



Assessment of Strategy Implementation on Organizational Performance: A Case of Kenya Power and Lighting Company

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ABSTRACT

This study assessed the barriers to strategy implementation on the performance of Kenya Power and Lighting Company Limited (KPLC) in Nairobi County, Kenya. It had four objectives: to establish the influence of strategic leadership, staff competencies, strategic planning, and organizational structure on performance of KPLC. The study used a descriptive research design. The study was conducted at Kenya Power and Lighting Company. The managerial employees of Kenya power and Lighting Company Limited constituted the study's population. At Kenya Power and Lighting Company Limited, there were 180 management staff members who made up the sample frame for the research. Formulae developed by Yamane (1967) were used to determine how representative the survey's sample was of the whole population. Sample size was 124 respondents. A questionnaire was used to collect data from respondents who are randomly selected from different departments or units of KPLC. The data was analyzed using SPSS version 21 and presented using descriptive statistics. Descriptive and inferential statistics were obtained. The study found that all the four objectives revealed a positive influence on performance of KPLC. In conclusion, strategic leadership, staff competencies, strategic planning, and organizational structure play crucial roles in shaping KPLC's performance by providing direction, motivation, innovation, alignment, coordination, adaptation, evaluation, communication, decision-making, and leadership. Finally, the study recommended that KPLC should continue to foster a culture of strategy implementation that can enhance its performance in a dynamic environment. Moreover, KPLC should also address any potential barriers or challenges in the strategy implementation process or outcomes that may affect its performance or competitiveness.

Key Words: *Strategic Leadership, Staff Competencies, Strategic Planning, Organization Structure*

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1.0 Introduction

1.1 Background of the Study

Many scholars in the field of strategic and organizational studies have focused their emphasis on how to create and plan strategies rather than how to actually put those plans into action. People often overlook strategy implementation because they assume that anybody can execute it and because they are unsure of its scope and boundaries. Contrarily, coming up with a plan might be more exciting than actually putting one into action. Further, only a few numbers of conceptual models may be used to elaborate on the implementation of a strategy. The problem, it appears, is that businesses have a hard time turning their plans into reality (Zhan & Lim,

2019). Numerous obstacles to strategy execution have been found by researchers. There are many obstacles that can get in the way of successfully putting a strategy into action, including in management roles, a lack of communication, a lack of commitment to the strategy, ignorance or misunderstanding of the strategy, a lack of alignment between organizational systems and resources, insufficient capabilities, competing activities, and environmental factors that are beyond anyone's control as reported by (Wolczek, 2018).

According to Porter (1996), the definition of strategy is "the process of building a distinctive and valued position for oneself by integrating a number of diverse activities in order to compete." After coming to the conclusion that he has to adopt a new strategy, a manager's next step is to define the objectives of the business and figure out how those objectives may be accomplished most effectively within the limitations imposed by the resources at his disposal. A comprehensive business plan is what some people mean when they talk about strategy for a corporation (Vetrova, Ryvkina, & Gaisarova, 2018). One facet of the concept of strategy execution may be regarded of as the process of developing a strategy and then putting it into action in a given context. According to Muteti (2017), there has been a shift in recent decades away from an exclusive focus on the creation of strategy and toward an increased attention on its implementation. This is an argument that is made throughout the article. This is because of the fact that putting a strategy into action is generally acknowledged the single most significant component in the process of establishing a successful company.

The design of a strategy is perceived as a tough task; however, successfully executing or implementing the strategy throughout a whole company is seen as an even greater challenge. According to Mutti (2017), this implies that "no company plan ever succeeds unless it is successfully executed," and I agree with her. Why is it so difficult to put a plan into action, and what variables contribute to making this challenge so difficult to overcome? According to Aboutalebi (2016), there are seven possible roadblocks to putting a strategy into action. The failure to compensate personnel adequately for the execution of plans; inadequate directives provided by department supervisors; an information system utilized for implementation that is, in most cases, inadequate; a lack of awareness of one's position in the execution process; a departure from the intended target; and, finally, staff members are unclear about the company's long-term objectives.

A management philosophy that is externally oriented and leads executives through an ever-changing corporate environment in order to accomplish short-term and long-term objectives in an and efficient manner is called strategic management (Henry, 2021). According to Nzoka (2017), strategic management takes into account the fact that companies have some input into the formulation of the plans that, in the end, will decide whether they will continue to exist and whether or not they will be successful. The process by which a company puts its strategies, policies, programs, and action plans into action to optimize its resources and take advantage of opportunities in its external competitive environment is referred to as strategy implementation (Andrews, Beynon, & Genc, 2017). The ness of the plan after it has been formulated is less important to the overall success of the company than the strategy's ability to be effectively implemented. This is because the costs and losses incurred by the company will be far greater if the strategy is not adequately implemented than they would have been if the plan itself had been unsuccessful in being implemented.

According to Chaffey and Ellis-Chadwick (2019), there are four components of strategy execution that managers are required to keep in mind at all times: the leadership component, the shared values component, the structure component, and the process component. The greater the degree to which these components have the potential to complement one another, the greater the possibility that the plan will be successfully carried out. According to the White



Paper on the Strategy Execution of Chinese Organizations, which was published in 2006, the execution of strategies has become the most crucial management problem for companies of all sizes and in all sectors since the release of the White Paper. According to the findings of the study, just 17% of the businesses polled believed they had a trustworthy method for putting their strategy into effect, while 83% of those polled said they were unable to do so.

According to Aboutalebi (2016), even when Zimbabwean organizations had access to the most innovative tactics, they were still unable to accomplish what they set out to do. He asserts that all of this is the result of poor management and that the higher-level officials of the plan are blameless since they were never really dedicated to the strategy. He believes that this was all caused by bad management. They were unable to invigorate and motivate their workforce toward the achievement of their objectives because they did not have a forward-thinking strategic vision. Their efforts yielded no fruit, and they were unable to accomplish what they set out to do. In addition to this, there was a significant breakdown in communication between the high and intermediate levels of management inside the organization.

According to the findings of a research project that was carried out by Maxwell, Kepha, and Joseph (2013), the successful execution of strategic plans in Kenya is based on the availability of legal frameworks, managerial skills, and financial resources. If an organization does not have sufficient funds, it will be unable to fully execute its plans, which will slow down its progress toward achieving its objectives. Over seventy percent of unique strategies, as stated by Ocak, Aladag, Koseoglu, and King (2021), do not end up being used. Again, this is due to poor execution, which is the reason why only 63% of the financial benefit that is promised by a company's strategy is actually accomplished (Mankins and Steele, 2005). Even more so, Kaplan and Norton (2006) found that 95 percent of individuals working for a firm were either unaware of or unable to comprehend the strategy being implemented by the organization. Verweire (2014) conducted research in collaboration with active managers to identify five main factors for failed plan implementation. These included an excessive focus on financial considerations during strategy discussions, a concentration on functional strategies at the expense of developing a sound company strategy, a lack of cohesiveness in the process of putting the plan into action, and an inability to translate the strategy into action. & a dysfunctional administrative structure.

1.1.1 Concept of Strategy Implementation

In order to put a strategy into action, it is necessary to coordinate the available resources of the organization and inspire the workforce to work toward achieving the intended outcomes. There has been a significant paradigm change in the environment in which many different companies are now required to operate. Complexity, a state of flux, and an openness to new experiences are expected in today's global corporate world, which is highly unexpected and highly linked. A lot of thought and preparation has gone into the development of tactics that may help us adapt to this unprecedented amount of change. Because strategic management is all about molding the future, it is very necessary to design an all-encompassing plan that will serve as the compass by which your company's operations will be guided. The need for both military professionals and academics to analyze the many conceptualizations of various strategies is expanding (Musawir, Serra, Zwikael, & Ali, 2017).

Implementation refers to the steps taken to ensure that a policy is consistently applied throughout an organization. The strategy's acceptability and efficacy cannot be accomplished by design alone or by simply revealing the strategy to the public; rather, successful strategy execution requires the strategy framer to act as the plan's advocate and defender (Chaffey & Ellis-Chadwick, 2019). Without proper institutionalization, the strategy is in risk of being



undermined. Therefore, it is up to the strategist to present the strategy in a way that gains support from inside the company. If employees had a hand in crafting the strategy, they would be more involved in seeing it through than if it had been imposed from on high. Such a feeling naturally produces the type of commitment that is essential to the achievement of any goal. A company's strategy will have a greater chance of success if it is well-operationalized and deeply ingrained in the culture of the business (Lee & Griffith, 2019).

