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STRATEGIC LEADERSHIP INVOLVEMENT AND STRATEGY IMPLEMENTATION AMONG PARASTATALS IN KENYA

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A hand in a blue suit sleeve points towards a glowing, circular button labeled 'Strategy' on a keyboard. The background is dark blue with abstract light patterns and a large, curved graphic element in red, white, and blue.

Strategy

STRATEGIC LEADERSHIP INVOLVEMENT AND STRATEGY IMPLEMENTATION AMONG PARASTATALS IN KENYA

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Abstract

Purpose: The study sought investigate the influence of strategic leadership involvement on strategy implementation among parastatals in Kenya.

Methods: The study adopted a descriptive survey research design. The study targeted all the 187 parastatals in Kenya. The study used primary data collected using structured questionnaires. The inquiry used Statistical Package for Social Sciences in analyzing the data. Bot descriptive and inferential statistics were generated. Multiple linear regression was used to show the relationship between the variables.

Results: The study found that strategic communication had a positive and significant influence on strategy implementation in parastatals in Kenya. Similarly, cultivation of effective organizational culture and emphasis on balanced organizational controls positively and significantly influenced the level of strategy implementation among parastatals in Kenya. The study therefore concluded that if the parastatals were to implement the laid down strategies, their leaderships had to be involved actively in the strategic processes.

Unique contribution to theory, practice and policy: The study recommends that effective communications systems need to be put in place by the parastatals' leaders to ensure adequate and continuous communication of the parastatals' strategies to all stakeholders. The study also recommends strict enforcement of change management strategies in the parastatals to allow increased adaptability to necessary changes needed in achieving the parastatals' objectives. The study further recommends that the leaders of parastatal should put equal weight on both financial and strategic controls, conduct regular evaluation and review of control systems so as to make them adaptive for different strategies.

Keywords: *Strategic leadership involvement, strategic communication, organisational culture, balanced organizational controls, strategy implementation, parastatals*

1.0 INTRODUCTION

1.1 Background of the Study

Strategy implementation is a basic element within the process of strategic management and is perceived as the process turning a formulated strategy into a string of actions in the end ensuring that the organization's vision, mission, strategy and also strategic goals are effectively accomplished as per the plan (Afonina, 2015). The whole process is accomplished by the combination and interface amongst different elements, for example, the structure and design of the organization, resource planning besides managing strategic change.

As per Wheelen and Hunger (2010), implementing a strategy represents the aggregate of the activities and decisions needed in executing a strategic plan. It denotes the process through which goals, strategies and policies are translated into action by developing programs, budgets and also procedures. Thus, implementing a strategy in a successful manner is a representation of how effective the different elements in undertaking the process are effectively incorporated and their interaction. Njau (2012) takes note that it is crucial for an enterprise to pinpoint the factors that could possibly undermine the process of implementing a strategy. By pointing out the components that impact the process and the outcomes achieved at the stage of implementing a strategy, a company is better equipped in its performance in the near future.

The public sector is becoming highly competitive and has a very dynamic market. This makes the parastatals to continually create, implement, assess and improve on strategies so as to remain relevant and competitive in this market. Although, many parastatals have been implementing strategies in their respective organizations and re-organizing their business processes, they were facing strategic failures since they increasingly using models of strategic management and techniques more conventionally linked to private establishments, but fail to learn and simply recycle these techniques perceived in some quarters as being highly flawed (Van de Walle & Hammerschmid, 2011).

In Kenya, the 2013 Report of The Presidential Taskforce on Parastatal Reforms highlighted that the Numerical Machining Complex (NMC), which was formerly called the Nyayo Motor Corporation Limited is a representation of a major opportunity that was not taken up. The reason behind this is the absence of effectual conversion of parastatal's strategic vision into outputs that are tangible and able to contribute to the efforts towards achieving development in the nation. According to this report, comparing the corporation to a parastatal with similar mandate, the *Perusahaan Otomobil Nasional Sendirian Berhad* (Proton) that was set up in 1983 in Malaysia is a vivid illustration of the stated issues. The Malaysian parastatal was able to adopt a strategic approach through a collaboration with Mitsubishi and leveraging the demand domestically so as to develop a product that was of great support to the economy of Malaysia. Thus, in this respect, NMC had failed.

The report further notes that the Kenya Railways Corporation represents a covering of its earlier self in spite of the major role that it plays in creating and realizing growth in the nation's economy. The outcome of lacking a strategic vision pertaining to what the parastatal could and

ought to do has been the selection of choices that a way below optimal thus cascading adverse impacts into the economy at large beyond the corporation itself. These encompass congested roads with increased road accidents in addition to increased costs in conducting business both for the private sector and also the government.

Omuoso (2014) further points out that whereas there exists a proposed corporate strategy for KenGen aimed at ensuring that its projects whose intend is mitigating the shortfalls in supplying electricity nationwide are implemented; accomplishments in implementing this defined strategy had been noticeably dismal. In 2008, the parastatal drafted a strategic plan referred to as (horizon 1) that when implemented in a successful manner was expected to enable the parastatal to direct additional electric power up 1510MW to the nation's grid as at 2012 and 3000MW by 2018. For the year ending 2012, the parastatal had managed to successfully implement 53% of the projects scheduled within its corporate strategy. A large number of these projects faced delays, others were left away or totally abandoned. These cases among others give a clear picture of the strategy implementation challenges facing parastatals in Kenya.

Strategic leadership has been identified as a crucial determinant of success in the process of implementing a strategy (Pearce & Robinson, 2007). The absence of strategic leadership especially by the senior management within an organization has been recognized as a significant impediment to the successful execution of strategies (Mišanková & Kočišová, 2014). Thompson, Strickland, and Gamble (2007) are emphatic that the role of leadership is extremely vital in light of the fact that its agenda for taking action as well as decisions regarding how difficult or fast in pushing for a change are definitive in shaping the implementation character as well as moving the entire process along.

