3</sub>	Pearson Correlation	.410**	.301**	.426**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
X <sub>4</sub>	Pearson Correlation	0.083	.416**	0.053	.253**	1
	Sig. (2-tailed)	0.344	0.000	0.543	0.003	
	N	132	132	132	132	132

\*\**. Correlation is significant..*

*Y= Organization Performance, X<sub>1</sub>=Organizational Leadership, X<sub>2</sub>= Information Technology, X<sub>3</sub>= Organizational Structure, X<sub>4</sub> = Organization Cultural Values*

**Regression Analysis**

Strategy implementation has positive effect on organization performance. This is shown by the coefficient of correlation of 0.490. This indicates that successful implementation of a strategy will lead to increase in organization performance. The coefficient of determination of 0.24 indicates that strategy implementation explains 24% state corporations in Kenya performance. This shows that 24% variation in the dependent variable (organizational performance) is explained by the independent variable (strategy implementation).

**Model Test of Fitness**

R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	F	Durbin-Watson
.490a	0.24	0.216	0.49	0.24	10.049	4	127	0.000		1.962

*a. Predictors: (Constant), organization cultural values, information technology, organizational leadership , organizational structure, b. Dependent Variable: organization performance*

**Research Data: 2017**

The p-value obtained by the study is 0.000 which is lesser than 0.05. This implies that the relationship between strategy implementation and energy sector organizations performance measured by customer satisfaction is significant at 95% confidence level.

**Model Analysis of Variance**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.65	4	2.413	10.049	.000a
Residual	30.492	127	0.24		
Total	40.143	131			

*a. Predictors: (Constant), organization cultural values, information technology, organizational leadership , organizational structure*

*b. Dependent Variable: organization performance*

The coefficients obtained were 0.214 for leadership, 0.1 for culture, and 0.166 for technology and 0.254 for structure. The positive coefficients on leadership, culture, organizational structure and technology meant that increase in the variables will lead to increase in performance. Organizational leadership, information technology and organizational structure had a pvalue<0.05 while organizational cultural values with pvalue of 0.280. Hence all coefficients were significant at 95% confidence level except organizational cultural values. Hence, in predicting organization performance, organizational cultural values can be excluded. The tolerance statistic and VIF were within range and hence there was no multicollinearity.

### Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
(Constant)	1.915	0.407		4.702	0.000		
Organizational Leadership	0.214	0.081	0.231	2.633	0.010	0.779	1.283
Information Technology	0.166	0.066	0.215	2.499	0.014	0.809	1.237
Organizational Structure	0.254	0.085	0.272	2.989	0.003	0.722	1.385
Organization Cultural Values	0.1	0.092	-0.093	1.084	0.280	0.808	1.237

*a. Dependent Variable: organization performance*

### Conclusions

The study concludes that strategy implementation is positively related to performance of energy sector state corporations in Kenya. Therefore, successful strategy implementation among state corporations will lead to improved performance. Secondly the study concludes that organisational leadership positively influences performance of the state corporations. Thirdly the study concludes that organization technology has positive effect on performance of state corporations in energy sector.

Fourthly the study concludes that organizational structure also has positive effect on performance of energy sector state corporations in Kenya. Hence, organizational structures positively influence the performance of energy sector firms since it promotes proper decision making. Proper strategy-structure alignment is necessary precursor to the successful implementation of new business strategies and corporate performance.

Finally the study also concludes that organizational culture positively influence performance of energy sector state corporations in Kenya. Having a right organization culture will ensure successful implementation of strategy and lead to improved organization performance.

### Recommendations for Policy

The findings of the study are of great importance to the management, energy sector regulators and government policy makers in designing and enhancing proper implementation of strategies in the Kenyan parastatals in the energy sector. Strategy implementation influences the performance of energy sector state corporations in Kenya. Therefore, the study recommends that state corporation managers to develop clear strategy implementation framework, the process of strategy development to be consultative and take all measures to ensure successful implementation of

organization strategy. Implementation is an important component of the strategic planning process and should be given adequate time and resources. Organization leadership has positive relationship with performance of state corporations in energy sector. Therefore, the study recommends that organization managers to offer the right leadership in strategy implementation and they must understand the critical interplay between capabilities and value creation, a relationship that goes to the heart of high performance in business organizations. Leadership should be an interactive process and focused on the attainment of a common objective or goal.

Finally, the study recommends that state organizations to acquire right organization technology and develop positive organization culture all of which will ensure successful strategy implementation and lead to superior performance. This is notwithstanding the fact that changing an organization's culture is one of the most difficult leadership challenges. That's because an organization's culture comprises of an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions but with time and resources, positive organization can be achieved.

### **Recommendations for Further Research**

The study focused on the relationship between strategy implementation and performance at state corporations in energy sector in Kenya. Further research could be carried on the strategy implementation and performance but on other state corporations and not energy sector. The objective of such a study would be to find out whether strategy implementation has the same effect on other state corporations and hence allow generalizations of findings. Similar study can be done in private sector firms and find out whether similar results will be obtained and hence enable generalizations of findings.

Further study can also be done to find out the factors that influence strategy implementation. This will ensure be a source of information to the corporations managers since they will be able to understand the process they need to adopt to ensure successful implementation of strategy. The study can be done in public or private sector individually.

A research on other state corporations can be carried out to determine how strategy implementation is done and establish whether there are any similarities. The research would aim at establishing whether there are any similarities in the way strategy implementation is done and whether state corporations face similar challenges in strategy implementation. Further research should also be conducted on strategies put in place by the state corporations to address the implementation challenges. The research on implementation challenges should also be carried out also on private institutions and allow generalizations.

### **Limitations of the study**

This study concentrated on four key factors that influence strategy implementation. These factors included organizational structure, organizational culture, organizational Technology and organizational leadership. The study utilized the management staff of the corporation's as they are largely involved in the strategy implementation of the parastatals. Given the fact that the study focused on performance, some participants were not responding positively hence not reflecting a good picture of their units. Availability of top managers and directors in the state corporations was a big limitation. This was overcome by the using of prior and scheduled appointments with the respondents to avoid disappointments.

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