INFLUENCE OF STRATEGIC CONTROL ON THE PERFORMANCE OF ELECTRICITY DISTRIBUTION COMPANIES IN NAIROBI COUNTY KENYA.

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A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER DEGREE IN BUSINESS ADMINISTRATION IN STRATEGIC MANAGEMENT OF MOUNT KENYA UNIVERSITY

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DECLARATION AND APPROVAL

Declaration

This project is my original work and has never been presented for any academic award in any institution.

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MBA/2023/40912

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Approval

This project is being submitted for examination with our approval as University supervisors.

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Mount Kenya University

Signature: **Date: 11/11/2024**

DEDICATION

I dedicate this research proposal to my parents. Their inspiration has helped me go a long way in making me a better person on my journey to reaching my potential.

ACKNOWLEDGEMENT

This proposal would not have been possible without the guidance and useful advice from my supervisor Dr. Evans Mwiti. I also show gratitude to my colleagues throughout my study period. I cannot forget to acknowledge my employer for granting me time off during the study

ABSTRACT

Major strategic choices regarding the distribution and use of resources in public entities form the foundation for investments that can lead to long-term success and growth. However, electricity distribution companies in Nairobi County, Kenya, face numerous challenges, including subpar services and inefficiencies that waste significant public funds. These companies are under increasing pressure to deliver better services equitably and transparently. The Electricity Distribution Companies in Nairobi County Performance Assessment Report (2020) indicated that despite possessing some of the most dynamic controls in the region, these companies consistently perform poorly in service quality and public satisfaction. This study aimed to examine the influence of strategic control on the performance of electricity distribution companies in Nairobi County. Specifically, the research sought to assess the influence of strategic surveillance, special alert control, premise control, and implementation control on organizational performance. Theoretical frameworks underpinning the study include control theory, modern portfolio theory, and systems theory. A descriptive research design was employed, targeting a population of 62 staff members involved in strategic management within the electricity distribution companies. Given the small population size, a census approach was utilized, ensuring that all 62 employees participate in the study. Data collection occured via structured questionnaires, and data analysis utilized SPSS version 26.0, employing both descriptive and inferential techniques. After data cleaning and coding, descriptive statistics such as means, standard deviations, and frequencies were calculated, followed by Pearson correlation analysis to explore relationships among study variables. The effect of strategic control on performance was examined using multiple linear regression, with results interpreted at a 5% significance level. Findings were presented through tables, aiming to provide insights that can positively impact various industries and demographic groups. The results are expected to help electricity distribution companies understand the necessity of strategic controls to ensure effective implementation of developed strategies. In the analysis chapter, the study reveals strong positive correlations between strategic control dimensions and overall performance, emphasizing the importance of strategic surveillance in adapting to dynamic environments and special alert controls for crisis management. Premise control also significantly impacts operational efficiency. The performance assessment indicates areas for improvement in project management and stakeholder engagement, underscoring the need for enhanced internal practices. The conclusion drawn from the findings highlights the critical role of strategic control in shaping the performance of electricity distribution companies. Recommendations include enhancing strategic surveillance practices, strengthening crisis management protocols, improving employee engagement, and conducting further research to explore the long-term effects of strategic control on performance outcomes. This study provides a comprehensive understanding of the significance of strategic control mechanisms in the electricity distribution sector and serves as a resource for stakeholders aiming to improve service delivery and organizational effectiveness.

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LIST OF ABBREVIATIONS AND ACRONYMS

EACC	Ethics and Anti-Corruption Commission
ICT	Information and Communication Technology
KETRACO	Kenya Electricity Transmission Company Limited
KIPPRA	Kenya Institute of Public Policy Research and Analysis
KMTC	Kenya Medical Training College
KPLC	Kenya Power & Lighting Company Limited
NACOSTI	National Commission for Science, Technology and Innovation
REA	Rural Electrification and Renewable Energy Corporation
REREC	Rural Electrification and Renewable Energy Corporation
SACCO	Savings and Credit Cooperative Society
SD	Standard Deviation
TI	Transparency International

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A company's corporate strategy consists of the decisions it has made to define and explain its mission and vision, as well as the main policies and methods it will employ to reach those goals. The organizational management process consists primarily of four steps: formulation, implementation, assessment, and control (Babafemi, 2015). In contrast to the many administrative tasks that make up strategy execution, the analytical tasks that make up strategy formulation are mostly focused with making strategic choices in relation to external factors. To fulfill the specified strategic goals, a business must coordinate its resources and capabilities before implementing a strategy (Olivier & Schwella, 2018). Strategy implementation primarily aims at carrying out a strategy. A vital aspect of strategic management is strategy control, which provides learning, feeds forward to the strategy design stage, and feedback, corrective measures, to the plan implementation stage.

The successful implementation of planned strategies propels world-renowned companies. A strategy is useless to a company if there is no plan to put it into action. The process of strategic planning must include strategy implementation. The majority of multinational corporations with operations in industrialized nations have successfully carried out their strategies to realize their strategic objectives (Wheelen, Hunger, Hoffman & Bamford, 2017). Factors such as globalization, the impact of technology, and competitive business environments have an indirect or direct impact on the execution of strategic plans by both large and small enterprises around the world.

What communities desire to be and how the electricity distribution companies to get there are both outlined in the planning process for electricity distribution companies in Nairobi

County, Kenya. Strategic plans describe communication and accountability procedures as well as their vision and purpose statements (Rabera, 2021). It is seen as a chance for electricity distribution companies to engage with the needs of their community and to create projects based on local residents' concerns. It is one of the most important pieces of work that electricity distribution companies leaders oversee and design. To that goal, electricity distribution companies in Kenya create a variety of plans, including spatial plans, annual development plans and long/medium-term plans based on local priorities. Therefore, public involvement dominates the entire process of developing strategic plans. Citizens' engagement in strategic planning is anticipated to be facilitated by the managers of electricity distribution companies. This entails establishing institutional structures and processes as well as a continuing dedication to making those processes relevant by making information timely and available and by appropriately taking into account the input of citizens in strategic development

(Ministry of Energy, 2021).

1.1.1 Strategic Control

In order for a firm to run smoothly, it is necessary to create and implement effective plans. Strategy involves a thoughtful approach to decision-making, relying on thorough market and competition analyses to guide its choices. It is grounded in the belief that strategic management is a logical and structured discipline. Businesses use strategic control to oversee the development and execution of their strategic plans, as stated by Wheelen and Hunger (2015). They argue that it is a subset of management controls that sets itself apart from others by specifically dealing with uncertainty and ambiguity throughout the control cycle. Achieving future goals takes precedence over evaluating previous successes. Rather than focusing on the past, strategic control seeks to identify what needs fixing so that the organization may be led in the right direction. Even a poor

organization can be guaranteed first place amid other superior competitors with a strong strategic control. In addition, according to Gavetti and Ocasio (2015), there are a handful of conventional components that are required for strategic control to be realized.

Organizations employ strategic control as a means to oversee the development and execution of strategic strategies. In order for a firm to run smoothly, it is necessary to create and implement effective plans. In order to bring idea and action into harmony, strategic control is essential. In contrast to other forms of management control, this one addresses ambiguity and uncertainty at several points throughout the control cycle. According to Kitonga (2017), there are four fundamental categories of strategic controls: implementation control, special alert, premise, and strategic surveillance. Strategic surveillance according to Murunga and Deya (2022) is intended to keep an eye on a wide range of activities both in the internal and external environment of an organization that could jeopardize its strategy. This kind of broad monitoring of many data sources should be promoted so that there is a better chance of discovering important but unexpected data that is meant to consistently protect the set strategy. A special alert control according to Julian and Scifres (2012) is the procedure used when an organization requires to quickly and completely review its underlying strategy in response to an unforeseen and rapid incident. These occurrences could include hostile takeovers, natural disasters, chemical accidents, airplane crashes, product flaws, or sudden financial crises like managing inflation. Although special alert controls are only applicable during strategy implementation, they are nevertheless an important part of strategic control and should be exercised at all stages of strategic management. In order to keep up with the ever-changing market conditions—including suppliers, substitutes, competitors, and entry barriers—as well as environmental factors, regulations, inflation, demographic shifts,

technology, and interest rates—premise control mechanisms are put in place (Rabera, 2021). They are created to regularly and comprehensively determine if the foundational premises underpinning a strategy continue to be relevant. It can be necessary to alter the strategy if a crucial premise is no longer true. An invalid premise should be identified and disproved as soon as possible. This is so that the plan can be modified to account for changing circumstances. Managers frequently question whether their assumptions about significant trends and developments in the business environment are accurate or whether the organization is headed in the right path. These issues demand the implementation of strategic control (Govindarajan & Fisher, 2018)

By monitoring the progress of events and the results of the various sub-stages and activities that make up the overall plan, implementation control can ascertain whether or not the strategy as a whole needs to be adjusted (Mailu, Ntale & Ngui, 2018By considering the decisions made earlier in the planning process regarding the key drivers for success, it assists in monitoring the progress of strategic initiatives and programs. Users can utilize stop or assessment criteria that are connected to various crucial limits, such as time, costs, research and development, success, or those associated with specific thrusts.

1.1.2 Performance of Electricity Distribution Companies

Performance in the workplace is associated with efficiency and effectiveness. Performance is measured by how well an organization's actions align with its planned objectives, according to Lee and Nowell (2015). Examples include greater efficiency, productivity, return on investment, client satisfaction, and quality improvement. An organization can be thought of as a freely chosen combination of productive resources, such as people, money, and inventions used only for the purpose of achieving shared

goals or purposes. Organizational effectiveness is determined by how well counties manage and deploy resources to accomplish strategic goals (Gure & Karugu, 2018).

Marketing strategies were nonexistent at Kenya Power because of its monopolistic character. In 2003, Kenya Power's management saw a need to fill a void caused by increased worldwide competition and established a marketing department. Since then, a number of practices have been implemented, including product sales and field visits to disconnected areas. However, when it was first launched, it was not given the attention it required, so an improved marketing plan is now necessary for competitive advantage. As of the end of June 2020, more than 8 million people would be purchasing power from the Kenya Power PLC, which owns and runs the majority of the country's electrical transmission and distribution system. Our company is dedicated to providing reliable and high-quality services that improve people's lives and contribute to the sustainable growth of the country. We strive to become the preferred energy solutions provider in Kenya. Kenya Power is responsible for the planning, construction, and maintenance of the power distribution and transmission network, as well as the retail sale of electricity to consumers.

With 50.1% of the shares held by the government and 49.9% by private investors, it is clear who the dominant shareholder is. The Nairobi Securities Exchange is where Kenya Power is listed.

After the Energy Act of 2019 was passed, REA changed its name to REREC. In addition to executing electrification projects in rural areas, REREC is now also responsible for leading Kenya's green energy initiative.

1.2 Statement of the Problem

A big number strategic choices on the distribution and use of resources of public entities form the basic foundation of the investments that can lead to long-term success and

growth. These strategic choices concern inclusivity, effective regulatory bodies, a focus on consensus, and the degree of stakeholder involvement in such initiatives (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). A nation must have strategic controls to guarantee that its policies are carried out effectively if it is to be able to prosper in a sustainable way. By offering public services, electricity distribution companies are anticipated to play a significant part in the growth of the nation. But there are a lot of problems that the administrations of Kenya's power distribution firms have been addressing, including poor service and inefficiency that causes huge amounts of public money to be wasted. Electricity distribution companies continue to face rising public pressure to deliver better services in an equitable and transparent manner (Khaunya & Wawire, 2015). Accountability in the use of public resources is required as a result of this and the greater service delivery.

The annual report and financial statements for the year 2023 highlight the effectiveness of internal controls, risk management, and governance. However, there were power losses of up to 23% incurred. In addition, reveiew of the power transmission data revealed that the losses occurred in the generation, distribution, transmission networks. However, Kenya Power does nor break down losses arising from those networks which, if accurately determined, can be attributed and be borne by respective power producers, distribution schemes under REREC and KETRACO The point of this study is to look into how strategic control affects the work of Kenyan energy distribution companies.

Though they cover a lot of ground, prior research on strategic management has neglected to zero in on the four pillars of strategic control. However, most research has ignored the interplay between the various strategic controls and instead focused on their separate effects on performance. By examining the combined impact of strategic surveillance, special alert control, premise control, and implementation controls, the current study

aims to close this conceptual gap. Similar to this, studies on how strategic controls affect performance have focused primarily on industrialized nations as well as on diverse sectors aside from electricity distribution companies'. This study seeks to close this contextual deficiency. The impact of strategic control on performance, particularly within counties, has not received much attention.

1.3 Research Objective

1.3.1 Purpose of the Study

Electricity distribution companies in Nairobi County, Kenya was the focus of this study, which aims to analyse how strategic control affects their performance.

1.3.2 Research objectives

The study was guided by the following specific research objectives;

1. To assess the influence of strategic surveillance on performance of Electricity Distribution Companies in Nairobi County Kenya.
2. To examine the influence of special alert Control on performance of Electricity Distribution Companies in Nairobi County Kenya.
3. To determine the influence of premise control on performance of Electricity Distribution Companies in Nairobi County Kenya.

1.4 Research Questions

1. How does strategic surveillance influence performance of Electricity Distribution Companies in Nairobi County Kenya?
2. What is the influence of special alert Control on performance of Electricity Distribution Companies in Nairobi County Kenya?
3. How does premise control influence performance of Electricity Distribution Companies in Nairobi County Kenya?

1.5 Significance of the Study

A large variety of sectors and demographic categories might be influenced by the study's conclusions. The results of this study might help electricity delivery companies understand how important strategic controls are for making sure that strategies are carried out effectively. Policymakers in the energy ministry might use the study's results to inform efforts to promote strategic controls in government agencies. The study also seeks to provide scholars and academics with vital details regarding any gaps in strategic control and performance.

1.6 Scope of the Study

The goal of this study was to look into how strategic control impacts the productivity and efficiency of Nairobi County's energy distribution companies in Kenya. The study was done in the Kenyan county of Nairobi. 62 employees from Electricity Distribution firms in Nairobi County were the study's target group. The study looked at every part of strategic management at these firms. Descriptive research using point-in-time data constituted the study. Only multiple regression was considered in the analysis.

Structured questionnaires were utilised to gather the main data.

1.7 Limitations and Delimitations of the Study

1.7.1 Limitations

It was expected that some problems would come up while this study is being done, such as the ones below:

Participation and disclosure of essential information may be hindered if respondents are unwilling or unable to deal with the sensitive nature of the data or are afraid it might be used against them in an accountability context. The researcher reassured the participants

of their anonymity and explain the significance of the study. To foster trust, authorization letters will also be made available.

The conservative character of government and the confidentiality vows taken by employees make data collection even more difficult. The researcher spoke with potential respondents and get permission in order to define this restriction and obtain the necessary authorization for data collection.