Strategic leadership refers to the capacity to outline the major decisions of an organizations as well as the ability to ensure quality delivery over time both at the personal level as well as ensuring that other individuals within the organization are inspired and managed (Lynch, 2009). Therefore, strategic leadership is a multifaceted act of balancing between a number of factors, dealing with strategic challenges, major changes occurring within the organization's external environment as well as the management of staff within the organization (Morrill, 2010).

Center for Creative Leadership (2014) calls to attention that strategic leaders are the type of leaders with the ability to develop and also discern strategies besides gripping them in a continuous state of formulation, execution, re-evaluation and revision. However, such leaders are hard to find in organizations and as indicated by Forbes, just 10 % of leaders display strategic skills and this is way an insufficient number given the key demands within organizations in present day (Beatty, 2010). Beatty asserts that such skills are a prerequisite in times of organizational growth as well as in hard times when the organizational resources are limited so as to guarantee the channelling of such resources in the needed areas (Beatty, 2010).

1.1.3 Parastatals in Kenya

In Kenya, the State Corporations Act makes provision for the establishment of such public institutions, which are referred to as parastatals or state corporations; for control and regulation

of parastatals; and for connected purposes. The purpose and mission of these institutions are generally externally determined (Odundo, 2012). Cohen (2006) adds that in the public sector worldwide, entities are controlled by statutes and also regulations already determined and that, the principal financial goal within these entities is not profit but the ability to attain maximum output with the stated budgets.

Parastatals in Kenya are created by acts of parliament consistent with the State Corporations Act, Chapter 446 of the laws of Kenya. Parastatals are created so as to achieve specific general objectives which are normally laid down in the pertinent act of parliament creating a parastatal. Within the context of Africa, parastatals are relied upon to a great extent as drivers of development (Opiayo, 2009). As indicated by the Public Sector Reform and Performance Contracting Committee (<http://www.psrpc.go.ke>), parastatals in Kenya can generally be categorized into commercial and non-commercial state corporations. Commercial parastatals/state corporations are businesses which either are fully owned by the state or are controlled by the state. Commercial state corporations have a share capital and are generally expected to generate profits and pay dividends to the government and/or any other shareholders. On the other hand, non-commercial state corporations are not in business and do not have a share capital. They comprise mainly of regulatory, educational, research and health institutions.

1.2 Statement of the Problem

Implementing a strategy is harder besides being more time consuming than formulating the strategy and as a result, only 10 to 30% of intended strategies are fully implemented (Koech & Were, 2016). The authors assert that as many as half of strategies are not implemented. This is a major issue facing every organization, but then again, it may be particularly significant for public organizations. Parastatals face challenges in translating strategic decisions into plans that can be acted in order to ensure that these decisions are executed in a successful manner and can be sustained (Ogaja & Kimiti, 2016).

The biggest hurdle facing many parastatals in Kenya today, is successful implementation of strategies and strategic plans (MTP, 2013). The fiscal burden facing the government which are always increasing has elevated the anticipations on the process of implementing of the strategies of parastatals in order to improve their wealth besides being able to fund themselves. Parastatals form a crucial entity in Kenya besides being major engines for promoting development despite the myriad problems they face (Akaranga, 2013). This is evidenced in the report evaluating the performance of government bodies for the year ending 2010/2011, which was conducted in 184 state corporations (GoK, 2012).

Although performance contracting was one of the strategies to enable state corporations improve performance, 0.6% have excellently met the performance contracting expectations, this meaning that very few are actually implementing its strategies. The persistent decline in the performance of Kenya Petroleum Refineries Limited, Mumias Sugar Company and most recently Kenya Airways is a proof of the failure to effectively implement corporate strategy. The Agricultural Development Corporation (ADC), though had been in existence for years, seems to be struggling

to discharge its mandate fully and remain competitive. Irrespective of its very elaborate and seemingly good strategic plans, its role in the agricultural sector is yet to be felt in the country (Chepkirui, 2012).

Despite Kenya's endorsement of the Safety Management Systems standard and Kenya Civil Aviation Authority being both regulator and service provider, there existed no SMS policy or regulations or procedures aimed at facilitating the process of implementing SMS by the aviation industry (Mokaya & Nyaga, 2014). Therefore, Kenya's parastatals lack of efficient strategy execution persisted at a high of 37.2 percent, which surpassed the world's average of 17.5% which negatively impacted the aviation industry.

Among the challenges that threaten effective implementation are leadership. An article by World Bank in 2004 noted that a major area that needed reforms for curtailing corruption was within the parastatal sector. In comparison to economies that are comparable, Kenya had a large number of state corporations whereby a large number of these drained a huge chunk of public resources, up to a point where they transformed to hot beds of corruption thriving in state monopolies particularly when combined with laxity in overseeing, managing in addition to fiduciary control procedures. Balanced organizational controls in commercial and financial state corporations are lowly emphasized (Nthini, 2013). Most parastatal leaders failed to role model an ideal behaviour required in spearheading and sustaining the process of implementing strategy (Mapetere et al., 2012).

A number of researchers had conducted research on diverse facets of strategy implementation, whereby a large number of studies focused on the challenges of strategy implementation in parastatals. The scholars include; Ayabei (2010), Atandi (2010), Ocholla (2010), and Kapto (2009), and so on. Nevertheless, no known current research existed on the role of strategic leadership in effectively implementing strategy among parastatal in Kenya. A close study by Nthini (2013) focused on performance rather than strategy implementation while that of Mapetere et al. (2012) focused on parastatals in Zimbabwe. The purpose of this research was therefore to fill the above gaps by conducting an investigation of the influence of strategic leadership involvement in implementing strategy among parastatal in Kenya.