In recent years, organizations have moved away from hierarchical structures and toward more modular forms in an effort to increase their flexibility in reaction to environmental instability. This shift toward more modular forms has occurred in response to the fact that hierarchical structures are less adaptable. It is possible that the trend toward modularization will account for this shift in structure (Kihara, Bwisa, & Kihoro, 2016). Decentralizing responsibility, resources, and power is something that companies have been doing for some time now. It is generally agreed upon that in today's highly competitive economic world, successful marketing is the single most important factor in determining the long-term profitability of a business. A number of studies and surveys supports this view. This notion is supported by the fact that advertising is often considered as being the single most important factor (Kihara, Bwisa, & Kihoro, 2016). As a direct consequence of this, the middle managers who have been assigned with the responsibility of implementing the new arrangements are subject to a great deal of scrutiny. The all-encompassing nature of a strategy may be gauged by determining whether or not it is integrated into day-to-day operations and whether or not enough resources are dedicated to the execution of the plan (Hassan, 2020). It is possible that institutionalizing processes will result in results such as the protection of strategic work from operational limitations, the completion of strategic work in a more efficient manner, and the cultivation of an environment that is adaptable to change.

Many academics working in the field of strategic management have, for a long time, neglected or downplayed the significance of strategy implementation, seeing it instead as a phase that is required but of lesser significance that comes after planning (Ansoff, Kipley, Lewis, Helm-Stevens, & Ansoff, 2018). We may give thanks that new discoveries in the field have been helping to close the knowledge gap that existed between the theoretical and practical understandings of strategy formulation and implementation (Henry, 2021). However, in order to give a range of potentially beneficial insights, a holistic perspective is necessary. This is due to the complexity of the underlying organizational process as well as the many moving elements that are engaged in the execution of the plan. An strategy always starts with a set of annual objectives that can be measured. The second step is to devise particular methods for accomplishing those goals, and the third step is to communicate these plans to the appropriate individuals and organizations (Chaffey & Ellis-Chadwick, 2019). In conclusion, the company is able to evaluate the worth of its projects, narrow its expansive aims to those that are more attainable, and make better use of the resources that are at its disposal thanks to the three steps.

1.1.2 Organizational Performance

One method for determining whether or not an organization is successful is to examine how closely its actual outputs match its intended results (Upadhaya, Munir, & Blount, 2014). The degree to which members of a group see the organization's people, material, and financial resources as valuable assets that are being put to productive use is directly correlated to the group's level of success. Performance may be assessed in a number of different ways, including productivity, outcomes, profit, the efficiency of internal processes and procedures, employee attitudes, and environmental responsiveness, to name just a few of the possibilities. Due to the diverse clientele that an organization caters to, there will most certainly be a broad spectrum of opinions on the "success" or "failure" of the business (Almatrooshi, Singh, & Farouk, 2016).



When determining the level of success that an organization has achieved, non-financial metrics such as customer satisfaction, employee morale, and social performance are just as important as financial results, which are governed by financial indicators such as accounting returns, stock market performance, and growth measurements. In other words, financial results are not the only factor that determines an organization's level of success (Osabiya, 2015). As a result, the success of a corporation is often determined by how smoothly it operates on the inside, but the success of a firm as evaluated by its exterior metrics, such as its corporate social responsibility, has nothing to do with the amount of money it makes or loses.

Hurduzeu (2015), the success of an organization is determined by three primary factors. It is dependent on a variety of internal and external factors, such as one's own capability to do so, the nature of the environment in which one operates, and one's own level of motivation, in order to achieve one's performance objectives. Organizations put a high value on consistent performance because it represents the degree to which they fulfill a predetermined set of objectives that are relevant to their purpose and demonstrates whether they have the potential for development and expansion. Key performance indicators are the elements that have the biggest effect on a company's bottom line and decide whether or not the company will continue to be successful. They may also be used to describe the aspects that have the largest influence on a business.

The production costs, labor output, and capital output are all examples of efficiency KPIs; the number of defective products returned inwards is an indicator of quality KPIs; the number of new products developed is an indicator of innovativeness KPIs; the percentage of revenue generated from new products is an indicator of innovativeness KPIs; and so on (Singh, Darwish, & Potonik, 2016). Leading Health Indicators (LIHs) include a wide variety of indices of performance. Undergraduate and graduate education quality, the number of graduates each year, the proportion of graduates who find jobs or establish their own enterprises, the number of skilled faculty and staff, and the quantity and quality of library materials are all examples. The goal is to zero down on a small set of indicators that, taken together, may provide a reliable picture of a company's performance (Al Khajeh, 2018). How successfully and quickly an organization can adapt to new opportunities and challenges, taking into consideration its strengths and shortcomings, is the primary determinant that determines its degree of success. When selecting choices, a successful company considers not just the past and the present in terms of facts and trends, but also the advantages and disadvantages of the various alternatives. A study by Elena-Iuliana and Maria (2016).

1.2 Statement of the Problem

Kenya Power and Lighting Company Ltd (KPLC), which serves as Kenya's major electricity supplier, is held to a very high level. KPLC is obligated to improve the level of pleasure felt by its clientele by, among other things, decreasing the frequency of power outages and making their services more reliable. The capability to sustain a high growth rate, to collect high rates, and to attract internal as well as external, local and worldwide sources of investment owing to personnel that is well qualified and competent (KPLC, 2016). The rural electrification initiative in 2013 and the last mile project, both of which are included in KPLC's five-year strategic plan (2016), were one manner of hastening the spread of connectivity. In addition to the last mile project approach, KPLC also details plans to enhance the quality of service provided to customers, expand its market share, and save expenses. KPLC has pledged to achieve full network coverage by the year 2021. In spite of these efforts, the organization has only reached 75% connection. According to the Kenya National Bureau of Statistics's (KNBS) Economic Survey report for 2022, the number of people with access to electricity in rural areas was 8,278,203 as of the end of June 2020/21, representing 75% connection.

Kenya power's monopoly on hydroelectric power production and distribution caused blackouts during dry seasons. As a result, the country was forced to hire costly independent power producers in order to enhance output (Ng'ong's & Omwono, 2015). To increase the amount of electricity that can be generated in Kenya, the government enacted a variety of initiatives and reforms, one of which was a significant increase in the use of geothermal and other kinds of renewable energy. Despite this, the performance measures for Kenya power maintained their downward trend. Sixty-eight to seventy percent of customers report that they have not yet felt the consequences of the change that the company has implemented, and the percentage of customers who are loyal to the company has stayed the same at fifty percent (Mboga, 2013). Although Kenya Power's internal communications index decreased from 69 to 67%, the percentage of loyal customers remained the same at 50%; this was mostly related to the company's operational and structural decisions (Adan, 2015).

1.3 Purpose of the Study

The purpose of this study was to assess the barriers to strategy implementation on the performance of Kenya power and lighting company.

1.4 Objectives

- i. To establish the influence of strategic leadership on performance of Kenya Power and Lighting Company Limited.
- ii. To examine the effect of staff competencies on performance of Kenya Power and Lighting Company Limited.
- iii. To establish the effect of strategic planning on performance of Kenya Power and Lighting Company Limited.
- iv. To examine the influence of organization structure on performance of Kenya Power and Lighting Company Limited.

2.0 Literature Review

2.1 Theoretical framework

2.1.1 Transformational Leadership Theory

This leadership theory was proposed by Burns in 1978. Leaders using this approach inspire their followers to raise their own levels of inspiration, value, thought, and belief in order to help the group reach its objectives (Izidor & Iheriohanma, 2015). This manager inspires his staff by including them in the process. Leaders maximize the organization's success through informing the members, delegating tasks, and assessing the members' strengths and weaknesses (Popa, 2012). According to the studies, four groups make up a transformational leader. Their qualities include "charismatic, inspiring motivation, intellectual stimulation, and individual concern" (Bass, 1990; cited in Izidor & Iheriohanma, 2015). Humphreys and Einstein (2003, quoted in Izidor and Iheriohanma, 2015) distinguish charisma as the idealizing impact of a leader with a vision and a sense of purpose, instilling drive in and among the team and ensuring their self-respect and self-respect in their work.