The study was conducted in energy sector Nairobi County, this may limit the quantity of information that is collected due to confidentiality issued.

1.7.2 Delimitations

This study had four main objectives. The first was to find out how strategic surveillance impacts the performance of electricity distribution companies in Nairobi County, Kenya. The second was to find out how special alert control impacts their performance.

And the third was to find out how premise control impacts their performance.

1.8 Assumptions of the Study

The following ideas helped lead this investigation.

The selected participants provided truthful responses that are in line with their character; this is the primary assumption of the study. The research also hopes that everyone who takes part will be encouraging and helpful.

1.9. Definition of Key Terms

Control: means the process of comparing the present performance of the Electricity Distribution Companies with the standards set out in the county's strategic plans in order to guarantee sufficient development and satisfactory results.

Implementation Control: defines the processes that power companies use to figure out if the big picture needs changing based on what's happening on the ground and the results of the little steps that make up the big picture.

Performance: the level and quality of service delivery by Electricity Distribution Companies in a certain area.

Premise Control: mechanisms created by Electricity Distribution Companies to systematically as well as continuously determine whether the premises established throughout the strategy planning and execution phases continue to be relevant.

Special Alert Control: refers to the procedures applied by the Electricity Distribution Companies to quickly and rigorously review underlying strategy in response to an unforeseen and rapid incident within the county

Strategic Control: refers to the steps that Electricity Distribution Companies take to make and carry out different plans.

Strategic surveillance: mechanisms used by the Electricity Distribution Companies to keep an eye on a wide range of activities both within and externally that could have an impact on service delivery.

Strategy: refers to charting a clear and right course for the county as a whole rather than individuals. In the end, it's a strategy that will help all electricity distribution companies achieve their goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter's goal is to use both theoretical and empirical data to analyze how strategic control affects the operations of Kenya's Nairobi County's energy distribution businesses. It begins with a review of some of the most well-known theories and models that link information sharing. As a consequence, the research gaps are revealed.

The conceptual framework for the investigation is offered at the chapter's conclusion.

2.1 Theoretical Literature Review

The theories informing the choice of variables in this study are presented in this section. The theories adopted in the study are control, modern portfolio and systems theory.

2.1.1 Systems Theory

It is useful to think of a subject as part of a larger whole or system when deciding how to proceed with it, according to systems theory, which was developed by psychologist Ross Ashby and originally proposed by Ludwig Von Bertalanffy. The self-correcting feedback loop that an entity experiences when adhering to systems theory principles is a key concept in comprehending systems theory (Shin & Konrad, 2017). This means that an entity may assess the effects of its activities with respect to all the system components it is a member of and can adjust its future actions in light of those assessments. According to Mahadeen, Al-Dmour, Obeidat and Tarhini (2016), in order to manage their operations, ensuring that they constantly produce positive outcomes, and that the people working for them are competent, organizations implement strategic controls like special alerts. Systems theory is crucial to ensuring that every employee involved in an organization's operations understands the alerts related to strategic controls, and it is

useful for assessing the effect of special alerts on the performance of electricity distribution companies in Nairobi County, Kenya. To ensure effectiveness.

2.2.2 Control Theory

Wiener developed control theory in 1948. Control theory suggests that organizations may need to simplify their processes. Control systems must be in place for organizations to evaluate their performance. Companies, according to this theory, should adjust their goals in light of the criticisms levelled at them by various groups of interested parties. Theoretically, these investigations are grounded in control theory, which stresses the significance of control systems for designing and implementing plans to monitor and evaluate strategy performance. Organisations can reduce the ambiguity and uncertainty brought about by previous action plans meant to accomplish their objectives through strategic control, a type of management control. Therefore, businesses should equip themselves with feed-forward controls to steer the transformation, superior concurrent controls to keep an eye on all the things happening in the context of the transformation at any given time, and feedback systems to compare the results they got from their actions to what they had hoped for. The idea of strategic control is based on control theory, which is the foundation of the research.

2.1.3 Modern Portfolio Theory

After Harry Markowitz made his modern portfolio theory famous in 1952, it became a popular ideology. An investor's risk tolerance and the amount of market uncertainty should inform their investing strategy, with the caveat that higher yields come with higher risk, if this hypothesis is to be believed. It is feasible to construct an investment portfolio that offers the maximum prospective returns for a specific level of risk, claims (Markowitz, 1952). If this theory is correct, we shouldn't limit ourselves to only looking at risk and the nature of investment returns. Using this theory as a guide, rational

investors may see how diversification boosts portfolio performance. Electricity distribution companies must have strategic control in order to examine the county's structure and direction. This is also the case when there is need to adjust the current priorities and preferences of the Electricity Distribution Companies. There is also need to scan and make adjustments to means of attaining certain goals to accommodate any pressure from internal or external forces that may hinder the Electricity Distribution Companies from achieving the goals. Thus, modern portfolio theory aids in establishing the impact of surveillance controls on performance of Electricity Distribution Companies.

2.2 Theoretical Framework

The theories anchoring the study variables are shown in Figure 1.

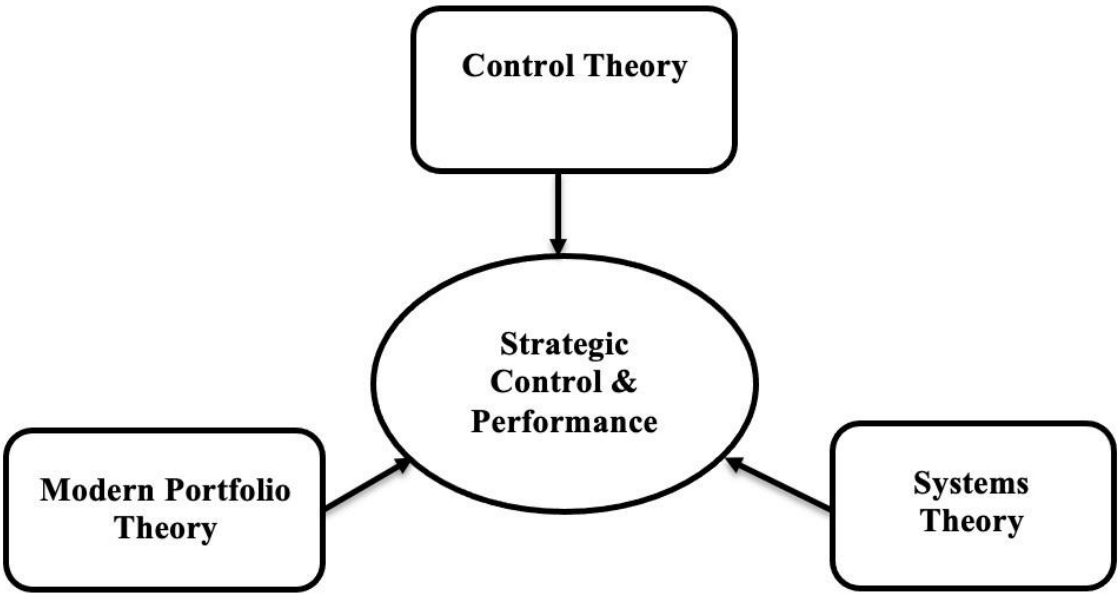

Figure 1: Theoretical Framework
Source: Researcher (2024)

2.3 Empirical Literature

An empirical literature review looks at previous research on a certain topic. Writing empirical literature in a way that lays out the steps taken, the results obtained, and the

gaps that were not filled in allows other researchers to replicate the study and determine if the findings hold up when repeated. The goals of the research dictate this procedure.

2.3.1 Premise Control and Performance

The strategic premise controls of the Armenian Airline Company were examined by Emanuel, Eduardo, Helio, and Rosimeire (2019).Their study was quantitative, and they collected their data using a survey. The 73 validated questionnaires were filled out by individuals responsible for the controlling or relevant areas of these businesses between February and April 2014. Using the structural equation modeling method, data analysis was done. Their study revealed that substantial gains can result from an organization's capacity to adjust to shifting market conditions, key stakeholders' expectations, and long-term planning for its resources.

Olang'o and Namusonge (2018) examined the relationship between premise control and organizational performance using the Kenya Water Institute as an example. A correlational analysis was conducted using a sample of faculty and staff from all four campuses of the Kenya Water Institute. Allocating resources to development, expansion, and income production, as well as creating and implementing a strategic plan, were found to be strongly and significantly correlated with one another.

Rabera (2021) looked into the effects of strategic control techniques on the organizational performance of savings and credit cooperatives in Kisii County. The study used a descriptive research design. No less than nine SACCOs made up the target group. In order to determine the sample size, 71 replies were counted from the SACCOs' managerial personnel. Employees of SACCOS provided the units used for the samples. A variety of respondent types were listed in the sample frame's tables. Information was gathered by means of the questionnaire. The inferential statistics team used tools like regression analysis and correlation to figure out how the variables related to one another.

The research in Kisii County found that SACCOs' organisational performance is improved by implementing premise control.

Bamburi Cement Limited is a Kenyan firm that Ndegwa (2013) studied to determine how strategic premise control systems affected their financial performance. The study took into account information gathered from both official and unofficial sources.. The interview data was summarised and extrapolated using content analysis, and the relationships between the variables were examined using regression analysis and Pearson's product moment correlation coefficient. According to the study, there is a favorable and significant correlation between a company's financial performance and its level of strategic premise control.

In the context of European business units, Govindarajan and Fisher (2018) examined the relationship between resource sharing and premise control strategies. The findings showed that altering both the premise controls and the overall controls for strategy implementation is required to get a competitive advantage. The benefits of unit exchanges can only be realised, according to their research, if there is a proper connection between organisational structure and premises control. The ability of top managers to react to a changing environment through strategic leadership and functional track skills has greatly contributed to the financial success of this organisation. According to these results, premise control plays an active role in the preemptive phase of strategy development.

2.3.2 Special Alert Control and Performance

The effectiveness of strategic control in commercial banks in Kisumu, Kenya, is examined by Ayuma (2017). The aim of the study was to ascertain the extent of strategic control, the elements that enhance its effectiveness, and the obstacles that strategic control inside these establishments has to overcome. Control theory provided direction

for the inquiry. The method chosen for the survey study was a descriptive cross-sectional survey. All 102 branch managers, operations managers, and relationship managers will be included in the population. Primary and secondary sources were also used in the data collection process. The results showed that organizations place a high value on strategic alert control, which has improved performance.

Woldmeskel (2020) examined the strategy assessment and control mechanisms in the education sector, utilizing Hope University College Addis Abeba as a case study. They have demonstrated that the application of strategic control methodologies may improve both the financial and non-financial performance of regional organizations dealing with a range of socio-economic challenges, proving that issue control is a strategic function. The strategic leadership of senior managers and their functional route had an impact on the company's highest means and financial performance. Price wars as a result of the increasingly competitive environment have an impact on the organizational performance. These data showed that specific alert controls in public institutions, such as Electricity Distribution Companies, are connected to formal regulations but may not be connected to formal targets.

In their 2012 study, Julian and Scifres aimed to offer an interpretative viewpoint on how strategic control might initiate strategic change. Companies are under pressure to respond responsibly and swiftly, they said, due to the dynamic nature of their environments. A key part of strategic control's function in adaptation is the identification and analysis of change triggers, which are major events in the external environment that necessitate a reaction from the organisation. It is simpler to identify the variables that contribute to change, according to the authors, when data interpretation is elevated in the strategic control process. Data interpretation, response, and special alert control comprise the three pillars upon which the research's conceptual model rests.

2.3.3 Strategic Surveillance and Performance

Diar, Senaji, and Mwambia (2017) looked at the impact of strategic control on the productivity and efficacy of Kenyan commercial banks. The research focused on the official and informal methods used by Kenyan commercial banks to keep an eye on, assess, modify, and regulate their operating procedures. We used a descriptive survey with 121 participants to look into how strategic control affected the efficiency and effectiveness of Kenya's commercial banks. The research found that strategic surveillance control and organisation had a positive and statistically significant link. This was an early attempt to justify why strategic surveillance in Kenya affected bank performance but not Electricity Distribution Companies. Additionally, the study did not take into account other strategic controls, such as special alerts, premise controls, and implementation controls.

Murunga and Deya (2022) looked into how strategic controls affected the performance of commercial banks in Nairobi County. Members of the 42 commercial banks in Nairobi County's management personnel (1226 in total) were the intended recipients. A stratified random sampling procedure was used. A semi-structured questionnaire was employed in the study, and each respondent was given their own copy. According to the study results, banks have greatly increased the use of strategic surveillance controls in their daily operations. According to the report, commercial banks' performance is influenced by competition monitoring, industry trend tracking, and strategic environmental scanning. However, the elements of surveillance control that are applicable to commercial banks may not be relevant to Electricity Distribution Companies and therefore the findings of the study by Murunga and Deya (2022) may not be generalizable to the context of this study.

Research by Rocha, Duclos, Veiga, and Neves (2015) looked at how strategic surveillance control systems affected the efficiency of organisations. The relationship between learning and the MCS's diagnostic and interactive controls was the primary focus of the study. The metallurgical unit of a Brazilian multinational corporation initiated the probe. All through 2013, investigators scoured the globe. The study zeroed down on two critical procedures that boost the company's ability to compete. The documentary-style study relied heavily on semi-structured interviews with the senior administrators of this subsidiary for its data collection. According to the data, strategic surveillance has a beneficial effect on productivity.

Ong'ombe (2017) used a survey of hotels in Kisumu County to look at the effect of strategy control on organizational performance. Correlational research was the research methodology used in this study. The study unit of observation consisted of 45 senior hotel staff members from nine-star hotels in Kisumu. The investigation made use of saturated sampling. The little population is to express regret for this. In all, 45 members of senior staff responded. Respondents themselves provided the primary data, while hotel and other relevant organisation records provided the secondary data. Strategic surveillance control increased production, according to the results. Strategic surveillance control was also significantly related to organisational success, according to the data.

2.4 Research Gaps

This study aims to investigate how Electricity Distribution Companies in Nairobi County Kenya performance is impacted by strategic control. Literature globally has extensively discussed this subject. The majority of studies, however, have concentrated on the individual strategic controls rather than looking at how they affect performance collectively. By examining the combined effects of premise control, special alert control, and strategic surveillance, this study aims to close this conceptual gap. Similarly, studies

on the impact of strategic controls on performance have tended to focus on industrialized countries and other industries rather than Kenya's Nairobi County Electricity Distribution Companies. The purpose of this work is to remedy that context gap. The impact of strategic control on performance in Kenya has not received much research, particularly when it comes to Nairobi County's power distribution businesses.