1.3 Research Objectives

- i. To determine the influence of strategic communication on strategy implementation among parastatals on Kenya
- ii. To assess the influence of balanced organizational controls on strategy implementation among parastatals on Kenya
- iii. To examine the influence of organizational culture on strategy implementation among parastatals on Kenya

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Shannon and Weaver Model of Communication

This model was advanced by Shannon and Weaver (1949). According to Leonarda and Susana (2009), this model outlines the way the various components within the processes of communicating interact with that in dialogue. Wolfgang (2006) posited that the presence of a common language between sender and receiver enhances communication. Shannon and Weaver (1949) assertion is that the process of communicating encompasses seven phases namely: message, converting, transferring, getting, interpreting, comprehending and feedback. Thus according to Shannon the first source which is the information source produces messages that need to be communicated to the persons that will receive them. There is a need to personally inform staff of strategies that the firm seeks to employ in achieving its objectives in order to ensure that staff members have the awareness and their participation in the matters concerning them is effective. Any information source should possess clarity.

Shannon and Weaver (1949) singled out encoding which is where the sender works on the message so as to yield a signal that is appropriate for transmission over the channel as the subsequent phase. Third is the medium that is employed in transmitting the signal from transmitter to receiver. The channel used should be adequate and free from barriers. The message can be transmitted by memo, phone call, face to face and so on. Fourth, is the receiver performing the reverse task undertaken by the transmitter, restructuring the message gotten from the signal. The first stage represents the destination referring to individual/ thing intended to receive the message. Sixth denotes the message emanating from the receiver confirming receipt implying information or communication while seventh stage in communicating effectively is feedback which in relation to strategy execution, is the realization of whatever was communicated (Shannon & Weaver, 1949). Information only attains the expected outcomes when there is feedback. According to Berrels (2010), communicating effectively occurs when the receiver understands the meaning intended and reacts accordingly. Thus, the managements/leadership of the parastatals ought to communicate and interact effectively with key stakeholders, so as to succeed in implementing strategies in their respective parastatals. The model was therefore relevant in explaining how strategic communication influenced strategy implementation in parastatals.

2.1.2 Higgins's Eight (8) S Model of Strategy Implementation

Higgins (2005) reviewed the initial McKinney's 7-S framework and advanced the 8-S framework for strategy implementation in institutions/organizations. The well-known as well as extensively adopted 7-S framework for implementing strategy was advanced in 1980s by Tom Peters and Bob Waterman (Peters, Waterman, & Jones, 1982). In their research of the "best run" American firms, Peters and Waterman acknowledged seven fundamental elements that managers ought to consider when undertaking the implementation of company strategies. These elements

comprise of the system, structure, systems, skills, staff, style and shared values which are all intertwined (Pearce & Robinson, 1991).

Higgins (2005) afterwards reviewed and made improvements in the McKinney's 7-S model through the addition of the 8th S element (Strategic performance) a result/ outcome of the interaction of 7-S's elements that comprise the initial McKinney's 7-S's framework. He further substituted skills among the contextual "S" with Re-Sources given that an organization cannot attain success in implementing its strategy without mobilizing extra resources such as finances, information as well as technology and time. Higgins (2005) asserted that the 8-S's framework assists a manager to conduct their duties in a more efficient and also effective manner in the management of tasks and activities that cut across different functional areas that are linked process of implementing a strategy. He noted that managers who appreciate that implementing a strategy is equally crucial as formulating a strategy normally devote much of their as well as their efforts in implementing a strategy which in turn assists their companies in achieving improved performance.

The 8-S's framework recognizes that success in implementing a strategy rotates around the alignment of crucial elements within the organization (the 8-S's) with the defined strategy intended to be implemented by that specific organization. Nevertheless, as a result of dynamics within the environment as well as changes occurring within organization's business environment from time to time, it is necessary for the executives to continuously reshape the organization's strategies taking into considerations these changes. Thus, this requires continuity in realigning the components of the 8-S's framework consistent with the new strategy which presented prominent hurdle that managers face in their effort to implement strategies in a successful manner. Given that the elements of the 8-S's are interlinked, the managers of an organization ought to ensure continuous alignment of these eight elements with the new strategy in order to ensure success in executing strategies and also improving their organizational performance. The model was relevant in explaining the components necessary for strategy implementation in parastatals particularly the overall leadership and culture and their interrelation which were part of the study.