Transformative leadership is a paradigm shift in leadership theory and practice, as described by Torpman (2004). It abandons the "stick and carrot" approach to motivation. A culture of family, purpose, and mutual respect were identified by Chen (2004) as defining characteristics of a leadership culture that fosters change. Staff members are pushed to improve themselves above their current abilities. With a transformational leader, the focus shifts from short-term gains to long-term success (Stashevsky, & Koslowsky, 2006). These leaders work to change



the culture of their organizations such that the greater good is prioritized before personal gain. Staff members are encouraged to join in the decision-making process and act as vision advocates. The transformative leader often questions the established norms. Creativity is essential to a revitalized environment (Bromley & Kirschner-Bromlye, 2007). Instead of maintaining the status quo, the leader makes it their personal mission to aid in the growth and development of their team members and promote an environment where innovation and progress are valued.

Transformative leaders inspire their followers to think beyond the box and put the needs of the group ahead of their own (Conger & Kanungo, 1998, Howell & Frost, 1989 cited in Izidor & Iheriohanma, 2015). The leaders' ability to set an example by setting a high bar is central to the concept of inspirational motivation (Obiwuru *et al.*, 2011). Leaders' expectations are met when they use clear and direct speech, an emphasis on the importance of ideas, and the use of visual cues to direct their followers' attention where it needs to be (Bass, 1995). The transformative leaders motivate their followers to imagine promising outcomes for both themselves and the company (Bass & Avolio, 1997; Obiwuru *et al.*, 2011). Workers who are intellectually stimulated are more likely to think rationally, come up with original ideas, observe problems critically, and abandon ingrained patterns of thinking (Bass, 1995; Obiwuru *et al.*, 2011). The theory is relevant to the study in explaining how strategic leadership is expected to promote competence, logic, and restraint while handling problems. Finally, yet importantly, personalized care focuses on subordinate growth through coaching and mentoring. Leaders focus intently on their subordinates, helping them in whatever way they can to achieve the organizations objectives (including providing them with training and addressing questions they may have).

2.1.2 Human Capital Theory

Schultz (1961) perceived human capital to be a significant element of national monetary development in the competitive business market. According to the human capital theory, workers' ability to increase their productivity through learning and training. This is due to the fact that it assists workers in acquiring valuable learning experiences and skills, which, in turn, leads to an increase in their benefits, as well as what they learn in the future, resulting in an expansion of their income in the not-too-distant future. It makes the assumption that education and professional development are very costly endeavors, and because of this, they ought to be regarded as investments when they are pursued with the intention of elevating an individual's salary.

Human capital theorists contend that organizations' combined efforts to foster innovation in employees' skill sets result in skills that are unique to that company and cannot be acquired via generalized education (Becker, 1994). Human capital theory is often used to define salary differences in the workplace. Human capital, he notes, is equivalent to "physical means of production," such as machinery. Human capital may therefore be invested in (through many means, including education, personal development, and health care), with the result that each person's productivity is proportional to the pace at which their human capital is generating a return. Human capital is a method of production, since every more guesswork leads to more output. Human labor is nontransferable yet replaceable, much like the value of land and other fixed assets.

Employees are more likely to learn skills that are well suited to their career if they participate in ongoing training and development opportunities. The majority of individuals have the opinion that education is very important for increasing a country's pool of ability. Education is very necessary because so much information and expertise may be obtained by being exposed



to new experiences (Sleezer, Conti, & Nolan, 2003). The different organizations are responsible for the majority of the organization and administration of the training programs, as well as at least part of the finances for those programs. It is difficult for workers to establish their own training programs if their company does not provide support for such projects. Employees work together with their employers to enhance their knowledge and capabilities, which ultimately results in increased productivity for the companies.

The theory is relevant to the study notwithstanding, skeptics of the theory highlighting the difficulty in quantifying novel concepts as future par and the central notion of human capital. An increase in productivity may not necessarily be what managers or the corporate world have in mind even if it is based on the premise that more education would improve efficiency. In particular, it is challenging to predict the profitability of labor and the future income compensation associated with job opportunities. This is because it is difficult to predict future profits accurately due to the market's volatility. It has been hypothesized from empirical research that, while some of the observed variations in earnings are likely to be due to the abilities taken in, the extent of unexplained fluctuation is on the higher side and must be a characteristic of the ever-changing nature and the working of the competitive market, as opposed to those of productivity of the people establishing the supply work.

2.1.3 Mintzberg's Classical Theory of Organizational Configurations

According to Mintzberg's classical theory of organizational configurations, direct managerial supervision, whereby an employee reports to and is instructed by one boss, represents one of the primary coordination mechanisms in an organization (Mintzberg, 1979). Until the middle of the twentieth century, most businesses followed this theory by being structured hierarchically, with strict reporting lines between superiors and their subordinates. In the vast body of literature on strategic management, Mintzberg's (1979) configuration theory of typical organization structures and their related strategic and organizational processes stands out as an oddity. It is widely recognized as the most significant theory of organizational structure and has been called "one of the key works of strategic management." It has served as a constant source of motivation for professionals and academics alike due to its grounding in a comprehensive synthesis of modern organization research. The seminal work and its subsequent popularization (Mintzberg, 1983) are still in print and selling well, and the typology is also important to best-selling student textbooks including those by Mintzberg and Quinn (1991, 1996) and Mintzberg, Quinn, and Ghoshal (1995).

A theory that is as significant to the study in explaining the strategic factors that influence organization performance. This is particularly important in strategic management, which claims to be driven by the practical applicability of its research. Because of the method in which the theory is organized, it cannot, in its present iteration, be empirically tested in an easy or straightforward manner. Additionally, it is riddled with a number of glaring weaknesses, the relevance of which has been amplified because of more recent developments in commercial procedure. However, these flaws are correctable in some way. Traditional hierarchies are constructed on the basis of a single criterion (dimension), such as those listed in (Mullins, 2005): the purpose or function of the organization, the product or service, the geographical location, the nature of the work, a common time scale, the skills of the employees, and the customer target group. Because it sheds light on different organizational systems, this theory is considered very important for analyzing this data.

2.2 Empirical Literature Review

2.2.1 Strategic Leadership on Organizational Performance

The study of strategic leadership and its effects on organizational output is central to the field (Singh *et al.* 2016). It has been established, both empirically and theoretically, that strategic leadership activities have a major impact on performance (Quigley & Graffin, 2017). Other research, however, draw the unfortunate conclusion that their activities are hampered by situational restrictions, inertia, or random effects, leaving them with little wiggle room in terms of performance (Fitza, 2017). These contrasting results point either to a lack of evidence linking strategic leadership and performance, or to the presence of several confounding factors that make it hard to establish a clear cause and effect (Knies *et al.*, 2016). Scholars have not yet come to a consensus on the conceptualization and operationalization of the contextual circumstances strategic leaders encounter, as Hambrick and Quigley (2014) point out.

The impact of strategic leadership on the efficiency of Kenya's SMEs was studied by Nyamao (2016). Descriptive survey methodology was used for this investigation. The samples were chosen using a stratified random sampling method. In order to determine whether strategic leadership affects organizational performance, a correlation study was conducted. A significant positive connection was found. This meant that businesses with a clear mission and vision were better able to direct their efforts where they would have the most impact, which in turn increased their bottom line. When expenses are reduced and the most is squeezed out of available assets, profits rise thanks to efficient resource management. Profitability and staff retention may be achieved by a business that strikes a good balance between strategic and financial controls. In addition to guaranteeing success in the here-and-now, strong financial controls also ensure that the business can continue to thrive in the end. Leaders that invest in cultivating positive relationships with their teams reduce attrition and keep people inspired to provide outstanding customer service. An additional way in which businesses may ensure customer happiness is by maintaining compliance with ethical standards and encouraging an internal culture that is responsive to customers' needs.