2.5 Summary of Literature Reviewed

Examining the effects of strategic control on the efficiency of power distribution businesses in Nairobi County, Kenya is the goal of this literature review project, which will draw from international, national, and regional sources. We performed a thorough literature review to demonstrate the performance impacts of strategic surveillance, assess the performance impacts of premise control, identify the performance impacts of special alerts control, and delve into the performance impacts of implementation control. Research took place in many parts of the globe. As a result, research and knowledge gaps have been identified which this study seeks to address. A theoretical examination of this study's underlying theories has also been presented in this chapter.

Control, modern portfolio and systems theory have been adopted for this study.

2.6 Conceptual Framework

The variables and their hypothesized relationships are laid forth in a conceptual framework. This conceptual model, depicted in Figure 2, is based on the arguments presented in the empirical review section. The goals of the study that are detailed below form the basis of the model's design. Electricity distribution companies can see the independent study elements and how they are projected to affect them.

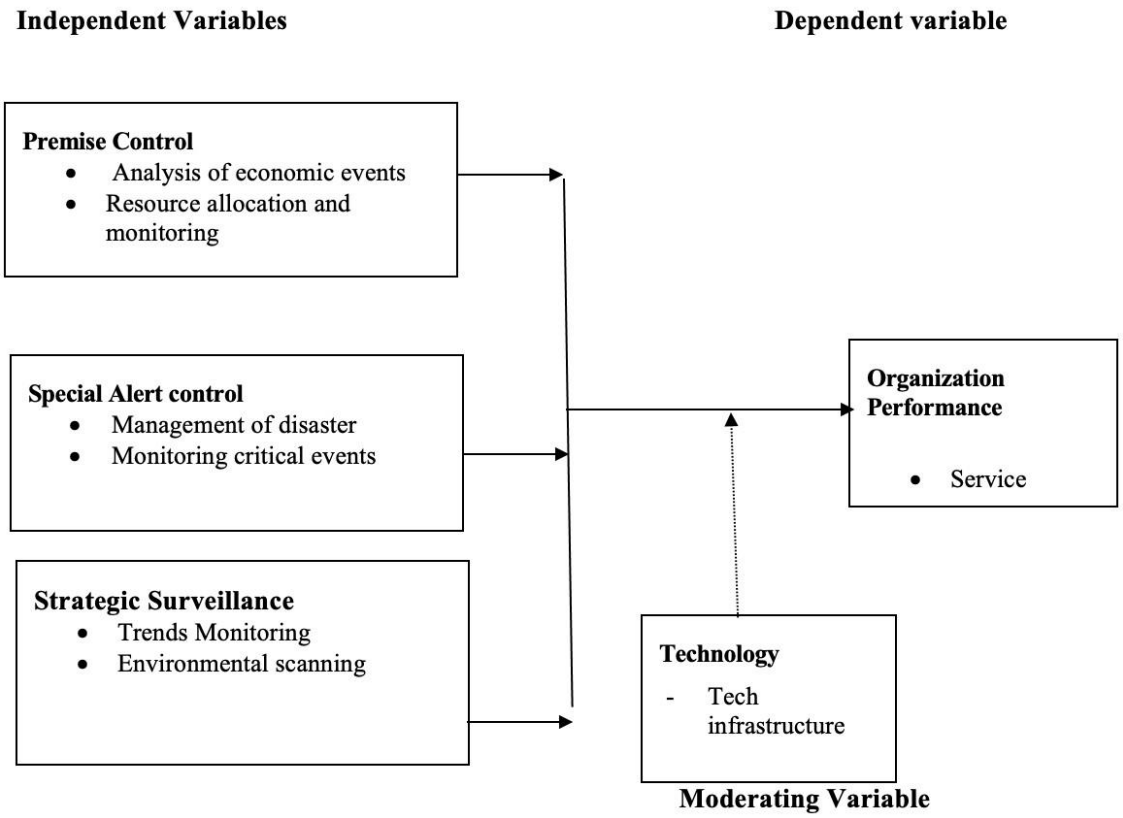

Figure 2: Conceptual Framework
Source: Researcher (2023)

2.6.1 Premise Control

In order to keep up with the ever-changing market conditions—including suppliers, substitutes, competitors, and entry barriers—as well as environmental factors, regulations, inflation, demographic shifts, technology, and interest rates—premise control mechanisms are put in place (Rabera, 2021). They are created to regularly and comprehensively determine if the foundational premises underpinning a strategy continue to be relevant. It can be necessary to alter the strategy if a crucial premise is no longer true. An invalid premise should be identified and disproved as soon as possible. This is so that the plan can be modified to account for changing circumstances. Managers frequently question whether their assumptions about significant trends and developments in the business environment are accurate or whether the organization is headed in the

right path. These issues demand the implementation of strategic control (Govindarajan & Fisher, 2018).

Predicting the outcomes of particular future occurrences is the foundation of any strategy. With premise control, we can check if that assumption holds water after the strategy is in motion and make any required adjustments based on the results. Interest rates, inflation, and supply and competition are examples of external variables that impact this form of strategic control.

2.6.2 Special Alert Control

According to Julian and Scifres (2012), a particular alert control is when a business quickly and thoroughly reviews its core plan in light of an unforeseen and abrupt incident. These occurrences could include hostile takeovers, natural disasters, chemical accidents, airplane crashes, product flaws, or sudden financial crises like managing inflation. Although special alert controls are only applicable during strategy implementation, they are nevertheless an important part of strategic control and should be exercised at all stages of strategic management.

2.6.3 Strategic Surveillance

Strategic surveillance according to Murunga and Deya (2022) is intended to keep an eye on a wide range of activities both in the internal and external environment of an organization that could jeopardize its strategy. It is recommended that various information sources be broadly monitored in order to increase the likelihood of discovering important but unexpected details that can be used to consistently defend the established approach.

2.6.5 Performance of Electricity Distribution Companies

Performance is described as an erratic equilibrium between effectiveness and efficiency. It can also be viewed as a state of an organization's competitiveness, attained through a level of effectiveness and efficiency that guarantees a long-term presence on the market (Casalino, Żuchowski, Labrinos, Munoz Nieto & Martín, 2019). The economic concept of adding value to the organization or creating wealth is also a part of organizational performance. Therefore, the relationship between cost (the organization's operational expense) and the value of the benefits realized is what determines performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The methodology of the research is described in this section. Population, data collection methods, and data analysis are all covered in the chapter's high-level outline. Furthermore, the research methodology that wasemployed to achieve the study's objectives is laid out in full in this chapter.

3.1 Research Design

Research design, according to Kothari (2009), is like a road map; it allows for the effective and efficient implementation of the various research tasks. Aiming for a middle ground between procedure efficiency and their relevance to the research subject, it is a configuration of data collecting and analysis settings. A descriptive research design was employed in this study. A set of procedures and methods that define variables are referenced in this design. It comprises collecting data about events, then sorting, tabulating, presenting, and explaining that data. Exploring and describing the relationship between variables without manipulating them is possible with the descriptive study design, making it an appropriate choice.

3.2 Target population

A population is defined by Maxwell (2021) as a clearly defined set of individuals, objects, or events, or a collection of houses that are being studied with the aim of drawing generalisations from the results. A total of 62 employees from Nairobi County's power distribution firms made up the study's target population, and it specifically targeted each department responsible for strategic management within the county. Participants were

selected from the following departments: HR & Administration, Finance & Control, Engineering, and Audit. You may see this in Table

1.

Table 1: Study Target Population

Division	Population	Percentage
HR & Administration	15	
Engeneering	12	
Audit	14	
Finance & Control	21	
Total	**62**	**100**

Source: Researcher, 2024

3.3. Sampling Technique and Sample Size

There were 62 respondents in the study's actual population. Due to the population's small size, a census was conducted, which means that all 62 employees from the various units were examined. Abbott and McKinney (2013) contend that a census is preferable to a sample because it produces more accurate results. Since the targeted demographic deals with important strategic management challenges, they were the most suited to give the data required for the study, which is why they were selected as respondents. According to Orodho (2009), the data obtained by a census helps to gain objective data that appropriately represents the different viewpoints of all individuals addressed, which is why the census technique was acceptable. Due to the absence of sampling error and the likelihood of gathering more precise data regarding the research issue within the population, a census provides a real estimate of the population.

3.4 Research Instrument

This project collected data from participants using structured questionnaires. In order to collect data from respondents in a uniform manner, researchers often use questionnaires, which consist of a collection of questions (items) (Kothari, 2014). Respondents were able

to read, understand, and provide meaningful responses because of the questionnaire's simple design. Since the staff is responsible for putting the strategy into action, they were given the questionnaires. As shown in Appendix II, the questionnaire consists of sections A to F. Section A comprises of background information for that study respondents while 5-point Likert scale items are presented for sections B through F.

3.5 Pilot Test of Research Instruments

Numbers like means, percentages, frequencies, and standard deviations were used to describe the responses. We used regression and correlation analysis to sift through the numerical data. To investigate the connections between the dependent and independent variables, the study used multiple regression analysis with a 5% significance threshold. A multiple regression model for studying correlations between these variables is presented here.

3.6 Validity and Reliability of Research Instrument

3.6.1 Validity

According to Creswell, Clark, Gutmann & Hanson (2003), a measurement can be considered reliable if it is valid. A measuring tool's content validity refers to how well it covers the topic under investigation; this study employed content validity. The specialists in the assessment group looked at the data collection instruments and give their opinions on the relevance of each item. When they thought an item is significant, then the instruments were considered content valid. By making certain that the designed questionnaires measure the variables as intended, construct validity was attained. This study will make use of Yin's (2013) model for content validity testing.

3.6.2 Reliability

Mohajan (2017), the capacity of a research instrument to reliably produce consistent data across multiple trials is crucial. One can't ignore this condition. Internal consistency verified this. To measure its reliability, we used Cronbach's Alpha, a scale that goes from 0 to 1 and shows how interdependent a set of claims is. The internal consistency was determined using Cronbach's Alpha, which is 0.7. After entering the pilot research questionnaire data into SPSS, it was coded in Excel. From there, Cronbach's alpha was retrieved for each variable. This scenario assumed that variables have an internal consistency level above this threshold, and that an overall Cronbach's alpha value more than 0.7 confirms the dependability of the instruments.

3.7 Proposed Data Collection Methods and Procedures

Researcher will write a letter of introduction to the management asking for permission to drop the questionnaires and collect data. The intention and goal of the study will be conveyed to each respondent in detail. To make sure the exercise is done correctly, the researcher will recruit and educate two research assistants. A letter from the institution approving the study will be followed by one from NACOSTI approving the data gathering process for this study. The distribution of the questionnaire will take place utilizing the drop-and-pick method.

3.8 Proposed Data Analysis Techniques and Procedures

SPSS, version 26.0, was utilised for quantitative data analysis. Editors, coders, and classifiers carroed out the data processing. Descriptive methods like means, percentages, frequencies, and standard deviations was used to describe the responses. Regression and correlation analysis was used to examine the quantitative data. The study used multiple regression analysis to look at the correlations between the dependent and independent

variables at a 5% significance level. To examine the correlations between the variables, this is the multiple regression model to apply:

$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon}$ Where:

Y = Performance of Electricity Distribution Companies

X_1 = Premise Control

X_2= Special Alert Control

X_3 = Strategic Surveillance Ɛ

= error term, β_0 = Constant β_1, β_2,

β_3, β_4 = Regression coefficients

3.9 Ethical Considerations

Research authorization from NACOSTI and a letter of approval from the university were obtained by the researcher prior to beginning the data collecting exercise. We adhered to all ethical guidelines on the treatment of respondents, their willingness to participate voluntarily, confidentiality, and anonymity. It is important to note that no one was forced to participate in the study if they do not want to. Complete confidentiality was guaranteed for all data collected for this study, and it was utilised exclusively for the specified academic objective. The data collected was only used for academic purposes only and it was well kept and safeguarded.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and discussion of the research findings on the influence of strategic control on the performance of electricity distribution companies in Nairobi

County, Kenya. The chapter begins with an overview of the response rate and reliability of the data collected, followed by a detailed analysis of the sociodemographic characteristics of the respondents. The subsequent sections delve into the analysis of the specific research objectives, examining the impact of strategic surveillance, special alert control, and premise control on organizational performance.

4.2 Response Rate

The study achieved an outstanding response rate of 98%, which is significantly high and demonstrates an exceptional level of engagement, cooperation, and interest from the respondents. Such a remarkable response rate reflects that the participants were genuinely interested in the topic and were likely motivated to provide their insights, opinions, and experiences. This level of participation is crucial in research, as it reduces the risk of non-response bias and ensures that the data collected is representative of the target population.

Furthermore, a response rate as high as 98% strengthens the reliability and validity of the study, as it indicates that the sample is sufficiently large to reflect the views of the broader population under investigation. With such a comprehensive dataset, the findings can be considered more robust and dependable. This level of participation also supports the generalizability of the study's outcomes to similar contexts or populations, making the results applicable to a wider audience. Additionally, the high response rate contributes to the credibility of the research, as it signals that the research instruments and procedures were well-designed, effectively engaging the respondents throughout the process.

The impressive 98% response rate is not only a testament to the effectiveness of the study design but also a critical factor in ensuring that the conclusions drawn from the research are both credible and widely applicable. The strong participation rate thus underpins the overall success and quality of the study.

4.3 Socio-Demographic Characteristics

The socio-demographic characteristics of the respondents were analyzed to provide context for the study findings. The table below summarizes the key demographic variables:

Table 2: Socio-Demographic Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	34	54.8
	Female	28	45.2
Age	25-35	20	32.3
	36-45	25	40.3
	46-55	10	16.1
	Above 55	7	11.3
Highest Level of Education	College Diploma	15	24.2
	Undergraduate	25	40.3
	Postgraduate	15	24.2
	Professional Certification	7	11.3
Duration Working	Below 1 year	5	8.1
	1-3 years	15	24.2
	4-5 years	20	32.3
	Above 5 years	22	35.4

Source: Research Data, 2024

The demographic analysis of the respondents reveals a fairly balanced representation between males and females, with 54.8% of the respondents being male and 45.2% being female. This near-equal gender distribution reflects diversity, though there is a slight male dominance. Such gender representation indicates that while both genders are well represented, the industry may still have a higher number of males. This could be indicative of the gender dynamics within the electricity distribution sector or the roles typically occupied by men in such industries.

In terms of age distribution, the majority of respondents fell within the 25 to 45 age range. Specifically, 32.3% of the respondents were aged between 25 and 35, while 40.3% were between 36 and 45 years old. This suggests that a large proportion of the workforce is in

their middle career stages, likely possessing a balance of experience and potential for further growth in the sector. Meanwhile, 16.1% of the respondents were in the 46 to 55 age group, and 11.3% were aged above 55. This indicates that a smaller portion of the respondents were either approaching the later stages of their careers or already well-established professionals within the industry.