2.2 Conceptual Framework

Independent Variables

Dependent Variable

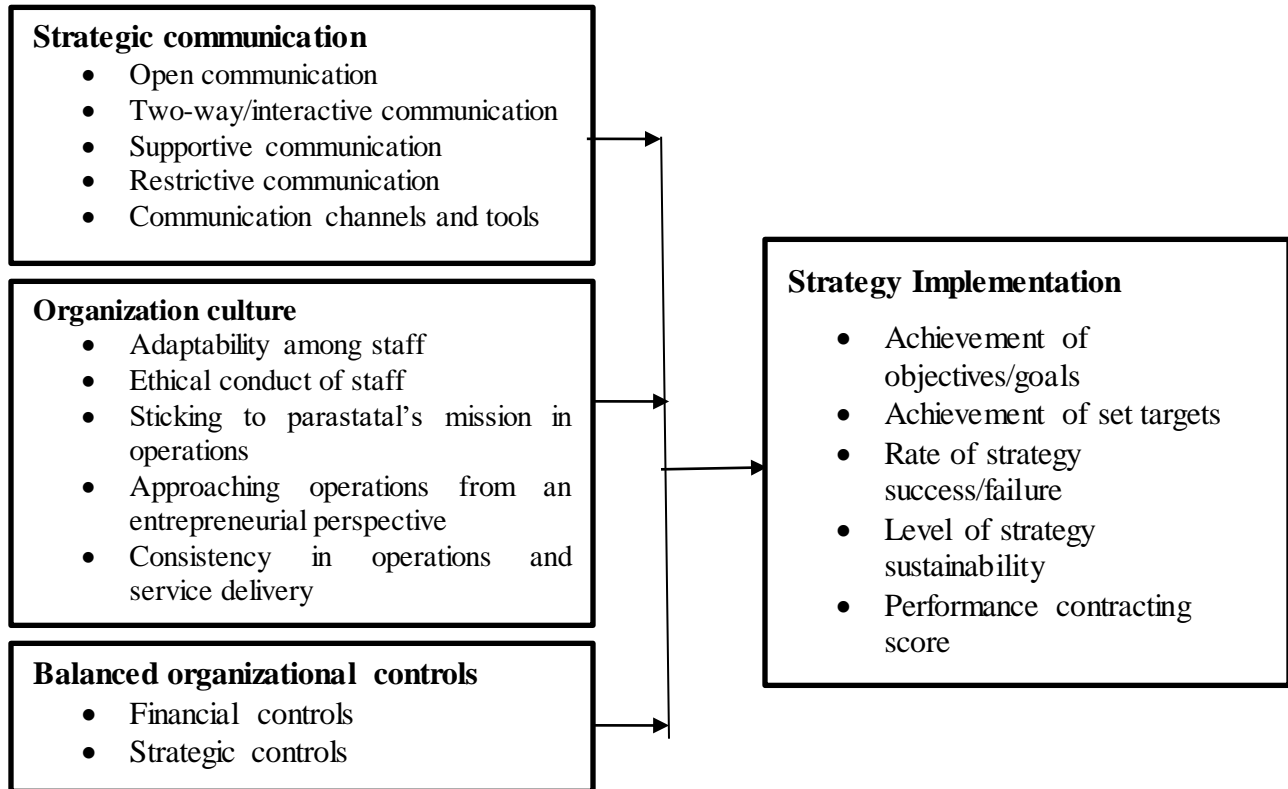


Figure 1: Conceptual Framework

2.3 Empirical Review

2.3.1 Strategic Communication and Strategy Implementation

Olang (2015) evaluated the effect of strategic communications within African Women in Agricultural Research and Development (AWARD) on strategy implementation. A descriptive case study inquiry design. This inquiry established that strategic communications were a key component in strategy implementation. AWARD was also found to have an internal communications unit that was actively functioning, and aimed at engaging audiences, and key stakeholder strategically, with the purpose of implementing the organization's strategies. It was established that the organization's management highly encouraged staff to be aware of strategies, policies and the to fully comprehend the company's business model. It was further indicated that the AWARD website was a major tool for strategic communication. The study also indicated significant information sharing and knowledge building on AWARD's mission among their stakeholders.

Chepkirui (2012) assessed the role played by strategic leaders in implementing strategy at the Agricultural Development Corporation (ADC) in Kenya. A case study design was used. The study findings showed that communicating strategy was part of leaders' role in stirring individuals to commit themselves within the corporation in order to ensure that they embraced change besides implementing the strategies that were envisioned so as to attain the organization's strategic vision. It was found out that the leadership of the corporation ensured an open and effective communication between the staff and the management regarding strategy and its implementation. Multiple communication channels were also used in reaching out to stakeholders. This open communication according to the interviewees had enhanced support, excitement and committed organizational effort to achieve set objectives. The responsibility of strategic leaders was presenting the strategy to all the stakeholders within the organization in a manner that was appealing to them and also ensure that they brought their contribution.

2.3.2 Balanced Organizational Controls and Strategy Implementation

Ndegwa (2013) examined the effect of systems of strategic control in implementing strategies on financial performance based on a case study of Bamburi Cement Limited, Kenya. The study established that the company had a formalized strategic control and evaluation process which was integrated in the company's strategic management cycle. It was further established that the company applied several strategic control systems in control and evaluation of strategies implemented namely are administrative structures, tools and activities that provide the company's management with feedback and feed forward necessary to manage strategies implemented. Strategic control systems applied varied depending on the strategies implemented indicating that control systems application should be specific as well as adaptive. The study established that control systems are anchored on timely, consistent, accurate and accessible information flow as well as supportive organization structure and internal processes. The study established the presence of a noteworthy link between strategic control systems and the company's financial performance.

Chepkirui (2012) assessed the organizational controls that the organization use to monitor and evaluate its strategy implementation. The study found out that organizational controls had a significant influence on strategy implementation in the parastatal. The study found that Agricultural Development Corporation (ADC) employed both strategic and financial controls in assessing how it performed and made decisions regarding maintaining or review of the implementation of its organizational activities geared towards the attainment of the set goals. Financial control was concerned with the growth, risk, and profitability of the organization and thus focused on the cash flow, return on equity and return on assets. The study found out that the corporation's focus on its strategic control was on the assessment of its performance in relation to organizational learning as well as growth viewpoint. Its concern was with improvement in innovation and creativity, new products and diversification in business, and building the capacity of its human resources in terms of improving the skills of the employees. The study stated that organizations needed to appropriately balance strategic and financial controls, instead of

emphasizing on either, so that organizations were able to monitor how they performed in an effective way.

2.3.3 Organizational Culture and Strategy Implementation

Muthoni and Kavale (2015) analyzed the factors influencing strategy implementation of Mombasa Water Supply and Sanitation Limited. The study found that organizational culture could seriously influence strategy implementation in the company if the staff members including the management teams do not possess an optimistic view of what the organization ought to accomplish during strategy implementation. This meant that the organizational culture should be cascaded to all the employees in the organization at all departments so that everyone within the organization understands the importance and to ensure that they own the process of success. The implication of this is that, the dream, mission statement, values as well as purpose which are the common cultures in any organization and especially in Mombasa water supply and sanitation limited contribute very important portion in strategy implementation.