As part of their research for their 2018 book, *Strategic Leadership and Organizational Performance*, Jaleha and Machuku conducted a comprehensive literature study on the topic. They came to the conclusion that the external environment in which a company is rooted might moderate the connection between strategic leadership and performance. Equally, businesses that are forced to deal with the reality of the external world may increase their chances of success by implementing organizational reform. This suggests that transformational change inside an organization may have a moderating impact in the connection between strategic leadership and performance. Therefore, the conclusion is drawn that strategic leadership has a secondary effect on performance since both the external environment and organizational transformation may impact the strength of the link between strategic leadership and performance. Strategic leadership is posited as the paper's independent variable, with performance serving as the dependent one.

Strategic leadership was studied by Rahman *et al.*, (2018), who looked at how it affected organizational ness, compass, and tactics. Strategic leadership, operational excellence, strategic orientation, and company performance were shown to have a direct and positive link in this research. Thus, the strategic direction and operational excellence of Proton are due in large part to the strong strategic leadership practices of the company's executives and business leaders. This research has shown that strategic competitiveness may help businesses thrive at a time of great change and uncertainty by improving their ability to develop and implement strategies. It

is also hypothesized that businesses would do better and get higher returns if they place a greater emphasis on product differentiation and human resource integration.

Lola and Paul (2018) investigated the effect that strategic leadership has on the operationalness of a variety of government institutions in Kenya. According to the results of this research, one of the most important aspects of successful public sector organizations in Kenya is a combination of a high degree of trust and a strong role model. It was discovered that inspirational motivation has both positive and considerable impacts on the performance of the public sector in Kenya. The investigation also concluded that intellectual stimulation has a large and positive impact on the productivity of Kenya's public sector. The results of the study's final analysis suggest that personalized attention was a crucial factor in Kenya's public sector's dramatically better performance.

Mui, Basit, and Hassan (2018) investigated how strategic leadership affects the performance of Malaysian SMEs. It has been shown that having a visionary leader improves organizational performance, but only somewhat. If workers do not embrace the leadership's vision, it will have little impact on the organization's bottom line. However, when the vision is shared by all team members, it encourages the group as a whole to perform at a higher level. Consequently, it is not just the leadership vision that matters, but also the people who take pleasure in and actively lead with that vision. This study demonstrates that strategic leadership advice has a tiny, positive impact on organizational performance. Therefore, if the strategic leadership of SMEs in Malaysia is simply concerned with short-term profits, the strategic direction, regardless of how clear or it is, will have little impact on the success of the SMEs' organizations. The findings revealed that the impact of strategic leadership's essential competencies on organizational performance was modest. Therefore, we must conclude that the core competencies of strategic leadership have minimal impact on the success of businesses. It is essential for the organization's long-term performance and survival that its core competencies be communicated to the whole workforce. According to this study, investing in people has a minor influence on corporate outcomes. The findings demonstrate that staff development has no impact on company outcomes, regardless of the amount of time and money invested in the process. This illustrates that the intrinsic desire to become more talented and competent as individuals comes from inside the individuals themselves, as opposed to coming from the strategic leadership. Due to budgetary restrictions, some SME owner-managers are unable to engage in staff development.

Saidykhani (2020) investigated the impact of strategic leadership on NAWEC, the national water and energy utility of the Gambia. As this investigation required data collection, a quantitative strategy was used. The findings revealed that the organizational performance of NAWEC in the Gambia is influenced by the strategic leadership elements of employee engagement, strategic communication, and visioning. The regression coefficient of 0.471 for "employees are free to share problems without fear of intimidation" confirmed the conclusion that employee engagement influences NAWEC's organizational performance. In contrast, 83.8% of respondents to our employee engagement survey stated they are frequently informed of their responsibilities and expected to be present at work, indicating a solid working relationship between workers and management that contributes to the success of the organization. The study revealed that strategic communication in The Gambia has an impact on the organizational performance of NAWEC. In addition, a regression coefficient of 0.339 and the fact that 72.1% of respondents believed that communication is the basis for strategic decision making provide validity to this idea. In addition, 67.7 percent of respondents stated that increased communication helped expedite the execution of organizational decisions. Consequently, strategic communication has a positive impact on corporate outcomes. The



findings also demonstrated that NAWEC's performance in the Gambia was influenced by the company's capacity for foresight. The correlation value of 0.246 gave more support for this conclusion. 54 percent of those who voted believed that leaders provide their employees with the necessary resources for success. Therefore, the business's performance will improve.

2.2.2 Staff Competencies on Organizational Performance

Kathambi (2019) conducted a study to determine the effect of employees' competences on their productivity at the Energy and Petroleum Regulatory Authority (EPRA). This study opted for a methodology known as contextual analysis. Core competencies, emotional competencies, intellectual competencies, cross-functional skills, and functional competences were identified as the most desired in the workforce. According to the research, managers who possess core competencies are better equipped to solve problems, operate as part of a team, communicate, plan ahead, handle stress, take the initiative, and so on. Researchers observed that EPRA employees are better able to perform their work in an environment full of challenges and impediments when they have access to training in certain intellectual abilities. Respondents also said that functional abilities are useful for improving employee competence, fostering teamwork, cutting costs, and inspiring loyalty. The research revealed that the company relied heavily on competency-based performance measures to determine whether or not workers were up to the task at hand. Researchers discovered that several competency-based performance indicators included many views, including those of customers, employees, the organization as a whole, new ideas and knowledge, and the bottom line. According to the results, EPRA is able to increase its customers' propensity to pay for the service it provides by understanding and satisfying their needs from the customers' point of view.

Ong'ango (2019) explored how employee competence affects performance in Kenyan commercial banks. Different features of core skills have a major influence on the efficiency of firms, according to the findings of the study. According to the findings, organizations should also aim to improve their basic competencies. You may do this through improving your knowledge, leadership, and customer-centric skills. The success of a bank might considerably benefit from enhanced communication and originality. Self-awareness, self-control, self-motivation, and social skills all contribute to the performance of financial institutions, according to the results of this study. The study also revealed that adhering to such commitments and finishing work within their allowed time periods by creating clear targets is the norm. This objective will be achieved with the support of interdepartmental cooperation and clear lines of communication. Possessing the proper equipment and a reasonable workload may lead to better productivity. Goals and goals may be used to establish what must be achieved. To ensure the success of the banks, it is necessary that everyone work together and coordinate all elements.

Salman, Ganie, and Saleem's (2020) study of public and private sector banks looked at staff abilities as determinants of organizational success. The research found a strong and favorable relationship between social competence, team competence, and communication competence and organizational success. Therefore, in order to foster and improve staff abilities, businesses need to professionally plan, develop, and execute well-articulated competency development strategies and processes. For better organizational performance and long-term growth, organizations need to develop and nurture an organizational culture that motivates and inspires workers to improve performance through competence development as well as supports more positive working relationships between staff and management. For greater employee and organizational performance, businesses need to support and promote teamwork, which has received a lot of attention in recent years. Additionally, professionally created training programs for boosting employee abilities should be appropriately executed while taking into

account the employee competencies required by the firm in the present and the future. In summary, for greater organizational performance, workers should be inspired, supported, and recognized for all of their contributions. Their skills should also be developed, nourished, and used.

Research by Plantilla (2017) looked at recent grads from the viewpoint of their employers. When it came to graduates' general and specialized skill sets, as well as the personal traits they displayed in the workplace, employers were pleased with what they saw. It was found that graduates' performance varied widely depending on their roles and tenure of employment. In addition, Jaoko (2014) did research in the same area (the Mukuru Slums Development Projects in Nairobi County) to determine how much of a correlation there is between an individual's level of education and their level of success on the job. Academic achievement was shown to be associated with higher work satisfaction and performance. Researchers found that a correlation between education level and productivity. Specifically, Sukrapi, Muljono, and Purnaningsih (2014) aimed to analyze the relationship between elementary school teachers' levels of professional competence and their levels of work motivation. The results demonstrated a positive correlation between instructors' professional skills and student achievement, as well as a favorable correlation between teachers' professional competences, job motivation, and student achievement.

Misra and Srivastava (2018) investigated the impact of transformational leadership and technology on the development of teams, employee engagement, and productivity. As expected, there was a favorable correlation between the outcome variables and skills in working together as a team. Therefore, it can be concluded that team abilities are crucial in establishing productivity and contentment among workers. Seemiller (2018) investigated the topic of developing leadership skills to advance a professional career. According to the results of his research, implementing a standard set of leadership characteristics throughout an entire organization has positive effects on all parties involved. Rofiaty (2017) also studied the connection between leadership skills, company culture, and employee engagement. Employee performance was shown to be unrelated to leadership skills or organizational culture, but both were found to have an effect on workers' motivation, which in turn had a major impact on their productivity.