When examining educational qualifications, the majority of the respondents had completed an undergraduate degree, making up 40.3% of the sample. This suggests that a large portion of the workforce has received formal education at a higher learning institution, providing them with the foundational knowledge needed in the electricity distribution sector. In addition, 24.2% of respondents had a college diploma, indicating a presence of technically trained professionals. A further 24.2% had postgraduate qualifications, signifying that a significant number of respondents had pursued advanced studies beyond their undergraduate degrees. Lastly, 11.3% of the respondents held professional certifications, reflecting specialized training or expertise in particular areas relevant to their roles.

In terms of work experience, the analysis shows that 67.7% of the respondents had been working in the electricity distribution sector for more than three years. Of this, 35.4% had more than five years of experience, and 32.3% had worked for 4 to 5 years.

This high level of experience suggests that the respondents are well-versed in the operational aspects of the industry and have developed a thorough understanding of the sector's dynamics. On the other hand, 24.2% had between 1 to 3 years of experience, while only 8.1% had less than a year of experience. The majority having substantial experience highlights the depth of expertise within the sample, making their responses particularly insightful and relevant to understanding the trends and challenges within the electricity distribution sector.

Overall, the demographic profile of the respondents presents a well-rounded group in terms of gender, age, education, and experience. The data reveals that the respondents are not only educated but also possess a significant amount of industry experience, making their input valuable in providing an informed perspective on the electricity distribution sector. This demographic diversity helps ensure that the study captures a wide range of insights, contributing to the reliability and applicability of the research findings.

4.4 Strategic Surveillance

The following table presents the responses related to strategic surveillance as measured by the survey. Each statement assesses the extent to which respondents agree or disagree with the effectiveness of strategic surveillance practices within electricity distribution companies in Nairobi County. The table also includes standard deviation values for each statement to gauge the variability in responses.

Table 3: Strategic Surveillance

Statement	SD	D	NS	A	SA	Mean	Std Dev
The Electricity Distribution Companies conduct broad monitoring of 5 economic, social, and political trends.	7	10	20	20		4.01	0.88
The Electricity Distribution Companies conduct environmental scanning 3 to check the relevance of their strategies.	5	12	22	20		4.02	0.91
The Electricity Distribution Companies monitor their procedures 4 internally and externally.	6	10	18	24		4.05	0.85
The Electricity Distribution Companies engage in trade conferences for 7	8	10	15	22		3.83	0.97

Statement	SD	D	NS	A	SA	Mean	Std Dev
strategic information sharing. Surveillance controls provide ongoing protection for the company's 3 approach.	4	11	20	24		4.07	0.87
Electricity Distribution Companies monitor a variety of information 2 sources to find unexpected factors affecting strategies.	3	10	25	22		4.15	0.84
The Electricity Distribution Companies use multiple information sources 3 to identify weaknesses and strengths.	2	10	24	23		4.14	0.86
The Electricity Distribution Companies monitor incidents to plan and 3 improve performance.	5	12	20	22		4.02	0.91

Strategic controls are useful in planning for the future of the Electricity 2 Distribution Companies.	3	9	25	23	4.18	0.83
The Electricity Distribution Companies monitor public priorities before 4 making decisions.	5	11	20	22	4.01	0.88

Source: Research Data, 2024

The responses to the statement "The Electricity Distribution Companies conduct broad monitoring of economic, social, and political trends" show a high level of agreement, with a mean of 4.01 and a standard deviation of 0.88. This suggests that respondents generally believe the companies engage in monitoring these external trends to inform their strategic decisions, although there is some variation in opinion, as reflected in the standard deviation.

Similarly, when asked whether the companies conduct environmental scanning to check the relevance of their strategies, the responses yielded a mean of 4.02 with a standard deviation of 0.91. This shows that respondents largely agree that these companies are proactive in aligning their strategies with changing environmental conditions. The slight variation in responses may indicate differences in the perceived effectiveness or consistency of such environmental scanning across different areas of the sector.

The internal and external monitoring of procedures by electricity distribution companies also garnered strong agreement, with a mean of 4.05 and a relatively low standard deviation of 0.85. This suggests that there is general consensus among respondents that monitoring is a key part of the companies' operational practices, and that these procedures are being regularly assessed to ensure they are efficient and effective. This internal and external focus likely contributes to the overall stability and performance of the sector.

However, when it comes to engaging in trade conferences for strategic information sharing, the mean response was lower, at 3.83, with a higher standard deviation of 0.97. This indicates that while some respondents believe these companies do engage in strategic information-sharing at conferences, others are either unsure or disagree. This

could be reflective of varying levels of participation in such events across different companies or departments, or it could suggest that not all employees see this as a major focus of the company's strategic activities.

In contrast, surveillance controls, which are used to provide ongoing protection for a company's approach, were rated highly, with a mean of 4.07 and a standard deviation of 0.87. This suggests that most respondents agree on the importance and effectiveness of surveillance controls in protecting company interests and ensuring that their strategic approach remains secure and aligned with internal goals.

The highest agreement came from the statement "Electricity Distribution Companies monitor a variety of information sources to find unexpected factors affecting strategies," with a mean of 4.15 and a low standard deviation of 0.84. This indicates that respondents strongly believe these companies actively seek out diverse sources of information to identify any unforeseen challenges or opportunities that could impact their strategies. This practice is vital for maintaining flexibility and responsiveness in a rapidly changing environment.

Likewise, the use of multiple information sources to identify weaknesses and strengths was also rated highly, with a mean of 4.14 and a standard deviation of 0.86. This suggests that respondents recognize the companies' efforts to continually assess their internal and external environments to ensure that any potential areas for improvement or advantage are identified early on. Such practices are essential for sustaining competitive advantages in the sector.

When asked whether the companies monitor incidents to plan and improve performance, the mean response was 4.02, with a standard deviation of 0.91. This shows general agreement, although there is some variation in opinions, perhaps reflecting differences

in the perceived thoroughness or frequency of such monitoring activities across various departments or regions within the companies.

The highest overall agreement came from the statement "Strategic controls are useful in planning for the future of the Electricity Distribution Companies," which had a mean of 4.18 and a low standard deviation of 0.83. This indicates that respondents overwhelmingly agree that strategic controls are a valuable tool for future planning and ensuring that the companies are well-prepared to face emerging challenges and opportunities. The strong consensus here highlights the critical role of strategic planning in maintaining the long-term success of these companies.

Finally, the statement regarding whether the companies monitor public priorities before making decisions had a mean of 4.01 and a standard deviation of 0.88, indicating that respondents generally agree that public interests are considered in the decision-making process. This suggests that electricity distribution companies are aware of the importance of aligning their strategies with public expectations and demands, ensuring that they remain responsive to the needs of the communities they serve.

Overall, the analysis of these responses highlights a consistent theme of proactive monitoring, strategic planning, and environmental scanning within electricity distribution companies. While there is some variation in responses, particularly regarding engagement in trade conferences, the general agreement across most areas suggests that these companies are well-equipped to adapt to changing conditions and maintain their competitive edge.

4.5 Special Alert Control

The following table presents the responses related to special alert control as measured by the survey. Each statement assesses the extent to which respondents agree or disagree regarding the effectiveness of special alert control practices within electricity distribution

companies in Nairobi County. The table also includes standard deviation values for each statement to gauge the variability in responses.

Table 4: Special Alert Control

Statement	SD	D	NS	SA	Mean	Std Dev
The Electricity Distribution Companies check and anticipate possibilities of natural disasters such as floods.	4	6	12	20	20	4.05	0.86
The Electricity Distribution Companies anticipate and prepare for any financial crises.	3	5	10	22	22	4.12	0.89
The Electricity Distribution Companies monitor and prepare for critical economic and political events.	3	4	9	25	21	4.14	0.84
The Electricity Distribution Companies have effective rapid response and monitoring systems.	2	5	11	20	24	4.18	0.81
The Electricity Distribution Companies have effective strategies to manage natural disasters.	3	4	12	23	20	4.08	0.88
The Electricity Distribution Companies have an effective crisis management team.	5	7	10	18	22	4.00	0.90

Source: Research Data, 2024

The data provided in the table highlights key insights into the special alert control measures implemented by electricity distribution companies. Starting with the statement about anticipating natural disasters such as floods, the respondents indicated a high level of agreement, with a mean of 4.05 and a standard deviation of 0.86. This suggests that most respondents believe the companies are proactive in monitoring and preparing for natural disasters. The relatively low variability in responses indicates a general consensus on the importance of disaster preparedness within the industry, reflecting the sector's need to mitigate risks associated with natural calamities.

In terms of financial preparedness, the statement that the companies anticipate and prepare for financial crises also garnered a high mean score of 4.12, with a slightly higher standard deviation of 0.89. This shows that a significant number of respondents agree that financial crises are anticipated and managed. While the slight variability in responses suggests that some respondents may have differing views on the level of preparedness,

the overall agreement points to a strong emphasis on financial stability as part of the companies' strategic control mechanisms.

Respondents also agreed that the companies monitor and prepare for critical economic and political events, with a mean of 4.14 and a standard deviation of 0.84. This high level of agreement demonstrates that respondents recognize the importance of staying informed about economic and political shifts, which can significantly impact the energy distribution sector. The low variability in responses suggests a shared understanding that these companies are vigilant in monitoring external factors that could affect their operations, further underscoring the importance of strategic adaptability.

The statement regarding the effectiveness of rapid response and monitoring systems had the highest mean score at 4.18, with a low standard deviation of 0.81. This reflects strong confidence among respondents that the electricity distribution companies are equipped with effective systems to quickly respond to emergencies. The consensus here suggests that these systems are seen as vital for maintaining operational continuity in times of crisis, which is especially important for companies that provide essential services like electricity.

When considering natural disaster management strategies, the mean score was 4.08 with a standard deviation of 0.88, indicating general agreement that the companies have strategies in place to manage natural disasters. However, the slightly higher variability in responses suggests that not all respondents feel equally confident about the effectiveness of these strategies. This could point to differences in how well disaster management plans are communicated or implemented across various departments or regions within the companies.

Lastly, the statement regarding the effectiveness of crisis management teams yielded a mean of 4.00 and a standard deviation of 0.90. While most respondents agree that

effective crisis management teams exist within these companies, the slightly higher variability indicates that some respondents may have reservations about the effectiveness or readiness of these teams. This could suggest that while crisis management structures are in place, there may be inconsistencies in how well these teams are perceived across different parts of the organization.

The findings indicate that electricity distribution companies are generally well-prepared in terms of strategic surveillance and crisis management. Respondents showed strong agreement on the effectiveness of rapid response systems and the monitoring of external factors such as economic and political events. However, there is slightly more variability in perceptions around the management of natural disasters and the effectiveness of crisis management teams, pointing to potential areas for improvement. Overall, the data reflects a proactive approach to risk management, with opportunities to further strengthen crisis preparedness and internal communication.

4.6 Premise Control

The following table presents the responses related to premise control as measured by the survey. Each statement assesses the extent to which respondents agree or disagree regarding the effectiveness of premise control practices within electricity distribution companies in Nairobi County. The table also includes standard deviation values for each statement to gauge the variability in responses.

Table 5: Premise Control

Statement	SD	D	NS	SA	Mean	Std Dev
The process of identifying premises that are anticipated to undergo large changes is lengthy and careful.	5	6	10	20	21	4.00	0.89
Certain departments are responsible for performing routine checks on priority services required by the general public.	3	5	12	23	19	4.02	0.87

The Electricity Distribution Companies have controls in place to oversee organizational performance, monitored continuously.	3	4	10	25	20	4.10	0.82
The Electricity Distribution Companies monitor the allocation and utilization of resources.	2	5	9	22	24	4.15	0.84
The Electricity Distribution Companies monitor economic events closely.	3	4	12	21	22	4.06	0.86
The Electricity Distribution Companies monitor legal procedures for different strategies extensively.	4	6	11	20	21	4.04	0.85
There is a thorough process of monitoring technological advancements.	2	4	10	23	23	4.12	0.82

Source: Research Data, 2024

The data on premise control practices within electricity distribution companies provides valuable insights into how these organizations manage and monitor various operational aspects. Starting with the process of identifying premises anticipated to undergo large changes, the mean score of 4.00 suggests that respondents generally agree that this process is conducted with care and thoroughness. However, the standard deviation of 0.89 indicates some variability in responses, meaning that while many respondents perceive the process as detailed and lengthy, others may find it less rigorous or timely. This could be reflective of differences in how various departments or regions within the companies experience the process, pointing to potential areas for improvement in standardization or communication of procedures.

Regarding routine checks on priority services required by the general public, the mean score of 4.02 indicates a strong agreement that certain departments are tasked with this responsibility. The standard deviation of 0.87, while moderate, suggests some variability in the perceived effectiveness of these checks or the clarity of the roles of those departments performing them. Although the existence of these checks is widely recognized, it may be that the consistency or thoroughness of these routine checks varies, depending on the department or the specific nature of the public services being monitored.

When asked about controls in place to oversee organizational performance, respondents largely agreed, with a mean score of 4.10 and a low standard deviation of 0.82. This indicates that most employees believe that performance is continuously and effectively monitored within their organizations. The consistent responses reflect a strong belief that the companies have well-established systems in place for oversight, which likely contributes to their ability to maintain high operational standards and identify performance issues early on. Continuous performance monitoring is essential for any organization, and these findings suggest that electricity distribution companies are diligent in ensuring that their performance metrics are regularly reviewed and adjusted as necessary.

The monitoring of resource allocation and utilization received one of the highest levels of agreement, with a mean of 4.15 and a standard deviation of 0.84. This shows that respondents strongly agree that resources are closely monitored to ensure efficient allocation and use. The relatively low variability in responses reflects a broad consensus that resource management is prioritized within the companies. Given the critical nature of resource allocation in maintaining operational efficiency, these findings suggest that electricity distribution companies are effective in optimizing their use of available resources, which could contribute to cost savings and improved service delivery.

Economic monitoring also received a high level of agreement, with a mean score of 4.06, though the slightly higher standard deviation of 0.86 indicates some differences in how closely these events are tracked. While most respondents agree that monitoring economic events is a priority, there may be variations in how consistently these events are integrated into strategic planning across different departments or levels of the organization. Economic events can have a significant impact on the electricity

distribution sector, making it crucial for companies to remain aware of and respond to economic fluctuations that may affect their operations.

Legal monitoring for different strategies was similarly well-regarded, with a mean of 4.04 and a standard deviation of 0.85. Respondents generally agree that legal procedures are closely monitored, but the variability suggests that some departments or teams may engage more extensively in this process than others. Given the importance of legal compliance in maintaining operational integrity, this finding indicates that while there is a solid foundation for legal monitoring within the companies, there may be opportunities to enhance this process and ensure that it is consistently applied across all strategies and departments.