3.0 METHODOLOGY

The study adopted a descriptive survey design. It targeted all the 187 parastatals in Kenya as at 2013 (Presidential Taskforce on Parastatal Reforms, 2013). The respondents in this study were employees of the parastatals in all cadres of management. Given the large number of parastatals, the study used simple random sampling to select 46 parastatals which represent 24.60% of the total number of parastatals. This sample according to Mugenda and Mugenda (2003) and Kothari (2004) was adequate. The study then selected 3 employees, on in each of the 3 cadres of management namely senior, middle and lower management level from each of these parastatals. The primary data used in this study was collected using structured questionnaires. Data was analysed using SPSS (Statistical Package for Social Sciences) where both descriptive and inferential statistics were extracted. A multiple linear regression model was used to show the link between strategic leadership involvement and strategy implementation among parastatals in Kenya.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response Rate

A total of 138 questionnaires were given out to the parastatals' employees. Out of these, 107 were appropriately filled and returned. This represented a successful response rate of 77.53% which was considered to be very adequate for this study.

4.2 Descriptive Results

4.2.1 Strategic Communication

The study sought to explore the influence of strategic communication on strategy implementation among parastatals on Kenya. The respondents responded to a number of statements on strategic communication in their respective parastatals.

Table 1: Strategic Communication

Strategic Communication	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dvn
The parastatal's leadership has ensured supportive communication for strategy success	15.90%	15.00%	21.50%	40.20%	7.50%	3.08	1.22
The parastatal's leadership encourages open and interactive communication between the staff and the management for strategy success	4.70%	22.40%	16.80%	46.70%	9.30%	3.34	1.07
The parastatal's leadership constantly communicates staff commitment towards embracing change	15.00%	31.80%	27.10%	22.40%	3.70%	2.68	1.09
The parastatal's strategy is presented to employees in a way that encourages acceptance and support of it	8.40%	15.90%	22.40%	44.90%	8.40%	3.29	1.10
The parastatal's leadership frequently communicates the parastatal's strategies to employees	14.00%	26.20%	9.30%	28.00%	22.40%	3.19	1.41
The parastatal has developed integrated communications plans and has access to diverse channels for communicating with stakeholders	2.80%	11.20%	21.50%	45.80%	18.70%	3.66	0.99
The parastatal's leadership regularly provides feedback to employees after evaluating strategy progress	13.10%	20.60%	19.60%	36.40%	10.30%	3.10	1.23
Communication processes in the parastatal are planned to match requirements for each strategy to be implemented	13.10%	18.70%	33.60%	29.90%	4.70%	2.94	1.10
Average						3.16	1.15

The results in Table 1 show that 47.70% of the respondents agreed that the parastatals' leaderships had ensured supportive communication for strategy success, 30.90% were in disagreement while 21.50% of the respondents had a neutral opinion. The results also revealed that 56.0% of the respondents agreed that the leaderships of their respective parastatals encouraged open and interactive communication between the staff and management for strategy success, 27.10% did not feel that this was the case while 16.80% had a neutral opinion. The study findings further showed that 48.60% of the respondents did not agree that the parastatals'

leaderships constantly communicated staff commitment towards embracing change, 26.10% were in agreement while 27.10% of the respondents had a neutral opinion.

The study also found that 53.30% of the respondents agreed that the strategies of their respective parastatals were presented to employees in a way that encouraged acceptance and support of them, 24.30% noted that this was not the case while 22.40% had a neutral opinion. The study findings indicated that 50.40% of the respondents agreed that the leaderships of their respective parastatals frequently communicated the parastatals' strategies to employees, 40.20% did not support this position while 9.30% of the respondents had a neutral opinion. The study found that a majority of the respondents, 64.50%, agreed that their respective parastatals had developed integrated communications plans and had access to diverse channels for communicating with stakeholders.

It was further found that 46.70% of the respondents agreed that the parastatals' leaderships regularly provided feedback to employees after evaluating strategy progress, 33.70% were in disagreement while 19.60% had a neutral opinion. The study further established that 34.60% of the respondents agreed that communication processes in the parastatal were planned to match requirements for each strategy to be implemented, 31.80% did not support this view while 33.60% of the respondents had a neutral opinion.

The results showed that on average, the parastatals' employees had a neutral opinion regarding strategic communication in their respective parastatals as given by a mean of responses of 3.16 and that these responses were varied given a standard deviation of 1.15.

4.2.2 Balanced Organizational Controls

The study sought to assess the influence of balanced organizational controls on strategy implementation among parastatals on Kenya. The employees responded to a number of statements on balanced organizational controls in their organizations. The findings as outlined in Table 2 show that a majority of the respondents, 58.00% agreed that there were control systems in place for evaluating and controlling strategy implementation within their respective parastatals. Those who agreed that there was a balance between strategic and financial controls in strategy implementation evaluation processes in their respective parastatals were 49.50%, 30.80% noted that such a balance did not exist while 11.20% of the respondents had a neutral opinion.

The study findings also revealed that 45.80% of the respondents agreed that their respective parastatals had formalized control and evaluation processes which were integrated in the parastatals' strategic management cycle, 29.90% were in disagreement while 39.30% of the respondents had a neutral opinion. It was further shown that 38.30% of the respondents agreed that the application of control systems within their respective parastatals was normally specific and adaptive depending on the strategy being implemented, 37.40% indicated that this was not the case while 24.30% of the respondents had neutral opinion. 48.60% of the respondents agreed that their respective parastatals had supportive organization structure and internal processes

needed in establishing of effective control systems, 29.00% disagreed while 22.40% had neutral view.

The findings further showed that 25.20% of the respondents were in agreement with the statement that the parastatals' control systems were founded on timely, consistent, accurate and accessible information flow, 35.50% were in disagreement while 39.30% had a neutral position. The respondents who agreed that controls in their respective parastatals effectively supported credibility, strategic change and ability to demonstrate the value of strategies to the stakeholders were 35.60%, 28.00% disagreed with the statement while 36.40% of the respondents had a neutral view. The findings also showed that 32.70% of the respondents agreed that the parastatals' controls effectively facilitated reactive and proactive corrective adjustments to strategies as they were implemented, 42.00% were disagreement while 25.20% held a neutral view. On average, the parastatals' employees had a neutral opinion regarding balanced organizational controls in their respective parastatals as given by a mean of responses of 3.07 and that these responses were varied given a standard deviation of 1.13.