Maina and Mang'ana (2022) investigated Kenyan institutions under the jurisdiction of the Ministry of Labor and Social Protection. In a multivariate assessment of the Ministry of Labour and Social Protection, performance and institutional capability were shown to be associated ($\beta = 0.202$ (0.045) at $p < 0.05$). The Ministry of Labor and Social Protection estimates a 0.2102 gain in performance for every unit increase in organizational competence. The findings suggest that the top brass at the Ministry of Labour and Social Protection should aggressively seek out and support the development of practical skills among their line managers, supervisors, and staff. This is because adequate competencies significantly improve an organization's performance by boosting employees' talents, making their jobs less stressful, and providing possibilities for individual growth. Seemiller (2018) concluded that having a common, easily understood language across an entire business by adopting a core set of leadership attributes would benefit everyone involved.

Mwithi (2016) examined how different leadership skills impacted the efficiency of Kenya's government-run businesses. He found that there was a positive and statistically significant association between the leadership qualities and the financial performance of state enterprises in Kenya. There was a disparity, however, in the degree to which individual leadership qualities were influential. Based on structural equation modeling (SEM) findings, Demircioglu (2018) found that utilizing social media for work purposes is positively connected to autonomy and

competence, two factors that contribute to job satisfaction among employees in the Australian public sector. However, there is no statistical evidence that social media brings people closer together.

Friolina *et al.* (2017) conducted research with the aim of determining whether employees' levels of competence, communication, and dedication had an effect on their work output in government. A favorable and statistically significant correlation between competency and public servant performance in DET Bondowoso was discovered. This was taken to mean that government workers would be more in their roles if those roles were better suited to their individual skill sets. Kaohsiung elementary school principals' perceptions of their own abilities as leaders were shown to be influenced by their level of communication competence, according to study by Chang (2017). He observed that today's schools place tremendous strain on teachers since they must engage in ongoing professional development to stay up with shifting societal norms. Researchers Yu and Ko (2017) looked at the role of communication skills as a moderator between self-leadership and work success. Results showed a strong relationship between communication skills and self-leadership in nurses. This paper presents the findings of a research conducted by Femi (2014) on the effect of communication on productivity in a sample of businesses in Lagos state, Nigeria. The results of the research indicate that high levels of communication contribute to increased productivity, morale, and efficiency in the workplace. An important finding from the research was the importance of open lines of communication between management and staff in fostering increased employee dedication and productivity.

Manani and Ngui (2019) conducted a case study of the World Food Programme in Kenya to analyze how employee competences affect work performance in humanitarian organizations. The results of the research indicate that employees' productivity on the work is enhanced when they possess academic abilities. Employees with the necessary academic abilities can evaluate material critically, apply what they know to solve a problem, learn on the job, have the necessary computer skills, can read and write at an adequate level for their positions, and have the ability to communicate effectively. The likelihood of a worker succeeding in their position increases by 3.202 times if they possess the requisite academic abilities. Leadership skills are directly correlated with increased productivity in the workplace. Personal relationships with subordinates, goal achievement, self-management of leadership competencies, ensuring that ethics are embedded in the organization's leadership framework, and involving others in decision making and professional advancement are all outcomes that can be attained through the application of leadership competencies by those in positions of authority. Workers who possess these skills boost productivity on the workplace by a factor of 0.176.

Workers who have communication competences are able to do things like interpret the literal meanings of the words that others use, present themselves in a manner that is courteous and appropriate, read the tone of their listeners, speak in a way that is logical and consistent, and deal with communication failures. It is most probable that such personnel will have a positive impact on employee job performance, to the tune of 10.332%. Therefore, the findings of the study lead one to the conclusion that improved communication skills lead to greater levels of job performance. According to the findings of the research, the presence of intellectual, leadership, communication, and problem-solving competencies at the World Food Program has a positive influence on the work performance of employees (50.2% of the time). This provides evidence that individuals who possess these competencies are more likely to succeed than those who do not; however, it also raises the question of whether or not additional competencies could have the same impact, as well as whether or not these findings can be replicated in other work settings.

2.2.3 Strategic Planning on Organizational Performance

Njroge (2018) used a descriptive method to investigate how strategic planning affects the performance of an organization by concentrating on a case study of event planning businesses in Nairobi's central business district. This allowed the researcher to answer the research question "how does strategic planning affect the performance of an organization?" According to the findings of the study, one of the most important aspects of the event planning business is strategic planning. This is because it allows planners to anticipate and react to client demands and alterations in the industry that may occur while offering services. According to the results of the poll, firms that have a strategic plan that is clearly described are more likely to have pleased staff across all levels and divisions of the company. According to the findings, strategic planning has an effect on the financial results of an organization. Because of this, the findings of the study indicated that the ness and efficiency of strategic planning undertaken by these businesses has a positive impact on the performance of such firms.

Effects of strategic planning and organizational productivity were studied by Adaeze (2016). There is empirical evidence to suggest that organizations that formally engage in strategic planning outperform those that do not. Managers discovered that by clearly articulating their organization's goal, they could infuse it with focus and energy. Therefore, businesses are better able to adapt to their surroundings. Organizational ness rises because of strategic planning because it helps top executives adapt to the ever-shifting conditions in which modern businesses must thrive. In addition, a business may reap the benefits of having a strategic plan if it is communicated effectively across all levels of the company. The sense of internal competitiveness may be mitigated by setting a common objective that all departments must achieve. If the strategic plan calls for departments to work together more closely to achieve the shared objective, then it should help with the flow of information between the departments. As a result, the collective wisdom of the complete company may be used in every area. Therefore, the study's author draws the conclusion that strategic planning helps boost organizational output.

In 2017, Innocent and Levi conducted research on the influence strategic planning has on the success of businesses. (A Research Report on the Enugu Branch of the Nigerian Bottling Company) They came to the realization that strategic planning makes a substantial contribution to boosting not just the overall performance of the firm but also the output of each individual worker. As a result, we investigated how the many different aspects of strategic planning connect to the efficiency of the operation of the firm as a whole. It is the goal of this study that the findings will offer light on the ways in which strategic planning leads to enhanced organizational decision-making.

Diana (2018) investigated how strategic planning affects business results. New Plan Limited: A Case Study in Kampala, Uganda. The vast majority of those who took the survey believe that strategic planning has a significant impact on improving organizational performance. Nearly all of those who answered the survey agreed or strongly agreed that strategic planning is important to an organization's long-term success. While a small percentage of respondents were on the fence, not one person who answered the survey strongly disagreed or disagreed at all. Given these comments, it's safe to say that successful organizations have a connection with strategic planning.

Wun (2019) looked at how strategic planning affected the efficiency of Myanmar's microfinance institutions. Managers of Microfinance Institutions in Myanmar should be aware that the strategic planning process affects their institutions' performance. Leaders in Myanmar's



microfinance industry must assess their capabilities in order to develop plans that will help the company reach its goals while also taking into account the institution's broader mission. They must also be aware of their own limitations and work to overcome these issues in order to achieve optimal results. It is critical to conduct regular reviews of the strategic plans to provide clearer direction on the desired levels of performance. Environmental scanning, strategy development, strategy execution, and strategy assessment are the four stages that make up the strategic planning process. Microfinance institution efficiency in Myanmar fluctuates at each stage. The strategic planning process takes into account a number of factors, such as the current state of the company, the methods already in place, the resources at hand, and the results of any previous evaluations. Planning strategically may help a company achieve its goals. By coordinating the efforts of all team members with more precision, an organization may boost its performance by streamlining its operations and more easily reaching its goals. Because of this, microfinance institutions need to see strategic planning as an essential part of their growth if they want to improve their performance.