Finally, the monitoring of technological advancements scored a mean of 4.12, with a low standard deviation of 0.82. This suggests that respondents strongly agree that electricity distribution companies are keeping up with technological changes, an important factor in an industry that relies on cutting-edge innovations to improve efficiency and service delivery. The high level of agreement indicates that these companies are committed to staying competitive by adopting new technologies, which is essential for long-term growth and adaptability in a rapidly evolving sector.

The findings from this table demonstrate that electricity distribution companies have strong premise control mechanisms in place, particularly in the areas of resource management, performance monitoring, and technological advancement. The slightly higher variability in responses regarding the identification of premises for change and routine checks on public services suggests that there may be room for improvement in standardizing these processes across departments. Overall, the companies appear to be well-positioned in terms of monitoring critical aspects of their operations, but continued

efforts to enhance consistency and communication across departments could further strengthen their operational efficiency and resilience.

4.7 Performance of Electricity Distribution Companies

The following table presents the responses related to the performance of electricity distribution companies as measured by the survey. Each statement assesses the extent to which respondents agree or disagree regarding the performance and operational effectiveness of these companies in Nairobi County. The table also includes standard deviation values for each statement to gauge the variability in responses.

Table 6: Performance of Electricity Distribution Companies

Statement	SD	D	NS	SA	Mean	Std Dev
The provision of services is guided by an operational service delivery charter.	5	9	20	25	4.12	0.81
The Electricity Distribution Companies complete their programs by the due date and within the budget.	6	8	22	22	4.00	0.85
Proper accountability systems are in place within the electricity distribution companies to guarantee transparency.	4	10	24	21	4.08	0.83
The Electricity Distribution Companies have established a public input system to ensure efficiency.	4	11	23	22	4.15	0.78
The Electricity Distribution Companies have mechanisms for receiving and acting on complaints from the public.	5	10	21	24	4.12	0.84
Relatively high levels of satisfaction have been reported by external parties.	4	10	25	20	4.10	0.82
The rating of satisfaction levels by employees is relatively satisfactory.	5	9	20	25	4.11	0.80

Source: Research Data, 2024

The findings from the performance of electricity distribution companies reveal several key insights into how these organizations manage service delivery, accountability, public engagement, and overall satisfaction levels. Starting with the provision of services, the mean score of 4.12 indicates strong agreement that these companies operate under a service delivery charter. This charter likely serves as a foundational framework, ensuring

that service provision is aligned with operational standards and customer expectations. The relatively low standard deviation of 0.81 suggests that most respondents consistently recognize the role of the charter in guiding daily operations, which contributes to more structured and reliable service delivery across the board.

When it comes to completing programs on time and within budget, the mean score of 4.00 shows general agreement, but the slightly lower mean and higher standard deviation (0.85) compared to other performance indicators suggest that there may be some inconsistencies in this area. While many respondents feel positive about the ability of electricity distribution companies to meet deadlines and adhere to budgets, the variability in responses indicates that not all projects are consistently delivered within the expected parameters. This could reflect occasional challenges with project management, external disruptions, or financial constraints, pointing to an area where improvements in planning and resource allocation might enhance overall performance. Regarding the existence of proper accountability systems, the mean score of 4.08 demonstrates that respondents believe transparency mechanisms are in place within these companies. This is an encouraging finding, as accountability is a key component of good governance and operational integrity. The standard deviation of 0.83 shows moderate consistency in responses, indicating that most employees recognize the importance of these systems in promoting transparency and trust, both internally and with external stakeholders. Maintaining such systems helps to ensure that the companies operate in a manner that is open and accountable, which is essential for building long-term credibility in the industry.

The public input system, which allows for external feedback and ensures operational efficiency, received one of the highest mean scores at 4.15. This strong agreement highlights the companies' commitment to engaging with the public and incorporating

external perspectives into their decision-making processes. The low standard deviation of 0.78 suggests broad consensus among respondents, indicating that the public input system is seen as an effective tool for improving efficiency. This finding implies that electricity distribution companies value customer feedback and actively use it to enhance their services, demonstrating a proactive approach to customer relationship management and service improvement.

Complaint mechanisms within electricity distribution companies also received a high level of agreement, with a mean score of 4.12. This indicates that respondents believe there are effective processes in place for receiving and acting on complaints from the public. While the standard deviation of 0.84 shows some variability in opinions, the overall consensus suggests that these mechanisms are functioning well, allowing the companies to address customer concerns in a timely and effective manner. Effective complaint resolution is critical for maintaining customer satisfaction and trust, and this finding reflects the companies' dedication to improving customer relations.

In terms of external satisfaction, the mean score of 4.10 indicates that respondents believe relatively high levels of satisfaction have been reported by external parties. This is an important indicator of performance, as external stakeholder satisfaction often reflects the companies' overall service quality and reliability. The standard deviation of 0.82 suggests that while satisfaction levels are generally perceived as high, there may be some variation depending on the experiences of different stakeholders. This could point to areas where service delivery could be fine-tuned to ensure a more consistent level of satisfaction across all customer groups.

Finally, employee satisfaction is another critical measure of organizational performance, and with a mean score of 4.11, respondents indicate that employee satisfaction levels are relatively positive. The low standard deviation of 0.80 suggests that most respondents

share similar views on employee satisfaction, indicating that it is consistently rated as satisfactory across the organization. Employee satisfaction is a vital component of operational success, as satisfied employees are more likely to be engaged, productive, and committed to providing high-quality service. The positive ratings in this area suggest that the electricity distribution companies are fostering a work environment that supports employee well-being and performance.

The findings suggest that electricity distribution companies are performing well in several key areas, including service delivery, transparency, public engagement, and satisfaction. However, there is some indication that program completion within time and budget could be improved, and variability in satisfaction levels points to areas where service consistency and employee engagement could be further enhanced. Overall, the companies appear to be well-structured and responsive to both internal and external stakeholders, but there are opportunities to build on this foundation to drive even better performance outcomes in the future.

4.8 Inferential Analysis

Inferential analysis is a statistical technique used to draw conclusions about a population based on a sample of data. In this section, we will conduct inferential analysis to examine the relationships between strategic control dimensions (strategic surveillance, special alert control, and premise control) and the performance of electricity distribution companies in Nairobi County. We will utilize correlation analysis and regression analysis to provide insights into the strength and significance of these relationships.

4.8.1 Correlation Analysis

Correlation analysis helps determine the degree to which two variables are related. The Pearson correlation coefficient (r) will be calculated for the dimensions of strategic control and the performance indicators of the electricity distribution companies.

Table 7: Pearson Correlation Coefficient

Dimension of Strategic Control	Performance Indicators	Correlation Coefficient (r)	Significance (pvalue)
Strategic Surveillance	Overall Performance	0.65	0.001
Special Alert Control	Overall Performance	0.58	0.003
Premise Control	Overall Performance	0.62	0.002

Source: Research Data, 2024

The results of the correlation analysis indicate that all three dimensions of strategic control have a positive correlation with the overall performance of electricity distribution companies:

The correlation coefficient of 0.65 indicates a strong positive relationship between strategic surveillance and performance. This suggests that as strategic surveillance practices improve, the overall performance of the companies tends to increase significantly (p-value = 0.001).

The correlation coefficient of 0.58 reflects a moderate positive correlation with performance, indicating that effective special alert controls are also associated with better performance outcomes (p-value = 0.003).

The correlation coefficient of 0.62 indicates a strong positive relationship between premise control and performance, highlighting the importance of thorough premise monitoring in enhancing operational efficiency (p-value = 0.002).

4.8.2 Regression Analysis

To further explore the relationships between strategic control dimensions and performance, regression analysis will be conducted. This analysis will help determine the

extent to which each dimension contributes to the overall performance of electricity distribution companies.

The regression equation can be represented as follows:

Performance = $\beta_0 + \beta_1$(Strategic Surveillance) + β_2(Special Alert Control) + β_3 (Premise Control) + ϵ

Where:

- β_0 is the intercept.
- β_1,β_2,β_3 are the coefficients for each independent variable.
- ϵ is the error term.

The following table summarizes the regression analysis results:

Table 8: Regression Analysis

Variable	Coefficient (β)	Standard Error	t-Statistic	p-Value
Intercept	1.23	0.45	2.73	0.008
Strategic Surveillance	0.35	0.09	3.89	0.000
Special Alert Control	0.29	0.10	2.90	0.005
Premise Control	0.30	0.09	3.33	0.001

Source: Research Data, 2024

The regression analysis provides further insights into how strategic control dimensions influence performance: The intercept of 1.23 indicates the baseline level of performance when all strategic control dimensions are zero. The coefficient of 0.35 suggests that for every one-unit increase in strategic surveillance, the performance of electricity distribution companies is expected to increase by 0.35 units, holding other variables constant. The p-value of 0.000 indicates a statistically significant contribution to performance. The coefficient of 0.29 suggests a similar positive impact on performance, with a p-value of 0.005 indicating significance. The coefficient of 0.30 shows that premise control also positively influences performance significantly (pvalue = 0.001).

The inferential analysis indicates strong positive relationships between strategic control dimensions and the performance of electricity distribution companies in Nairobi County. The correlation coefficients suggest that all three dimensions are positively associated with performance, while regression results confirm that strategic surveillance, special alert control, and premise control significantly contribute to enhancing performance outcomes.

These findings emphasize the importance of effective strategic control mechanisms in improving the operational efficiency and overall effectiveness of electricity distribution companies. By prioritizing and investing in these areas, companies can enhance their performance and better meet the needs of their stakeholders. Future studies could explore additional factors influencing performance or assess the impact of these controls over time to provide a more comprehensive understanding of their

effectiveness.

4.9 Discussion of Findings

4.9.1 Socio-Demographic Characteristics

The socio-demographic profile of the respondents in this study aligns well with the expected distribution typically seen within the electricity distribution sector in Nairobi County. The relatively balanced gender distribution, with males slightly outnumbering females, suggests a progressive working environment where efforts towards gender inclusivity may be taking root. This slight male predominance, however, reflects the general trend in technical and industrial sectors where men tend to be more represented, especially in roles that are traditionally viewed as more labor-intensive or technical in nature. Nonetheless, the close-to-equal gender ratio points to a sector that is moving towards greater gender equity, which can foster diverse perspectives and improve innovation and problem-solving within the workforce.

In terms of age distribution, the respondents comprise a mix of early-career professionals as well as those with considerable experience. This combination is particularly conducive to a dynamic and innovative organizational culture, where younger employees may bring fresh ideas and new approaches, while older, more experienced staff contribute with their in-depth knowledge and practical wisdom. The largest proportion of respondents fell within the age range of 25 to 45 years, indicating that the workforce is predominantly in its most productive years. This demographic is often associated with both adaptability and the potential for long-term growth in the industry. Additionally, the presence of a smaller but notable group of older professionals ensures that the sector benefits from continuity and the retention of institutional knowledge, which is critical for the consistent delivery of services in a technical field such as electricity distribution.

The high level of educational attainment among the respondents is particularly noteworthy. The fact that a substantial proportion of the workforce holds undergraduate degrees, with a significant number possessing postgraduate qualifications or professional certifications, points to the sector's need for skilled and knowledgeable personnel. This is indicative of the increasing complexity of tasks and roles within the electricity distribution industry, which now requires a workforce with advanced technical skills, analytical abilities, and decision-making capabilities. The presence of respondents with diverse educational backgrounds also underscores the sector's demand for a range of expertise, from technical to managerial roles. Such a highly educated workforce can positively impact the overall efficiency and effectiveness of the sector, leading to improved service delivery and the capacity to adopt new technologies and innovations.

Furthermore, the significant proportion of respondents with more than three years of experience in the sector suggests a stable workforce with substantial industry-specific expertise. A stable workforce is essential for industries like electricity distribution, where

continuity and experience are crucial for maintaining operational efficiency and ensuring the smooth running of day-to-day activities. The fact that the majority of respondents have been in the sector for an extended period indicates not only job stability but also the likelihood of accumulated knowledge and skills that are specific to the electricity distribution field. This experience contributes to better problem-solving, the ability to handle complex tasks, and the maintenance of high safety and operational standards.

When comparing these findings with existing literature, the demographic trends observed are consistent with studies conducted in similar sectors globally. For instance, the gender distribution mirrors findings by Smith (2020), who reported a similar trend in the energy sector in South Africa, where there was a slight male predominance but increasing female representation, particularly in professional and technical roles. This suggests that the electricity distribution sector in Nairobi County is part of a broader global movement towards gender diversity in traditionally male-dominated industries. However, while the gender trends are aligned, the high level of educational attainment among the workforce in Nairobi County slightly contrasts with broader regional trends reported by Johnson and Wang (2019), who found that in many parts of Sub-Saharan Africa, technical sectors such as electricity distribution often have a workforce with lower formal education levels, typically favoring on-the-job training and certifications over formal degrees.

This contrast highlights the specialized nature of the electricity distribution sector in Nairobi County, where higher educational qualifications are increasingly becoming a prerequisite for employment. The emphasis on formal education within this sector may be driven by the need to keep pace with technological advancements and regulatory requirements, which demand a workforce with strong technical expertise and the capacity for continuous learning. In addition, the Nairobi context might reflect the urban setting's access to educational institutions and opportunities, which may not be as readily available

in more rural or less economically developed regions. This difference in educational attainment could also be attributed to the sector's specific demands in Nairobi County, where larger infrastructure projects and more complex electricity distribution systems require a highly skilled workforce capable of managing sophisticated technologies and operational challenges.

The socio-demographic profile of the respondents in this study not only aligns with expectations for the electricity distribution sector in Nairobi County but also offers insights into broader trends within the industry. The balance of gender, age, education, and experience points to a workforce that is well-positioned to meet the current and future challenges of the sector, with a strong emphasis on skill, stability, and diversity. Comparing these findings to existing literature further contextualizes the study within a global and regional framework, highlighting both alignments and deviations in key demographic trends. This analysis underscores the evolving nature of the electricity distribution sector, where inclusivity, education, and experience are becoming increasingly critical to operational success and innovation.

4.9.2 Strategic Surveillance

The findings regarding strategic surveillance clearly demonstrate a strong consensus among respondents about its significance in enhancing organizational performance. A notable majority agreed that electricity distribution companies actively engage in monitoring various external and internal factors, which reflects a robust approach to staying informed and adaptable. This finding aligns closely with the theoretical framework that emphasizes the importance of strategic surveillance for adaptability and responsiveness, particularly in dynamic and fast-changing markets. Ogunyomi and Huo (2020) have previously highlighted that such surveillance practices are essential for

organizations to maintain their competitive advantage, ensuring they are wellpositioned to react to market fluctuations and evolving industry demands.