Table 2: Balanced Organizational Controls

Balanced Organizational Controls	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dvn
There are control systems in place for evaluating and controlling strategy implementation within the parastatal	21.50%	9.30%	11.20%	39.3%	18.70%	3.24	1.43
There is a balance between strategic and financial controls in strategy implementation evaluation processes	8.40%	22.40%	19.60%	45.8%	3.70%	3.14	1.08
The parastatal has a formalized controls and evaluation process which is integrated in the parastatal's strategic management cycle	4.70%	25.20%	24.30%	39.3%	6.50%	3.18	1.04
The application of control systems within the parastatal is normally specific and adaptive depending on the strategy being implemented	5.60%	31.80%	24.30%	35.5%	2.80%	2.98	1.01
The parastatal has supportive organization structure and internal processes needed in establishing of effective control systems	5.60%	23.40%	22.40%	42.1%	6.50%	3.21	1.05
The parastatal's control systems are founded on timely, consistent, accurate and accessible information flow	9.30%	26.20%	39.30%	21.5%	3.70%	2.84	0.99
The parastatal's controls effectively support credibility, strategic change and ability to demonstrate the value of strategies to the stakeholders	15.90%	12.10%	36.40%	20.6%	15.00%	3.07	1.25
The parastatal's controls effectively facilitate reactive and proactive corrective adjustments to strategies as they are implemented	12.10%	29.90%	25.20%	20.6%	12.10%	2.91	1.22
Average						3.07	1.13

4.2.3 Organizational Culture

The study sought to examine the influence of organizational culture on strategy implementation among parastatals on Kenya. The respondents responded to a number of statements on organizational culture supported by the leaderships of their respective parastatals. The findings are presented in Table 3.

Table 3: Organizational Culture

Organizational culture	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dvn
The parastatal's leadership supports staff innovation and creativity in line with the organization's goals and objectives	11.20%	7.50%	10.30%	52.30%	18.70%	3.59	1.20
The parastatal's leadership supports group culture and is continuously encouraging staff to work as a team to achieve the set goals and objectives regarding any strategy to be implemented	5.60%	4.70%	21.50%	58.90%	9.30%	3.62	0.93
The leadership supports the culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) during strategy implementation	17.80%	14.00%	21.50%	23.40%	23.40%	3.21	1.41
The power distance within the parastatal is not a hindrance to strategy implementation	15.00%	28.00%	33.60%	21.50%	1.90%	2.67	1.04
The leadership supports strong alignment between employee attitudes and strategic goals and objectives	8.40%	27.10%	22.40%	25.20%	16.80%	3.15	1.24
The parastatal sticks to its mission vision and values all the time	7.50%	14.00%	20.60%	44.90%	13.10%	3.42	1.12
Average						3.28	1.16

The findings in Table 3 showed that a majority of the respondents, 71.00% agreed that the parastatals' leaderships supported staff innovation and creativity in line with the organization's goals and objectives. Similarly, 68.20% of the respondents also a majority agreed that the leaderships of their respective parastatals supported group culture and were continuously encouraging staff to work as a team to achieve the set goals and objectives regarding any strategy to be implemented.

The study further found that 46.80% of the respondents agreed that the parastatals' leaderships supported the culture of working under strict mandated responsibilities (shared vision) supported by an action-oriented philosophy (mission) during strategy implementation, 31.80% disagreed

with this sentiment while 21.50% had a neutral opinion. The study also noted that 43.00% of the respondents did not agree with the view that the power distance within the parastatal was not a hindrance to strategy implementation, 23.40% agreed with the statement while 33.60% of the respondents had a neutral view. 42.00% of the respondents also agreed that the parastatals' leaderships supported strong alignment between employee attitudes and strategic goals and objectives, 35.50% disagreed with this position while 22.40% of the respondents had a neutral opinion. Lastly, the study findings indicated that 58.00% of the respondents representing a majority agreed that their respective parastatals stuck to their mission vision and values all the time. The findings showed that on average, the respondents had a neutral opinion regarding the various statements on organizational culture in their respective parastatals given a mean of responses of 3.28 and that these responses were varied given a standard deviation of 1.16.

4.2.4 Strategy Implementation

The study further assessed the level of strategy implementation in the parastatals under study. The respondents were asked to rate the level of strategy implementation in their respective parastatals based on a number of metrics.

Table 4: Strategy Implementation

Strategy Implementation	Poor	Average	Good	Very good	Excellent	Mean	Standard Deviation
Achievement of objectives/goals	3.70%	9.30%	38.30%	41.10%	7.50%	3.3925	0.8982
Achievement of set targets	6.50%	18.70%	41.10%	29.90%	3.70%	3.0561	0.9500
Rate of strategy success	8.40%	13.10%	30.80%	35.50%	12.10%	3.2991	1.1093
Level of strategy sustainability	1.90%	10.30%	43.00%	36.40%	8.40%	3.3925	0.8551
Performance contracting score	3.70%	15.90%	44.90%	27.10%	8.40%	3.2056	0.9391
Average						3.2692	0.9503

The results as presented in Table 4 show that 41.10% of the respondents rated the achievement of objectives/goals in the parastatals as very good, 38.30% rated it as good, while 3.70%, 9.30% and 7.50% of the respondents rated the achievement of objectives/goals as poor, average and excellent respectively. The achievement of set targets in the parastatals was rated as poor by 6.50% of the respondents, 18.70% rated it as average, 41.10% rated it as good while 29.90% and 3.70% of the respondents rated the achievement of set targets in these parastatals as very good and excellent respectively. The rate of strategy success in the parastatals was rated as poor by 8.40% of the respondents, 13.10% rated it as average, those who rated it as good were 30.80%

while 35.50% and 12.10% rated the rate of strategy success in the parastatals as very good and excellent respectively. The level of strategy sustainability was rated as poor by 1.90% of the respondents, 10.30% rated it as average, 43.00% rated it as good while 36.40% and 8.40% of the respondents rated the level of strategy sustainability in the parastatals as very good and excellent respectively. The study findings further showed that performance contracting score in the parastatals was rated as poor by 3.70% of the respondents, 15.90% rated it as average, 44.90% rated it as good while 27.10% and 8.40% of the respondents rated the performance contracting score of the parastatals as very good and excellent respectively.