According to the findings of study that was carried out by Monye and Ibegbulem (2018), strategic planning has the potential to boost an organization's profitability in addition to its efficiency. The findings of the research provided almost irrefutable evidence in favor of the concept that "strategic planning increases performance and survival." The vast majority of participants provide unequivocal support for the null hypothesis that they were asked to think about, which states that strategic planning does not result in an increase in the performance of a company. The vast majority of responders are of the opinion that you are wrong, while just a few of them are on the fence. It is possible to draw the conclusion from this that strategic planning makes organizational performance better. The last hypothesis of the research, which asserts that there is a relationship between strategic planning and the lifespan of organizations, is confirmed by the replies from virtually all of the survey's respondents (99% agree or strongly agree; 1% neither agree nor disagree). In light of what has been said, it is reasonable to conclude that successful businesses have some kind of relationship with strategic planning.

2.2.4 Organization Structure on Organizational Performance

In 2018, Onono analyzed how GE Africa's structure affected the company's output. It was concluded based on findings that the organizational structure used in the organization affected the speed and accuracy of decision making, which in turn affected organizational performance by facilitating the formation of lean teams, influencing employees to complete tasks and make decisions related to their tasks more quickly, increasing the delivery of solutions to customers, and assisting leadership teams in implementing strategic objectives within the organization. The ability to easily build a shared vision, to increase employee innovation and motivation, and to adapt one's strategies so as to continue winning in the market place are all benefits that have resulted from organizational learning, which has also helped managers better assign tasks to employees based on their skills and interests. According to the results, an organization can become more resilient by implementing efficient information exchange systems, which have a positive effect on the speed and accuracy with which tasks and strategies are carried out, as well as the organization's competitive advantage in the marketplace, its ability to provide easy access to information, and its ability to effectively communicate with its own employees.

Fadeyi, Oke, and Ajagbe (2016) conducted research to investigate the ways in which structural variables influence the productivity of enterprises. According to research, the organizational structure of a company's divisions may have an effect on the success of the business. It was also shown that work process specialization increased labor productivity, which suggests that the structure of an organization may impact the activities of its employees. In addition, the findings of the study indicate that the structure of an organization is a significant influence in

influencing the performance of that organization. When there is a well-defined system in place, individuals perform at a higher level, work is completed more ly, and morale increases. In fact, the prerequisite for long-term success is an organizational structure, namely one that acknowledges and caters to the many human and financial realities of the company at hand.

In 2015, Ogbo, Chibueze, Christopher, and Anthony analyzed the effect of structure on the efficiency of selected Nigerian businesses providing technical and service goods. Decentralization was shown to have improved and still improves technical and service organizations' ability to make better, more informed decisions. Decentralization promotes creativity, as proposed by Hatch's model and discussed in the preceding portion of this analysis. Staff productivity may be favorably or adversely impacted by job routine, depending on the time of year and the worker's personal preference for either task regularity or diversity. The final realization is that the link between limited scope of influence and productivity was and remains substantial. Although consistent with prior research, this result is at odds with Meier and Bohte's concept of span of control, which prioritizes broad spans during the pre-production phase of a process.

In her 2018 study, Winnie looked at how different company formats affected productivity. Example: the Nyankoba Tea Factory in Nyamira County. The results showed that the organizational structure affects the performance of the organizations. To facilitate communication, supervision, leadership, and motivation, the organization was structured into departments, each of which was led by a supervisor. The four investigated factors of communication, leadership, supervision, and motivation all had an impact on organizational structure at the Nyankoba Tea Factory, which in turn impacted organizational performance. According to the results, communication is crucial for leading and motivating employees to achieve the organization's goals and objectives. The openness and honesty of its employees, as well as the progress made in the company's communication systems, have boosted Nyankona Tea Factory's productivity. Employees were also found to have the freedom to disagree with their immediate supervisor, who had a dual role of maintaining group cohesion and facilitating control via the delivery of directives and the enforcement of disciplinary measures. The responders also acknowledged they had supervisory responsibilities and were accountable to them. Organizational performance is influenced by the researched factors of communication, supervision, leadership, and motivation, as established by the study.

A study by Mon, Jasfar, and Arafay (2019) examined the impact of firm commitments as a mediator between organizational structure, strategy, and performance in the manufacturing sector. The findings demonstrated that organizational strategy, change management, and organizational commitment all have an impact on business performance, whereas organizational structure has a very little role. The research found that organizational commitment mediated the effect of organizational strategy and change management on firm performance, but it did not have the same effect on the performance of organizations based on their organizational structure. Organizations may use this research as a resource to inform operational choices and boost their own performance in light of the factors examined here. The findings indicated that firm performance organizational structure and organizational commitment as mediating did not significantly influence firm performance, suggesting that company management can instead prioritize other factors while keeping the organizational structure in place in any shape.

2.4 Conceptual Framework of the Research Study

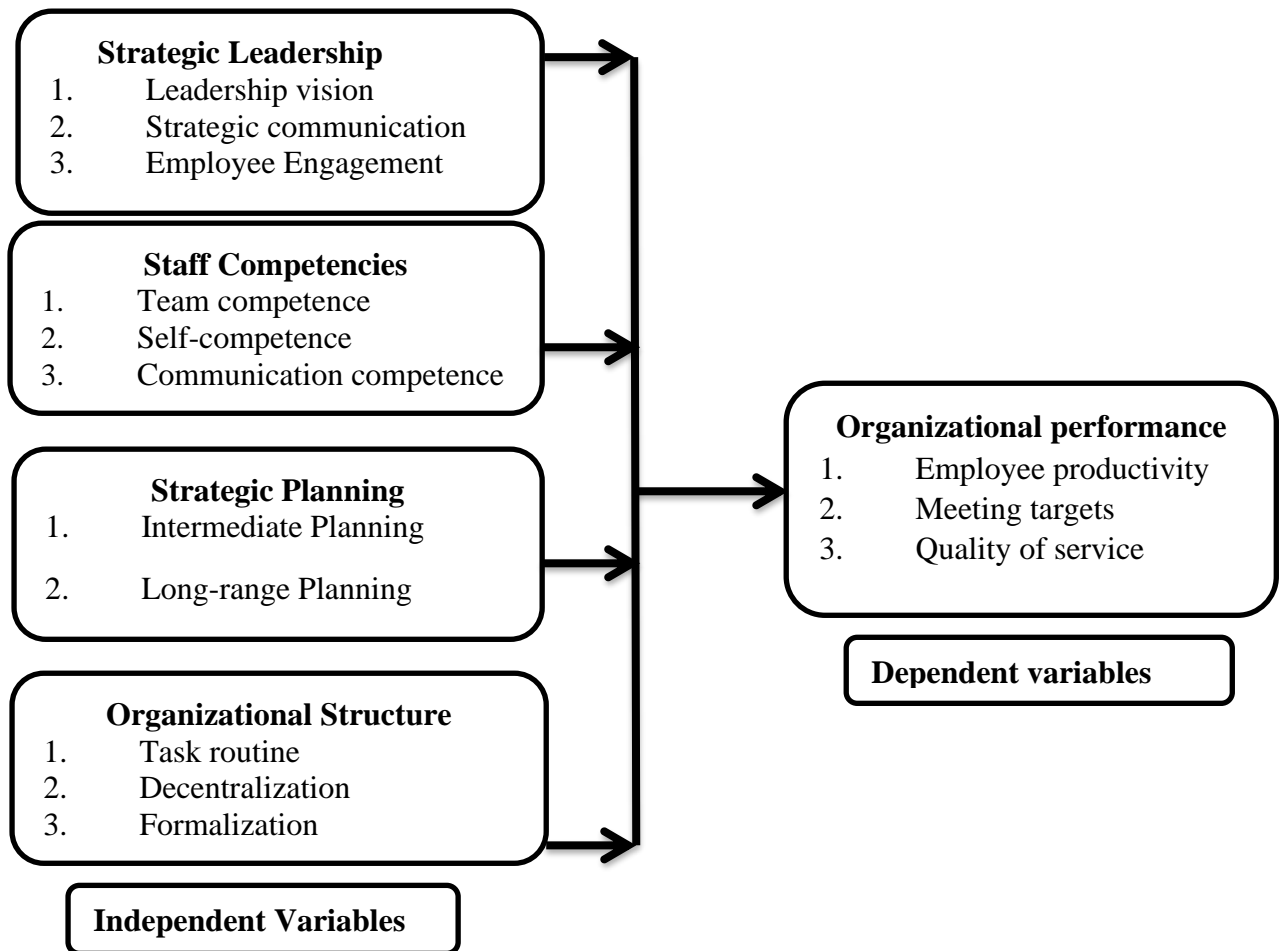


Figure 1. Conceptual framework

Source: Researcher (2023)

3.0 Methodology

Descriptive research was used for the objectives of this inquiry. Studies that are descriptive are carried out with the goals of better comprehending a phenomenon, gaining new insights, and honing down on a particular research issue or hypothesis (Fraenkel & Wallen, 2009). The goal of descriptive research is to provide a picture of an event or circumstance as it really takes place. It is possible to use it in the process of justifying previously established techniques, conducting evaluations, and developing new ideas. It is acceptable to use a descriptive research design for this investigation given that the purpose of the study is to characterize the relationship between the independent variables (strategic leadership, staff competencies, strategic planning, and organizational structure) and organizational performance. The study was conducted at Kenya Power and Lighting Company. Kenya Power is a reputable corporation whose stock trades on the Nairobi Stock Exchange. The 180 managerial employees of Kenya power and Lighting Company Limited constituted the study's population. Candidates were selected from this pool based on their experience working with the company and their proximity to its headquarters. in table 1. At Kenya Power and Lighting Company Limited, there were 180 management staff members who made up the sample frame for the research.