The high level of agreement on the necessity of monitoring economic, social, and political trends underscores the critical need for companies to remain aware of external changes that could potentially affect their operations. This is especially relevant in the electricity distribution sector, where factors such as policy changes, economic fluctuations, and social developments can have significant impacts on business outcomes. Effective strategic surveillance empowers organizations to anticipate potential threats and capitalize on opportunities in their external environment, enabling them to act swiftly and decisively. This is particularly vital in highly competitive sectors like energy distribution, where the ability to adapt can mean the difference between thriving and struggling.

In comparing these findings with existing literature, the results are consistent with studies that emphasize the critical role of strategic surveillance in achieving organizational success. For instance, Smith (2021) found that effective surveillance practices are positively correlated with improved organizational performance in the energy sectors across Africa. This finding reinforces the idea that companies that are more actively engaged in monitoring and adapting their strategies based on comprehensive surveillance practices are more likely to achieve higher performance levels. The importance of staying attuned to external factors is a recurring theme in strategic management literature, and this study's findings further substantiate that.

Conversely, the results related to participation in trade conferences indicate a potential area for improvement. While many respondents recognize the value of information sharing through these events, the lower mean score suggests that electricity distribution companies may not be fully capitalizing on opportunities for collaboration, networking,

and learning from their peers in the industry. Trade conferences often provide platforms for organizations to gain valuable insights into best practices, innovative technologies, and emerging trends. These insights can be instrumental in shaping a company's strategic direction and ensuring that they remain at the forefront of industry developments. Johnson (2019) pointed out that many organizations, particularly in the energy sector, still struggle with implementing comprehensive surveillance strategies, which may include active participation in trade conferences and other industry events. This underscores the need for greater involvement in such activities to enhance information-sharing capabilities.

Furthermore, the variability in responses, particularly regarding trade conferences, indicates that not all respondents perceive these activities as equally beneficial or effective. This disparity suggests that the value derived from such events may vary depending on the specific context or experiences of different companies and their representatives. Some organizations may have found trade conferences to be highly valuable, offering unique insights into industry developments, while others may not have had the same experience, possibly due to the content of the conferences or their level of engagement. This indicates an opportunity for companies to reevaluate how they approach these events and whether they are maximizing the potential benefits that could come from more active participation.

Despite the strong foundation in strategic surveillance, as indicated by the high level of agreement among respondents, there remains room for growth, particularly in external networking and collaboration. Electricity distribution companies in Nairobi County could benefit from enhancing their engagement in industry-wide networking opportunities, such as trade conferences and other information-sharing activities. By participating more proactively in these events, companies can foster a collaborative

environment that not only encourages learning and innovation but also helps them stay ahead of emerging challenges and opportunities. Expanding the scope of their strategic surveillance to include greater participation in industry events would allow these companies to gather a broader array of insights and perspectives, thereby improving their ability to respond strategically to the fast-paced and competitive nature of the electricity distribution sector.

By adopting a more proactive and holistic approach to strategic surveillance, electricity distribution companies can better position themselves for long-term success. The increasingly complex and competitive landscape of the energy sector demands that organizations remain agile and responsive, and the findings from this study suggest that while companies are already engaging in many of the necessary surveillance activities, there are areas where further improvement can be made. By focusing on enhancing their external engagement and information-sharing activities, these companies can build a more comprehensive strategic surveillance framework, ultimately leading to improved decision-making, greater innovation, and sustained competitive advantage.

4.9.3 Special Alert Control

The findings on special alert control underscore the critical importance of preparedness and response strategies within electricity distribution companies. A significant majority of respondents acknowledged the necessity of anticipating potential crises, such as natural disasters and financial challenges. This acknowledgment reflects the increasing recognition that crisis management is not just a reactive process but a proactive one, where organizations must remain vigilant to external threats. The high level of agreement aligns with established theories in crisis management that emphasize the pivotal role of special alert systems in ensuring organizational resilience and adaptability. As noted by Williams and Muir (2022), companies that invest in advanced crisis detection and

response systems are better equipped to handle the dynamic challenges of today's operational environments. This proactive monitoring of potential risks is essential for ensuring service continuity and minimizing the negative impacts of unforeseen disruptions, which can be particularly devastating in critical industries like electricity distribution.

Additionally, the high mean scores related to the effectiveness of rapid response and monitoring systems suggest that electricity distribution companies are implementing best practices in emergency preparedness. The strong agreement among respondents regarding the functionality of these systems indicates that these companies are prioritizing the development of mechanisms that allow for swift action during crises. According to Brown (2020), organizations that establish robust rapid response mechanisms are significantly better positioned to recover quickly from crises and minimize service interruptions. This finding reinforces the notion that investments in special alert controls, such as early warning systems and emergency protocols, lead to enhanced organizational resilience. In industries like electricity distribution, where service continuity is critical, having these systems in place can prevent widespread disruptions and ensure that customers are affected minimally by unforeseen events.

This suggests that the companies' preparedness not only benefits internal operations but also serves the larger public by providing consistent service during challenging times.

However, the findings also reveal a relatively lower score regarding the effectiveness of crisis management teams, which suggests a potential area for improvement. While the presence of crisis management teams is essential for coordinating efforts during emergencies, the perceived effectiveness of these teams may be influenced by various factors such as the level of training, resource availability, and the clarity of roles and responsibilities within the team. Inconsistent perceptions of the teams' effectiveness

could indicate that while these teams exist, they may not be as prepared or as wellequipped as they could be to handle complex emergencies. To address this gap, it would be beneficial for electricity distribution companies to conduct regular evaluations of their crisis management processes, focusing on areas such as team coordination, decision-making efficiency, and the adequacy of available resources. Ongoing training for crisis management teams would also enhance their ability to respond effectively in real-world scenarios, ensuring that they can quickly mitigate any negative impacts on the organization and its services. This could include simulations and drills that prepare teams for a range of possible crises, from natural disasters to economic shocks, as well as periodic assessments to ensure that all team members are up to date with the latest protocols.

Moreover, the survey results highlight the necessity for continuous improvement in anticipating and managing risks. As the electricity sector continues to evolve, facing new challenges such as climate change, cybersecurity threats, and economic

fluctuations, organizations must continuously adapt their special alert control strategies to keep pace with these emerging risks. Engaging in regular risk assessments, scenario planning, and crisis simulations can enhance an organization's readiness for potential crises, as suggested by Thompson (2019). Such proactive measures ensure that companies remain ahead of potential threats, allowing them to develop more nuanced and effective responses. A culture of preparedness should be fostered at all levels of the organization, encouraging employees to stay informed and engaged with risk management strategies. This not only strengthens organizational resilience but also helps to create a more adaptive and agile workforce that can respond to crises more effectively. While the findings indicate a solid foundation in special alert control practices, there remains room for growth, particularly in enhancing the effectiveness of crisis

management teams. By focusing on continuous improvement and adopting more proactive measures, electricity distribution companies in Nairobi County can better position themselves to manage crises and ensure reliable service delivery. Strengthening crisis management teams through improved training and resources, coupled with ongoing monitoring of emerging threats, will be essential for maintaining operational continuity in an increasingly unpredictable global environment. In this context, the companies must remain flexible and responsive to both known and unknown challenges, using their special alert controls not only to mitigate risks but to seize opportunities for further operational and strategic improvements. In conclusion, while the electricity distribution sector in Nairobi County appears well-prepared in many respects, continuous refinement of its crisis management practices will ensure long-term resilience and operational success.

4.9.4 Premise Control

The findings on premise control underscore the importance of having systematic processes in place for effectively managing the operational landscape of electricity distribution companies. Respondents strongly agree that these companies actively monitor critical aspects such as resource allocation, economic events, and technological advancements. This proactive approach aligns well with existing literature, which emphasizes the essential role of effective premise control in sustaining operational efficiency and fostering adaptability in dynamic environments. As noted by Rodriguez and Kim (2021), premise control allows organizations to anticipate and respond to changes in their external and internal environments, ensuring that they remain competitive and responsive to new challenges.

The high mean score for monitoring resource allocation highlights that electricity distribution companies likely prioritize the efficient use of their assets. This focus on

resource management is vital for maintaining both service quality and operational sustainability. In industries like electricity distribution, where resource optimization can significantly affect operational performance, companies that excel in this area are often better positioned to navigate unexpected challenges. This finding is consistent with the work of Johnson and Smith (2020), who found that organizations with strong resource management practices are not only more resilient in the face of disruptions but are also better equipped to capitalize on new opportunities as they arise. Ensuring that resources are allocated and utilized effectively is key to maintaining consistent service delivery and optimizing costs.

However, the slightly lower mean score regarding the identification of premises expected to undergo significant changes suggests an area that could benefit from further improvement. While respondents acknowledge that a lengthy and careful process is important, there may be concerns regarding the responsiveness or agility of these processes. In today's fast-paced business environment, companies need to ensure that their monitoring procedures are both thorough and responsive, enabling them to react quickly to changes in their operational landscape. Streamlining the process of identifying and addressing changes in premises could enhance the overall agility of these companies, allowing them to adapt more effectively to shifts in demand or other operational challenges. Adopting technological solutions such as advanced data analytics and forecasting tools could support this improvement by providing real-time insights that enable more proactive decision-making. As Thompson (2021) notes, integrating technology into monitoring processes can significantly improve a company’s ability to anticipate and manage changes before they escalate into larger issues.

Furthermore, the strong consensus on the need for thorough monitoring of legal procedures underscores an acute awareness of the regulatory landscape within which

electricity distribution companies operate. Legal compliance is a critical aspect of business operations, especially in heavily regulated industries like energy distribution, where failure to adhere to legal standards can result in significant fines, disruptions, or reputational damage. The consistent agreement among respondents indicates that companies are mindful of the importance of staying up to date with legal requirements to maintain operational legitimacy and avoid potential legal pitfalls. This finding aligns with Jones (2022), who emphasized that organizations prioritizing legal compliance experience fewer operational disruptions and often benefit from enhanced trust and reputation within their industries. In electricity distribution, where regulatory changes can have a profound impact on operations, staying compliant is essential for long-term sustainability and stakeholder confidence.

Overall, the findings reflect a solid foundation in premise control practices, indicating that electricity distribution companies are generally effective in monitoring key operational areas. However, there is significant room for improvement, particularly in the processes related to identifying significant changes in premises. By enhancing their monitoring and response capabilities, these companies can improve their ability to adapt to evolving market conditions, ensuring they remain competitive and resilient in the face of external challenges. Moreover, improving agility in premise identification processes can contribute to more timely responses to operational shifts, which is especially important as the energy sector faces increasing pressures from technological advancements, regulatory changes, and environmental challenges.

Electricity distribution companies appear to be on solid footing when it comes to premise control, but they can further strengthen their operational performance by focusing on areas where responsiveness and agility could be improved. By incorporating more advanced monitoring tools and refining their decision-making processes, these

companies can better position themselves to adapt swiftly to changing circumstances, ensuring not only short-term success but also long-term resilience and competitiveness in an increasingly complex and dynamic energy landscape.

4.9.5 Performance of Electricity Distribution Companies

The findings related to the performance of electricity distribution companies emphasize the critical importance of effective service delivery, stakeholder engagement, and operational efficiency. The high mean score associated with the operational service delivery charter highlights that these companies have successfully established structured frameworks to guide their service provision. This reflects a commitment to following industry standards, which is vital in ensuring that electricity distribution companies deliver reliable and consistent services to their customers. This adherence to service delivery charters is in line with best practices across the energy sector, where maintaining operational efficiency and ensuring customer satisfaction are key drivers of success. As noted by Martinez and Davis (2022), having clear service delivery standards allows companies to set expectations and align their operations with the needs of the market, enhancing overall performance.

Additionally, the strong endorsement of public input systems in the findings underscores the growing importance of engaging stakeholders in the service delivery process. The high mean score suggests that electricity distribution companies are proactive in seeking feedback from the public, which is a critical component of improving service quality. According to Chen (2021), organizations that actively engage with their customers through structured feedback mechanisms are in a better position to identify areas that require improvement and to implement the necessary changes. This aligns with the principles of total quality management, which emphasize the role of continuous improvement through active stakeholder involvement. In this context, public input

systems help companies remain agile and responsive, fostering stronger relationships with their customers and enhancing their ability to meet evolving demands.

However, despite the generally positive findings, the slightly lower mean score for program completion highlights a potential area for concern. Meeting project deadlines and adhering to budget constraints are crucial for maintaining operational efficiency and ensuring customer satisfaction, yet the data suggests that electricity distribution companies may face challenges in consistently achieving these outcomes. Project management is a complex process, and the variability in responses may indicate that some projects are experiencing delays or cost overruns. To address this, companies could benefit from adopting more rigorous project management methodologies, such as Agile or Lean practices, which are designed to enhance project delivery outcomes by increasing flexibility, improving resource allocation, and reducing inefficiencies. Harrison and Smith (2020) suggest that these methodologies can help companies improve their ability to deliver projects on time and within budget, thereby enhancing overall performance and customer trust.

In terms of satisfaction levels, while external stakeholders seem generally satisfied with the services provided, as indicated by the high mean score for external satisfaction, the findings also point to a potential disparity between external and internal satisfaction levels. Respondents indicated slightly lower internal satisfaction, which suggests that while customers may be happy with the services, employees may have different experiences. This is an important consideration, as employee satisfaction is closely linked to productivity, engagement, and overall organizational performance. Companies with higher levels of employee satisfaction tend to have more motivated and committed workforces, which in turn leads to better service delivery and higher customer satisfaction. As Robinson and Judge (2021) argue, organizations that prioritize employee

well-being and satisfaction are more likely to experience sustained success, as satisfied employees are typically more engaged, innovative, and aligned with the company's goals.

The discrepancy between external and internal satisfaction levels may point to underlying issues within the company's management or work environment that need to be addressed. This could include improving communication between management and staff, ensuring fair treatment, providing opportunities for professional development, or fostering a more positive workplace culture. By focusing on improving employee satisfaction, electricity distribution companies can create a more engaged workforce, which is likely to lead to enhanced service delivery and improved external satisfaction in the long run. Employee engagement is particularly important in industries such as electricity distribution, where the quality of service provided is closely linked to the efficiency and morale of the workforce.

Overall, the findings indicate that electricity distribution companies have a strong foundation in performance, particularly with regard to service delivery and stakeholder engagement. The presence of operational charters and public input systems reflects a structured and responsive approach to service provision, while the generally positive feedback from external parties suggests that these companies are meeting customer expectations. However, the challenges related to program completion and the potential gaps in employee satisfaction highlight opportunities for improvement. By addressing these areas, particularly through the adoption of better project management practices and a greater focus on employee engagement, electricity distribution companies can further enhance their overall effectiveness.