The mean of responses of 3.2692 showed that the respondents on average rated the level of strategy implementation in the parastatals under study as good and that their responses were varied given a standard deviation of 0.9503.

4.3 Inferential Statistics

4.3.1 Correlation Results

Pearson correlation analysis was used in this study and the findings are as shown in Table 5. The study findings showed that strategic communication was positively and significantly correlated with strategy implementation in parastatals in Kenya ($r=0.675$, $p=0.000$). The study also found that organizational culture cultivated by parastatals' leaderships was positively and significantly correlated with strategy implementation in these parastatals ($r=0.589$, $p=0.000$). The study results further showed that balanced organizational controls had a positive and significant association with strategy implementation in the parastatals given ($r=0.642$, $p=0.000$). These results implied that increased strategic leadership involvement in terms of improved strategic communication, cultivation of effective organizational culture and emphasis on balanced organizational controls leads to increased strategy implementation in parastatals in Kenya.

Table 5: Correlation Matrix

		Strategy Implementation	Strategic Communication	Organizational Culture	Balanced Organizational Controls
Strategy Implementation	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	107			
Strategic Communication	Pearson Correlation	.675**	1		
	Sig. (2-tailed)	0.000			
	N	107	107		
Organizational Culture	Pearson Correlation	.589**	.419**	1	
	Sig. (2-tailed)	0.000	0.000		
	N	107	107	107	

	Pearson Correlation	.642**	.511**	.413**	1
Balanced Organizational Controls	Sig. (2-tailed)	0.000	0.000	0.000	
	N	107	107	107	107

** Correlation is significant at the 0.01 level (2-tailed).

4.3.2 Regression Results

The model summary results are presented in Table 6. The R² of 0.641 implied that 64.1% of the changes in strategy implementation in parastatals in Kenya can be explained by the level of strategic communication, organizational culture and balanced organizational controls in these parastatals.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.801a	0.641	0.631	0.452636

a Predictors: (Constant), Balanced Organizational Controls, Organizational Culture, Strategy Communication

Table 7 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant, F=61.306, p=0.000, p<0.05. The results also imply that namely strategic communication, organizational culture and balanced organizational controls were good predictors of strategy implementation in parastatals in Kenya.

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	37.681	3	12.56	61.306	.000
Residual	21.103	103	0.205		
Total	58.784	106			

a Dependent Variable: Strategy Implementation

b Predictors: (Constant), Balanced Organizational Controls, Organizational Culture, Strategy Communication

The results presented in Table 8 show that strategic communication had a positive and significant effect on strategy implementation in parastatals in Kenya ($\beta=0.428$, $p=0.000$). A unit increase in strategic communication by the parastatals' leaderships would lead to increased strategy implementation by 0.428 units. The study supports that of Mapetere et al. (2012) who found that strategic communication supported strategy implementation by ensuring the transmission of vision to workers besides minimizing the rumours that could not be confirmed and that were normally witnessed in implementing strategies which could derail the likelihoods of success. The study findings are also in line with that of Jenipher and Daniel (2014) who found that strategic

communication was a means to implementing strategies by ensuring that each and every stakeholder was aware of the organization's strategies and providing timely feedback for corrective action to be made in the strategy implementation process.

The results also show that the cultivation of effective organizational culture in the parastatals had a positive and significant effect on strategy implementation in Kenyan parastatals ($\beta=0.369$, $p=0.000$). These findings implied that a unit increase in effective organizational culture would lead to an increase in the level of strategy implementation by 0.369 units. The study findings are in support of Wanja (2016) who established that organization culture influenced the process of implementing strategy to a large extent. They also support that of Jepkemboi, Kemboi, and Kiptum (2016) who found that various types of culture in an organization such as group culture, and developmental culture were positively and significantly correlated with strategy implementation.

The study further found that emphasis on balanced organizational controls in the parastatals was positively and significantly related to strategy implementation in the parastatals ($\beta=0.345$, $p=0.000$). A unit increase in balanced organizational controls in the parastatals would lead to increased strategy implementation in the parastatals by 0.345 units. The findings are in support of the study by Chepkirui (2012) which showed that by appropriately balancing strategic and financial controls, instead of emphasizing on either significantly influenced the level of strategy implementation by enabling management of organizations to effectively monitor the strategy implementation process.

The results therefore implied that an increase in the level of strategic leadership involvement in Kenyan parastatals would lead to increased implementation of strategies in these institutions. This finding is in line with the transformational leadership theory which recognizes the importance of having leaders who engage with their followers, focusing on greater order fundamental needs in addition to raising awareness about the importance of particular outcomes as well as innovative ways of ensuring that these outcomes are achieved (Barnett, McCormick & Conner's, 2001; Judge & Piccolo, 2004). Having strategic leaders who are actively involved in the parastatals affairs enables the parastatals' management/leadership to effectively engage key stakeholders involved in the strategy implementation process, creating awareness about the importance of executing strategies and offering suggestions on how the strategies outlined by the parastatals can be implemented effectively.

The findings were also found to be in line with theoretical framework of the study. The findings support the communication theory that information which in this study pertains to all information/communications pertaining strategies in parastatals only attains the expected outcomes when there is feedback which in relation to strategy implementation, is the realization of whatever was communicated (Shannon & Weaver, 1949). The findings also support the assertion by Berrels (2010) that communicating effectively occurs when the receiver understands the meaning intended and reacts accordingly which in the context of this study implies that the managements/leadership of the parastatals ought to communicate and interact effectively with key stakeholders, so as to succeed in implementing strategies in their respective parastatals.