A stratified random sampling approach was utilized in order to get a representative sample of the units of analysis (management personnel). Using stratified random sampling processes, the



researcher will have the ability to classify the sample into certain strata; for the sake of this study, these strata will be determined by the participant's position within the firm. Random selection will be used to choose the responders from within each stratum. For the purpose of the research, a sample was selected from each department via a method known as stratified random sampling. Using stratified random sampling was the best approach to take, since this will ensure that all divisions are included in the research. Formulae developed by Yamane (1967) were used to determine how representative the survey's sample was of the whole population.

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n= the sample size.

N= Population size

e = Acceptable margin error estimated at 0.05.

$$n = \frac{180}{1 + 180(0.05^2)}$$

$$n = 180 / 1.45$$

$$n = 124$$

Participant information was gathered via the use of a pre-designed, structured questionnaire. Jackson (2009) claims that questionnaires, as a quantitative technique of data collection, are useful for swiftly gathering information from huge populations. Furthermore, an online questionnaire cuts down on administrative costs, removes many of the logistical hurdles associated with meeting with respondents in person, and gives respondents the flexibility to fill it out on their own time and from the comfort of their own homes or offices. This research made use of an online questionnaire, which saved time for business management. There was a total of six components to the questionnaire: demographic data provided by respondents, strategic leadership questions, staff competency questions, strategic planning questions, organizational structure questions, and organizational performance questions. Respondents were asked to rate their degree of agreement with each statement using a Likert scale, and the results were compiled for each part. Pilot research was run before the main data collection to ensure the questionnaire was as possible.

A letter of reference from Mount Kenya University and a research permission from the National Commission for Science, Technology, and Innovation were obtained before the researcher went out into the field to gather data. In the cover letter that the researcher sent to Kenya Power and Lighting Company Limited, it explained who was conducting the study, what the purpose of the study was, why it was important for the respondents to answer the questionnaires, and reassure the respondents that their responses were kept in strict confidence and used only for the purpose that was intended. In addition, the drop-off, pick-up, and callback approach were used throughout data collecting in order to get a higher response rate. To determine the reliability and validity of the research instruments, pilot study was done at Kenya Electricity Generating company (Kengen) in Nairobi. Kengen was considered to be the best location for pilot study since the company was not part of the study population and was in the same industry with KPLC. Statistical Package for the Social Sciences (SPSS) version 21 was used to evaluate the data after it has been entered. Descriptive analysis was conducted and the results presented in form of frequencies, percentages, means, and standard deviations.



4.0 Data Analysis Results

Correlation and regression analysis was conducted to infer the relationship between the study variables.

4.1 Correlation Analysis

The findings of the correlation analysis are presented in Table 8. This was meant to achieve the specific objectives of the study.

Table 1. Correlation Analysis

		Performance	Strategic Leadership	Staff Competencies	Strategic Planning	Organization Structure
Strategic Leadership	Pearson	.536**	1	.615**	.327**	.860**
	Correlation					
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	113	113	113	113	113
Staff Competencies	Pearson	.977**	.615**	1	.391**	.425**
	Correlation					
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	113	113	113	113	113
Strategic Planning	Pearson	.452**	.327**	.391**	1	.453**
	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	113	113	113	113	113
Organization Structure	Pearson	.377**	.860**	.425**	.453**	1
	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	113	113	113	113	113

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

Source: Research Findings (2023)

The study first specific objective was establishing the influence of strategic leadership on performance of Kenya Power and Lighting Company Limited. The findings in table 8 indicates that strategic leadership had Pearson correlation of 0.536, p value 0.000. This meant that strategic leadership had significant and positive relation with performance of Kenya Power and Lighting Company Limited.

The study second objective was to examine the effect of staff competencies on performance of Kenya Power and Lighting Company Limited. The findings indicated that staff competencies had a Pearson correlation of 0.977, pvalue of 0.000. This indicated that staff competencies had significant positive effect on performance of Kenya Power and Lighting Company Limited.

The third objective was to establish the effect of strategic planning on performance of Kenya Power and Lighting Company Limited. The findings were that strategic planning had a Pearson



correlation of 0.452, pvalue 0.000. This meant that strategic planning has positive and significant effect on performance of Kenya Power and Lighting Company Limited.

The study fourth specific objective was to examine the influence of organization structure on performance of Kenya Power and Lighting Company Limited. The findings indicated that organization structure had a Pearson correlation of 0.377, pvalue of 0.000. This meant that organization structure positively influences performance of Kenya Power and Lighting Company Limited.

4.2 Regression Analysis

Multiple regression analysis was used to achieve the study general objective which was to assess the barriers to strategy implementation on the performance of Kenya power and lighting company. The findings are presented in Table 2, 3 and 4.

Table 2 presents the study model summary results.

Table 2. Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
	.985 ^a	0.970	0.969		0.12640	1.495

a. Predictors: (Constant), Organization Structure, Staff Competencies, Strategic Planning, Strategic Leadership

b. Dependent Variable: Performance of Kenya Power and Lighting Company Limited

Source: Research Findings (2023)

The results indicate that the coefficient of correlation was 0.985 and coefficient of determination of 0.970. This implied that the organization structure, staff competencies, strategic planning, strategic leadership combined account for 97 percent of performance at Kenya power. The studied factors had a strong and positive influence on performance.

Table 3 presents the model results of Analysis of Variance.

Table 3. Analysis of Variance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	55.709	4	13.927	871.728	.000 ^b
Residual	1.725	108	0.016		
Total	57.434	112			

a. Dependent Variable: Performance of Kenya Power and Lighting Company Limited

b. Predictors: (Constant), Organization Structure, Staff Competencies, Strategic Planning, Strategic Leadership

Source: Research Findings (2023)

The findings in Table 10 indicate that the model p-value was 0.000. this meant that at 95 percent confidence level, the relationship between organization structure, staff competencies, strategic planning, strategic leadership and the Dependent Variable, Performance of Kenya Power and Lighting Company Limited was significant.

Table 4 presents the findings of model coefficients.



Table 4. Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	-0.182	0.099		-1.836	0.069		
Strategic Leadership	0.153	0.043	0.144	3.509	0.001	0.164	1.088
Staff Competencies	1.069	0.025	1.020	43.020	0.000	0.494	2.023
Strategic Planning	0.100	0.024	0.087	4.260	0.000	0.664	1.506
Organization Structure	0.290	0.040	0.280	7.330	0.040	0.194	1.167

Source: Research Findings (2023)

The model coefficients were strategic leadership 0.153, $p < 0.05$, staff competencies 1.069, $p < 0.05$, strategic planning 0.100, $p < 0.05$ and organization structure 0.290, $p < 0.05$. The findings indicated that all the independent variables were significant predictors of performance at Kenya Power and Lighting Company. The constant was -0.182, $p > 0.05$ implying that the strength of the relationship was as a result of the independent variables. The studied barriers therefore were significant predictors of strategy implementation on the performance of Kenya power and lighting company ($R = .985$, $p < 0.05$).