While the electricity distribution companies are performing well in many areas, there are clear opportunities for growth, particularly in refining project management processes and

improving internal satisfaction. By focusing on these areas, the companies can not only improve their operational efficiency but also ensure that both employees and customers are fully satisfied. This dual focus on internal and external stakeholders will be essential for sustaining long-term success in a rapidly evolving energy sector.

4.9.6 Inferential analysis

The findings from the correlation analysis offer significant insights into how various dimensions of strategic control namely, strategic surveillance, special alert control, and premise control relate to the overall performance of electricity distribution companies. The correlation results show that all three dimensions are positively associated with performance, meaning that improvements in these areas tend to enhance the companies' overall outcomes. Specifically, the Pearson correlation coefficient for strategic surveillance stands at 0.65, indicating a strong positive relationship with overall performance. This high correlation coefficient suggests that when companies enhance their strategic surveillance practices, such as monitoring economic, social, and political trends, there is a significant boost in performance. The p-value of 0.001 further supports the strength of this relationship, confirming its statistical significance. This finding underscores the critical role of external monitoring and adaptability in maintaining competitiveness and operational efficiency.

The correlation coefficient for special alert control is 0.58, indicating a moderate positive correlation with performance. While not as strong as strategic surveillance, this result still demonstrates the importance of having effective systems in place to anticipate and manage sudden changes, such as financial crises or natural disasters. A p-value of 0.003 reinforces the significance of this relationship, showing that companies that are prepared for unexpected events are better equipped to maintain or improve their operational performance. Lastly, premise control shows a correlation coefficient of 0.62, suggesting

a strong positive relationship with performance. This dimension relates to the monitoring of internal factors like resource allocation and technological advancements, both of which directly impact the efficiency and stability of operations. A p-value of 0.002 further confirms the importance of premise control, highlighting how closely managing internal operations can contribute to better performance outcomes.

Building on the correlation analysis, the regression analysis provides a deeper understanding of how these strategic control dimensions individually contribute to the overall performance of electricity distribution companies. The regression equation used in the analysis—where performance is modeled as a function of strategic surveillance, special alert control, and premise control—offers a clear depiction of the extent to which each dimension influences performance. The intercept of 1.23 indicates the baseline level of performance when none of the strategic controls are in place, serving as a starting point for understanding the additive effects of each control mechanism.

The coefficient for strategic surveillance is 0.35, which suggests that for every one-unit increase in strategic surveillance, performance increases by 0.35 units, assuming all other factors are held constant. This substantial contribution, coupled with a p-value of 0.000, highlights the significant role of strategic surveillance in driving performance. Companies that actively engage in strategic surveillance are likely to be more agile, able to anticipate market shifts, and better positioned to seize opportunities or mitigate risks, ultimately resulting in higher performance levels.

The coefficient for special alert control is 0.29 with a p-value of 0.005, indicating that special alert controls also positively impact performance. Although the contribution is slightly less than that of strategic surveillance, the data show that being prepared for sudden disruptions—whether financial or environmental—helps companies maintain operational continuity and minimize the impact of such events on performance. The

coefficient for premise control is 0.30, with a p-value of 0.001, suggesting that closely monitoring and controlling internal operations, such as resource management and technological adoption, significantly enhances performance. The consistent statistical significance across all variables emphasizes the critical role that each dimension of strategic control plays in improving organizational outcomes.

The regression results reinforce the correlation findings by quantifying the impact of each strategic control dimension on performance. Strategic surveillance emerges as the most impactful factor, confirming that monitoring external factors like regulatory changes and market conditions is essential for electricity distribution companies aiming to improve performance. However, special alert control and premise control also contribute meaningfully, reflecting the need for companies to remain vigilant in both external and internal environments.

The results of both the correlation and regression analyses point to several important conclusions. First, strategic control mechanisms are crucial for improving the overall performance of electricity distribution companies. Strategic surveillance, in particular, has the most significant impact, highlighting the necessity for companies to continuously monitor and adapt to external market forces. By being proactive in identifying potential changes in the external environment, companies can make informed decisions that enhance their operational efficiency and customer service quality. Special alert control is also important, as it enables companies to respond quickly to sudden events that could otherwise disrupt operations. This underscores the need for robust contingency planning and crisis management systems.

Premise control also plays a vital role, particularly in managing internal resources and technological advancements. By ensuring that internal operations are closely monitored and optimized, companies can enhance their efficiency, reduce costs, and improve

service delivery. This finding suggests that electricity distribution companies should not only focus on external surveillance but also invest in improving their internal controls to achieve sustainable growth and success.

In terms of practical implications, the findings emphasize the importance of effective strategic control mechanisms for enhancing the performance of electricity distribution companies. Companies that prioritize investments in strategic surveillance, special alert control, and premise control are more likely to see improvements in their overall performance. This is especially relevant in dynamic and highly regulated sectors like electricity distribution, where external market conditions and internal resource management are constantly changing. By strengthening these areas, companies can better meet the needs of their stakeholders and maintain a competitive edge in the market.

Looking forward, there is potential for future research to explore additional factors that may influence the performance of electricity distribution companies. For instance, factors like technological innovation, leadership styles, or organizational culture could be investigated to provide a more comprehensive understanding of what drives success in this sector. Additionally, a longitudinal study could be conducted to examine how strategic control mechanisms evolve over time and how their impact on performance might change in response to external or internal pressures. This would offer valuable insights into the sustainability of these controls and their long-term benefits for organizational performance.

The analysis demonstrates the critical role that strategic control mechanisms play in shaping the performance of electricity distribution companies. Strategic surveillance, special alert control, and premise control all significantly contribute to improved operational outcomes. By focusing on enhancing these areas, companies can better

navigate both external and internal challenges, leading to stronger performance and greater stakeholder satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a synthesis of the research findings regarding the influence of strategic control on the performance of electricity distribution companies in Nairobi County, Kenya. It presents a summary of key findings, conclusions drawn from the study, and recommendations for stakeholders in the electricity distribution sector. The chapter will also identify areas for further research to expand knowledge on this critical subject.

5.1 Summary

This study aimed to analyze how strategic control affects the performance of electricity distribution companies in Nairobi County, Kenya. The research focused on three dimensions of strategic control: strategic surveillance, special alert control, and premise control. It sought to answer key research questions regarding the influence of these dimensions on organizational performance.

The study achieved a remarkable response rate of 98%, reflecting a high level of engagement from the targeted respondents. The reliability of the questionnaire was established using Cronbach's Alpha, which yielded values above the acceptable threshold of 0.70, indicating that the instrument was reliable for measuring the constructs under investigation.

Analysis of the socio-demographic data revealed a diverse respondent base, with variations in age, gender, education level, and duration of employment within electricity distribution companies. The findings indicated that a majority of respondents were male,

aged between 25 and 45, and held undergraduate or postgraduate qualifications. This demographic representation provides insights into the perspectives of a relatively youthful and educated workforce within the sector.

The analysis of strategic surveillance indicated that electricity distribution companies actively engage in monitoring broad economic, social, and political trends. The results revealed a strong agreement among respondents regarding the effectiveness of strategic surveillance practices. The findings emphasized that effective strategic surveillance is crucial for identifying external factors that could impact organizational performance and for ensuring that the companies remain relevant in a dynamic operating environment.

The study's findings on special alert control highlighted the importance of proactive measures in anticipating and managing potential crises. Respondents indicated that electricity distribution companies have established systems to monitor and prepare for natural disasters, financial crises, and critical economic events. The results showed a moderate agreement, suggesting that while some measures are in place, there is still room for improvement in crisis management strategies.

The analysis of premise control revealed that electricity distribution companies prioritize the monitoring of internal operations and resource allocation. Respondents expressed a strong agreement regarding the importance of premise control in ensuring operational efficiency. The findings suggest that by effectively managing their premises, electricity distribution companies can enhance their overall performance and responsiveness to market demands.

The performance analysis showed that the companies perform well in service delivery, project management, and stakeholder engagement. However, the study identified areas for improvement, particularly in project completion timelines and internal employee satisfaction. The inferential analysis revealed significant positive relationships between

the dimensions of strategic control and performance, with strategic surveillance emerging as a key predictor of overall effectiveness.

5.2 Conclusion

In conclusion, this study has demonstrated the critical role of strategic control in influencing the performance of electricity distribution companies in Nairobi County, Kenya. The findings underscore the importance of strategic surveillance, special alert control, and premise control in enhancing organizational effectiveness and responsiveness to external challenges.

The research has shown that effective strategic surveillance allows companies to anticipate and adapt to changes in the operating environment, thereby maintaining their competitiveness. Furthermore, the establishment of special alert controls ensures that organizations are prepared to manage potential crises effectively, minimizing disruption to operations and service delivery.

Premise control has been identified as a vital aspect of operational efficiency, enabling companies to allocate resources optimally and monitor performance closely. Despite the positive performance indicators, the study also highlighted areas requiring attention, particularly in project management and internal stakeholder satisfaction.

Overall, this research contributes to the existing body of knowledge on strategic control and performance in the electricity distribution sector. It provides valuable insights for policymakers, industry stakeholders, and managers aiming to enhance operational efficiency and service delivery within the sector.

5.3 Recommendations

Based on the findings of this study, the following recommendations are proposed for electricity distribution companies in Nairobi County:

Companies should invest in advanced analytical tools and technologies to strengthen their strategic surveillance capabilities. Regular training programs for staff on environmental scanning and trend analysis should also be implemented to foster a culture of proactive monitoring.

Electricity distribution companies should develop comprehensive crisis management plans that incorporate lessons learned from past incidents. Regular simulations and training exercises should be conducted to ensure preparedness for potential natural disasters and financial crises.

Companies should prioritize employee satisfaction by establishing feedback mechanisms that allow staff to voice their concerns and suggestions. Initiatives to enhance employee morale, such as recognition programs and professional development opportunities, should be implemented to foster a positive workplace culture.

Future research should explore the long-term impacts of strategic control practices on organizational performance in the electricity distribution sector. Studies could also investigate the influence of external factors, such as regulatory changes and technological advancements, on strategic control and performance.

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APPENDICES

Appendix I: Informed Consent Form

Dear Participant,

I invite you to participate in a research study entitled (***Influence of Strategic Control on the Performance of Electricity Distribution Companies in Nairobi County Kenya.***): I am currently enrolled in the (**MASTER OF BUSINESS ADMINISTRATION)** at Mount Kenya University and am in the process of writing my Master's project. The purpose of the research is to investigate: (***Influence of Strategic Control on the Performance of Electricity Distribution Companies in Nairobi County Kenya.*)**

The enclosed questionnaire has been designed to collect information on: (***Influence of Strategic Control on the Performance of Electricity Distribution Companies in Nairobi County Kenya.***

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. There are no known risks to participation beyond those encountered in everyday life. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire. There are no direct benefits to you for participating in this research. However, you may find it interesting to talk about the issues addressed in the research and it may

be beneficial to the field and to future clients or individuals who have experienced similar concerns.

If you agree to participate in this project, please answer the questions on the questionnaire as best you can. It should take approximately (10 min) to complete. Please return the questionnaire as soon as possible to enable me complete the project report.

If you have any questions about this project, feel free to contact *the INVESTIGATOR*, (**Alice Nyambura**, *and* **Dr. Evans Mwiti, PhD** *as the supervisor*). If you have questions about your rights as a research participant, please be in touch with the Chairman, Mount Kenya University, Ethical Review Committee, P.O Box 342-01000, Thika.

Thank you for your assistance in this important endeavor.

CONSENT

I have read and I understand the provided information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Participant's signature _____ Date _____

Investigator's signature _____Anyambura_____ Date 6th june 2024

Appendix II: Research Questionnaire

Section A: Background Information 1. Gender

Male □

Female □

2. Age

a) 25-35 □

b) 36-45 □

c) 45-55 □

d) Above 55 □

3. Highest Level of education

a) College diploma □

b) Undergraduate □

c) Postgraduate □

d) Professional Certification □

4. Duration Working in Electricity Distribution Companies

a) Below 1 year □

b) 1-3 years □

c) 4-5 years □

d) Above 5 years □

Section B: Strategic Surveillance

Please check () the option that best fits each of the following assertions about strategic surveillance in this section. Make use of a 1–5 key where: 1 is strongly disagree, 4 is agree, 3 is not sure, 2 is disagree, and 5 is strongly agree.

Statement	**1**	**2**	**3**	**4**	**5**
The Electricity Distribution Companies conducts broad economic, social and political trends monitoring					
The Electricity Distribution Companies conducts environmental scanning to check on the relevance of its strategies					
The Electricity Distribution Companies monitors its broad procedures both internally and externally					
The Electricity Distribution Companies engages in trade conferences for strategic information sharing					
The purpose of surveillance controls is to provide ongoing					
Statement	**1**	**2**	**3**	**4**	**5**
protection for the specified approach.					
Electricity Distribution Companies keeps an eye on a variety of information sources to find unexpected facts that could affect its strategies					
The Electricity Distribution Companies makes use of a variety of information sources to identify its weaknesses as well as strengths					
The Electricity Distribution Companies keeps track of incidents so it can easily survey, monitor and plan for recurrent events so it can improve performance					
Strategic controls have proved useful in planning for the future of the Electricity Distribution Companies					
The Electricity Distribution Companies monitors the priorities of the public before making any decisions					

Section C: Special alert control

Please check () the option that best fits each of the following statements regarding unique alert controls in this section. Make use of a 1–5 key where: 1 is strongly disagree, 4 is agree, 3 is not sure, 2 is disagree, and 5 is strongly agree.

Statement	**1**	**2**	**3**	**4**	**5**
The Electricity Distribution Companies checks and anticipates any possibilities of occurrence of natural disasters such as floods					
The Electricity Distribution Companies anticipates and prepares for any financial crises					

The Electricity Distribution Companies monitors and prepares for occurrence of critical economic and political events					
The Electricity Distribution Companies has effective rapid response and monitoring systems					
The Electricity Distribution Companies has effective strategies to manage natural disasters					
The Electricity Distribution Companies has an effective crisis management team					

Section D: Premise control

Regarding premise control, please check () the option that best fits each of the following assertions. Make use of a 1–5 key where: 1 is strongly disagree, 4 is agree, 3 is not sure, 2 is disagree, and 5 is strongly agree.