Therefore, strategic communication is tool that can be used to enhance the effectiveness of all communication pertaining strategies of parastatals and enable all stakeholders to act or react in a manner that enhances their implementation.

The study findings support the importance of style which in this study denotes a leadership style that is strategic and shared values denoting organizational culture cultivated by the parastatal leadership in enhancing strategy implementation in parastatals as outlined in the Higgins's Eight (8) S Model of Strategy Implementation. The findings support the premise of the theory that ensuring continuous alignment of the elements (which in this study is strategic leadership and creation of an effective organizational culture) with the strategies of the parastatals is crucial in ensuring the successful implementation of these strategies.

The findings are also in line with the agency theory as a theory of strategic management which highlights that the actions of agents which in this study represent the parastatal leaders have an implication on various other parties who are the principals who in this study is the government (Laffort & Martimost, 2009). The findings support the view that the role of the agent in the formulation of a strategy as well as the management of the strategy implementation process cannot be taken lightly. They show that strategic leadership involvement plays a crucial role in the implementation of the parastatals' strategies. This is because parastatal leaders who are strategically involved in the parastatals operations and appointed to act on the behalf of the government are able to provide the necessary framework for strategy implementation in these parastatals by acting in the best interest of the government.

The findings also support the premises of the contingency theory that an organization's leadership determines the effectiveness of the organizations through its conduct which in this case is the level of strategy implementation and how by cultivating an effective organizational culture, all parties in the parastatals are encouraged towards directing their efforts to strategy implementation.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.432	0.28		-1.542	0.126
Strategy					
Communication	0.428	0.079	0.388	5.442	0.000
Organizational Culture	0.369	0.085	0.293	4.359	0.000
Balanced Organizational					
1 Controls	0.345	0.076	0.322	4.534	0.000

a Dependent Variable: Strategy Implementation

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

5.2.1 Strategic Communication

The study sought to explore the influence of strategic communication on strategy implementation among parastatals on Kenya. The study found that much focus had been directed towards developing integrated communications plans and having access to diverse channels for communicating with stakeholders given mean of responses of 3.66 and 3.34 respectively. However, less focus was directed towards ensuring that communication processes in the parastatal are planned to match requirements for each strategy to be implemented (2.94) where the parastatals' leaderships constantly communicating staff commitment towards embracing change was the less emphasized given a mean of responses of 2.68. The study also found that strategic communication was strongly associated with the level of strategy implementation in parastatals in Kenya.

5.2.2 Balanced Organizational Controls

The second objective of the study was to assess the influence of balanced organizational controls on strategy implementation among parastatals on Kenya. The study found that the parastatals had somehow attempted to have control systems in place for evaluating and controlling strategy implementation within the parastatal, having supportive organization structure and internal processes needed in establishing of effective control systems and also having formalized controls and evaluation processes which were integrated in the parastatals' strategic management cycles as shown by overall mean of responses of 3.24, 3.21 and 3.18 respectively. Ensuring that the parastatal's control systems were founded on timely, consistent, accurate and accessible information flow was the least emphasized as given by mean of responses score of 2.84 respectively. It was also established that increased emphasis on balanced organizational controls was associated with increased strategy implementation in the parastatals.

5.2.3 Organizational Culture

The study further examined the influence of organizational culture on strategy implementation among parastatals on Kenya. The study found that much emphasis was on ensuring that the parastatals' leaderships supported group culture and were continuously encouraging staff to work as a team to achieve the set goals and objectives regarding any strategy to be implemented given mean of responses of 3.62. Nevertheless, ensuring that the power distance within the parastatals was not a hindrance to strategy implementation had received the least attention (2.67). The correlation analysis showed that the association between organizational culture and implementation of strategies in Kenyan parastatals was positive, moderate and significant. The study further noted that cultivation of effective organizational culture in the parastatals positively and significantly influenced the level of strategy implementation among the parastatals. The implication was that increased cultivation of effective organizational culture by the leaders in these parastatals increased the level of strategy implementation among the parastatals.

5.3 Conclusions

The study concluded that strategic leadership involvement significantly influenced the level of strategy implementation among Kenyan parastatals. It also concluded that increased strategic communication by the leaders positively and significantly influenced the level of strategy implementation in Kenyan parastatals. The study further concluded that cultivation of effective organizational culture had a significant positive influence on the implementation of strategies in parastatals in Kenya. In addition, the study concluded that emphasis on balanced organizational controls by the parastatals' leaderships positively and in a significant manner influenced the implementation of strategies among the parastatals in Kenya.

5.4 Recommendations

The study recommends that parastatal leaders ought to adequately and continuously communicate the strategies of their parastatals to all stakeholders by adopting efficient communication systems. The study recommends the need for the parastatals to also develop efficient feedback systems that support easy evaluation of strategic processes besides ensuring that existing integrated communications plans and communication channels within the parastatals are implemented and utilized in reaching out to all stakeholders involved in the strategy implementation process. The study also recommends the need for the parastatal leaderships to enforce change management strategies in the parastatals to allow increased adaptability to necessary changes needed in achieving the parastatals' objectives.

The study also recommends that the parastatals' leaderships ought to ensure that there is no tendency of overemphasizing on a particular controls and that equal weight is directed to both financial and strategic controls in the parastatals. The study recommends that the control systems in the parastatals ought to be evaluated and reviewed regularly in order to make them adaptive for different strategies. The study recommends that the parastatals' management ought to adopt structures and internal processes that maximize effectiveness of communication and break down barriers between people and hierarchies so that the staff and management can work in harmony towards implementing the laid down strategies. The study further recommends that efficient information systems should be a priority for the parastatals so that information flow is smooth to timely actions when there is sluggishness in the implementation of a particular strategy.

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