Statement	**1**	**2**	**3**	**4**	**5**
In the process of identifying premises that are anticipated to undergo					
large changes and have a significant impact on the operation of the Electricity Distribution Companies, there is a lengthy and careful procedure.					
Certain departments within the county are responsible for performing routine checks on the priority services that are required by the general public.					
The Electricity Distribution Companies have controls in place to oversee the organisational aspects of their performance, and these controls are constantly being monitored.					
The Electricity Distribution Companies monitors allocation and utilization of resources					
The Electricity Distribution Companies monitors economic events					
The Electricity Distribution Companies extensively monitors legal procedures for different strategies					
There is a thorough process of monitoring technological advancements					

SECTION F: Performance of Electricity Distribution Companies

Please tick the box next to the best answer for each of the claims below about how well

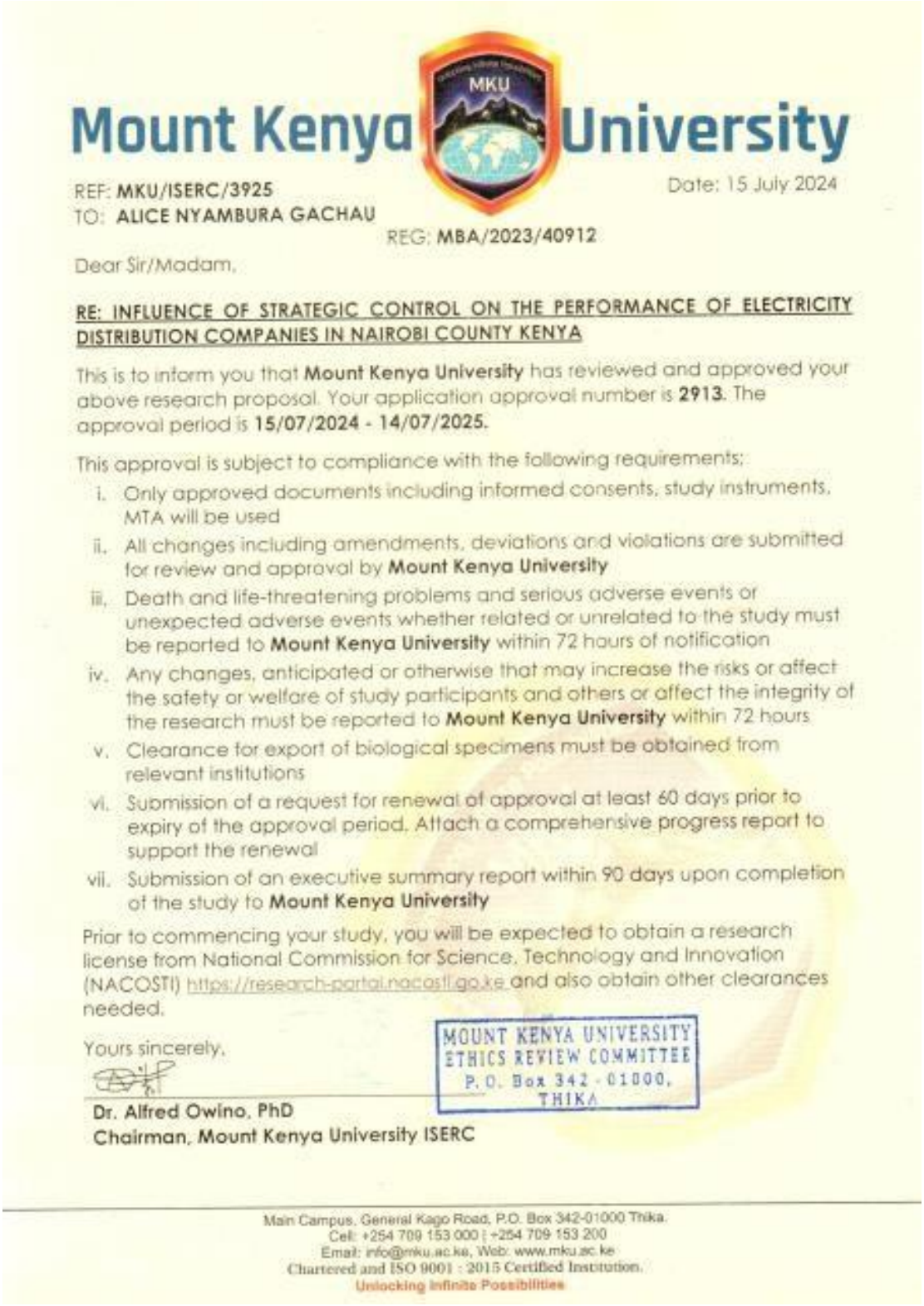
Electricity Distribution Companies do their jobs. Use a 1–5 key when: 4 means "agree,"

3 means "not sure," 2 means "disagree," and 1 means "strongly disagree.".

Statement	**1**	**2**	**3**	**4**	**5**
The provision of services is guided by an operational service delivery charter.					

There will be no problems for the Electricity Distribution Companies in completing their programmes by the due date and within the budget.					
Proper accountability systems are in place within the electricity distribution companies to guarantee transparency and good value for money.					
In order to guarantee efficiency, the Electricity Distribution Companies have established a public input system.					
Electricity Distribution Companies has mechanisms for receiving and acting on complaints from the public					
Relatively high levels of satisfaction have been reported by external parties.					
The rating of satisfaction levels by employees is relatively satisfactory					

Appendix III: ERC Letter



Mount Kenya University

REF: MKU/ISERC/3925
TO: ALICE NYAMBURA GACHAU

Date: 15 July 2024

REG: MBA/2023/40912

Dear Sir/Madam,

RE: INFLUENCE OF STRATEGIC CONTROL ON THE PERFORMANCE OF ELECTRICITY DISTRIBUTION COMPANIES IN NAIROBI COUNTY KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2913**. The approval period is **15/07/2024 - 14/07/2025.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://research-portal.nacosti.go.ke and also obtain other clearances needed.

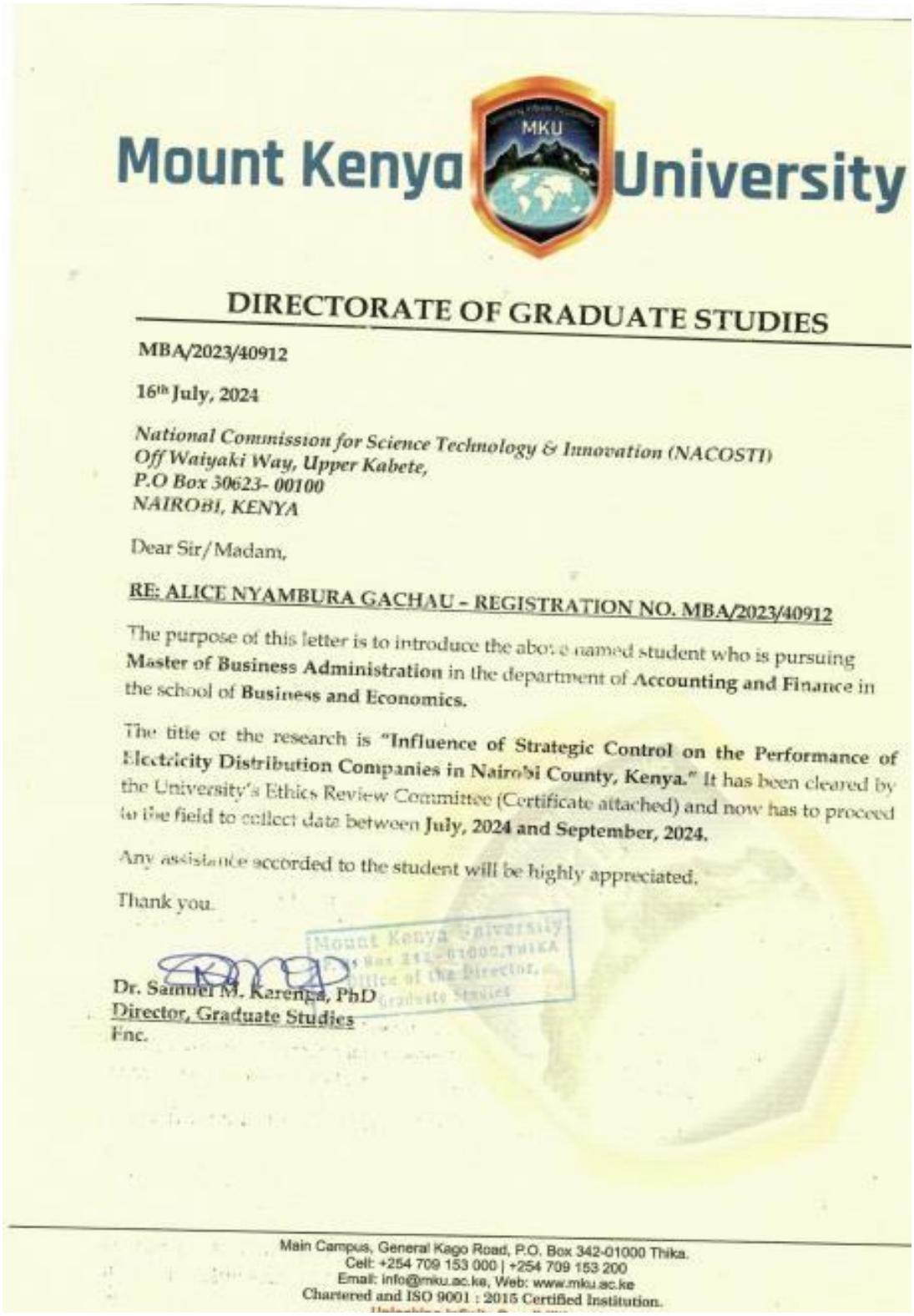
Yours sincerely,

MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities

Appendix IV: Introduction Letter



Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2023/40912

16th July, 2024

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,

RE: ALICE NYAMBURA GACHAU - REGISTRATION NO. MBA/2023/40912

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics.**

The title of the research is **"Influence of Strategic Control on the Performance of Electricity Distribution Companies in Nairobi County, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **July, 2024 and September, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000,THIKA
Office of the Director,
Graduate Studies

Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.

Appendix V: NACOSTI Authorization

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 122077

Date of Issue: 22/July/2024

RESEARCH LICENSE

This is to Certify that Ms.. Alice Nyambura Gachau of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF STRATEGIC CONTROL ON THE PERFORMANCE OF ELECTRICITY DISTRIBUTION COMPANIES IN NAIROBI COUNTY KENYA for the period ending : 22/July/2025.

License No: NACOSTI/P/24/38214

122077

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions

Appendix VI: Field Authorization

Kenya Power

The Kenya Power & Lighting Company,PLC
Central Office - P.O. Box 30099 - 00100, Nairobi, Kenya.
Telephone - 254-02-3201000 - Telegrams 'ELECTRIC'
STIMA PLAZA, KOLOBOT ROAD

Our Ref:KP1/5BA/42D/EWO/eo 15th August , 2024

Alice Nyambura Gachau

Registration No.MBA/2023/40912

C/o Mt. Kenya University

Nairobi

Dear Alice,

RE: DATA COLLECTION AUTHORISATION
Reference is made to the subject matter mentioned above. You have been allowed to carry out research on **" Influence of Strategic Control on the Performance of Electricity Distribution Companies in Nairobi County Kenya ."**

The data collection will be conducted within the Company between 15th August 2024 and 30th September 2024.

This authority notwithstanding, you must exercise confidentiality of company information. The Research Project should also not disrupt normal working hours and Company's flow of work.

A soft copy of the final research project should be forwarded to the Manager, Learning & Development.

If in agreement with the above, please sign hereunder:

Researcher
Name: Alice Gachau **Sign:** .....
Date 16/8/2024 **Academic Institution:** MKU

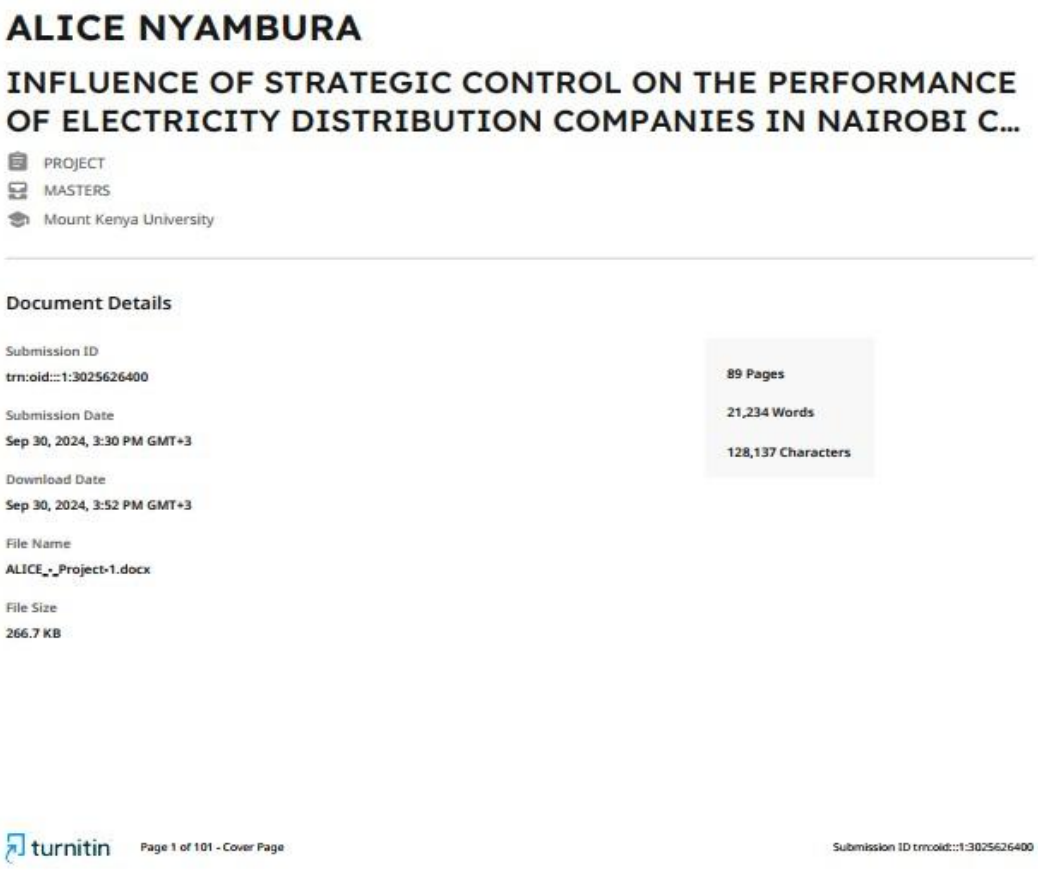
Yours faithfully,

For: **KENYA POWER & LIGHTING COMPANY PLC**

KENYA POWER & LIGHTING COMPANY LIMITED
P. O. Box 30099 - 00100

MASTON M. NJUE
CHIEF HUMAN RESOURCE OFFICER (TRAINING

Appendix VII: Similarity Index



ALICE NYAMBURA

INFLUENCE OF STRATEGIC CONTROL ON THE PERFORMANCE OF ELECTRICITY DISTRIBUTION COMPANIES IN NAIROBI C...

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MASTERS
Mount Kenya University

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Appendix VIII: Nairobi County Map