5.0 Summary, Conclusion and Recommendations

5.1 Summary of study findings

The findings in the Strategic Leadership section of the survey highlight a positive sentiment among respondents regarding the development of a strategic purpose and vision at Kenya Power and Lighting Company (KPLC), with 41.6% strongly agreeing and 32.7% in agreement. Furthermore, there is a strong belief in the influence of strategic leadership on KPLC's performance, with 39.8% strongly agreeing and 31.9% agreeing, indicating a consensus among respondents. In terms of staff competencies, there is a positive perception, as 39.8% strongly agree and 30.1% agree that social competence, team competence, and communication skills contribute to organizational performance. However, regarding the effect of strategic planning, while a substantial portion agrees, there is some variability in opinions, with a mean score of 3.58. Assessing the influence of organizational structure, the data suggests a generally positive perception, with 39.8% strongly agreeing and 31.0% agreeing. The section also highlights that KPLC fosters an innovative culture, as 42.5% strongly agree that they feel encouraged to come up with new ideas. Inferential findings indicated that indicates that strategic leadership had Pearson correlation of 0.536, p value 0.000. This meant that strategic leadership had significant and positive relation with performance of Kenya Power and Lighting Company Limited. This section underscores the importance of strategic leadership and staff competencies in enhancing KPLC's performance, along with the need for further exploration of the impact of strategic planning on the organization's success.

The Staff Competencies section of the survey presents a positive perspective on the competencies and collaboration of employees at Kenya Power and Lighting Company (KPLC).



Respondents perceive a high level of correspondence among staff members, with 40.7% strongly agreeing and 33.6% agreeing. Cooperation among employees is also encouraged, as indicated by 40.7% strongly agreeing and 27.4% agreeing. The ability of employees to stay focused under pressure is positively regarded, with 38.9% strongly agreeing. There is a strong drive among employees to meet their objectives, as shown by 39.8% strongly agreeing. The importance of communication skills is recognized, with 40.7% strongly agreeing that these skills are helpful in their roles. Interpersonal communication is also seen as advantageous for employee performance, with 38.9% strongly agreeing. The inferential findings indicated that staff competencies had a Pearson correlation of 0.977, pvalue of 0.000. This indicated that staff competencies had significant positive effect on performance of Kenya Power and Lighting Company Limited. These findings underscore the significance of staff competencies, collaboration, and communication within KPLC, contributing to a positive work environment and enhanced employee performance.

The Strategic Planning section of the survey conveys a positive sentiment among respondents regarding the impact of strategic planning on various aspects of Kenya Power and Lighting Company's (KPLC) operations. Respondents perceive that strategic planning can lead to enhanced employee satisfaction and better performance, with 38.9% strongly agreeing and 27.4% agreeing. The relevance of strategic planning programs to employees is seen positively, with 38.1% strongly agreeing and 26.5% agreeing. There is a consensus that strategic planning fosters organizational cooperation toward common goals, as indicated by 40.7% strongly agreeing. Respondents also believe that strategic planning results in better decision-making processes within the organization, with 36.3% strongly agreeing. Furthermore, the data reflects a strong positive sentiment regarding the impact of strategic planning on employee performance, with 39.8% strongly agreeing that firms effectively embracing strategic planning record improved employee performance. Adequate training and development in planning are considered valuable in enhancing employee performance, with 38.9% strongly agreeing. Inferential statistics indicated that strategic planning had a Pearson correlation of 0.452, pvalue 0.000. This meant that strategic planning has positive and significant effect on performance of Kenya Power and Lighting Company Limited. These findings underscore the importance of strategic planning in various facets of KPLC's operations, from employee satisfaction and cooperation to decision-making and overall performance enhancement.

The Organizational Structure section of the survey portrays a positive sentiment among respondents regarding Kenya Power and Lighting Company's (KPLC) organizational structure. Respondents perceive that the structure is conducive to the creation of lean teams, with 38.1% strongly agreeing and 27.4% agreeing. There is a consensus that the organization's structure facilitates the smooth flow of information to all staff, as indicated by 38.9% strongly agreeing and 26.5% agreeing. The empowerment of local business leaders to make decisions is viewed positively, with 39.8% strongly agreeing. Respondents also believe that the organizational structure has established optimal hierarchy levels, with 35.4% strongly agreeing. The data suggests that the organizational structure fosters clarity of roles and priorities for all employees, with 38.9% strongly agreeing. Furthermore, the organizational structure is seen as supportive of the leadership team in implementing strategic objectives, with 37.2% strongly agreeing. The inferential findings indicated that organization structure had a Pearson correlation of 0.377, pvalue of 0.000. This meant that organization structure positively influences performance of Kenya Power and Lighting Company Limited. These findings highlight the importance of KPLC's organizational structure in promoting communication, decision-making, and leadership, which are crucial for the organization's success.

5.2 Conclusion

Objective one, which aimed to establish the influence of strategic leadership on the performance of Kenya Power and Lighting Company Limited, reveals a positive perception among respondents. The findings indicate that strategic leadership plays a crucial role in shaping KPLC's performance. Respondents generally agree on the presence of a strategic purpose and vision, demonstrating the organization's commitment to a clear direction. Furthermore, there is a consensus that strategic leadership positively impacts KPLC's performance. This suggests that strategic leadership is instrumental in driving the company's success. The positive outlook in this section emphasizes the significance of leadership in KPLC's overall performance.

Objective two, which aimed to examine the effect of staff competencies on the performance of Kenya Power and Lighting Company Limited, reveals a positive perception among respondents. The findings within this section indicate that staff at KPLC exhibit a high level of competencies, collaboration, and communication. There is consensus among respondents that staff members correspond well and cooperate ly, even under pressure, and are driven to meet their objectives. Additionally, the importance of communication skills, both individual and interpersonal, is recognized. These aspects contribute to a positive work environment and are likely to enhance employee performance. The positive outlook in this section highlights the significance of fostering and nurturing staff competencies for KPLC's overall success and performance.

Objective three, which aimed to establish the effect of strategic planning on the performance of Kenya Power and Lighting Company Limited (KPLC), demonstrates a positive sentiment among respondents. The findings within this section suggest that strategic planning plays a crucial role in various aspects of KPLC's operations. Respondents believe that strategic planning enhances employee satisfaction, fosters organizational cooperation, and leads to better decision-making. Moreover, the data reflects a strong belief that strategic planning contributes to improved employee performance, emphasizing the importance of this strategic process in KPLC's overall performance and ness. The results underscore the need for continued emphasis on strategic planning to further enhance KPLC's performance.

Objective four, which aimed to examine the impact of organizational structure on the performance of Kenya Power and Lighting Company Limited (KPLC), reveals a positive perception among respondents. The findings within this section suggest that KPLC's organizational structure is seen as supportive of various aspects of the organization, including the creation of lean teams, information flow, empowerment of local business leaders, optimal hierarchy levels, clarity in roles and priorities, and the leadership team's ness in implementing strategic objectives. These results emphasize the pivotal role of KPLC's organizational structure in fostering communication, decision-making, and leadership, all of which are vital for the organization's performance and success. The positive sentiments expressed by the respondents underscore the significance of maintaining and further enhancing the ness of the organizational structure within KPLC.

5.3 Recommendations

These recommendations are aimed at helping Kenya Power and Lighting Company Limited build upon its strengths and address areas where improvements can lead to enhanced organizational performance and overall success: Strengthen Strategic Leadership: Given the positive perception of respondents regarding the influence of strategic leadership on KPLC's performance, it is recommended that the organization continues to invest in nurturing and developing strong strategic leaders. This can be achieved through leadership training,



mentorship programs, and encouraging a strategic mindset among key decision-makers. By further enhancing strategic leadership, KPLC can ensure a clear and compelling vision that drives organizational performance. Invest in Staff Competencies: The study shows that staff competencies, including communication skills, teamwork, and staying focused under pressure, significantly contribute to performance. KPLC should invest in ongoing training and development programs to enhance these competencies. Offering workshops and courses on these skills can help employees continually improve their performance and contribute to the organization's success.

Enhance Strategic Planning: Although the findings indicate a generally positive sentiment regarding the impact of strategic planning, it's essential for KPLC to evaluate and refine its strategic planning processes. The organization should encourage a culture of strategic thinking, involving employees at all levels in the planning process. This collaborative approach can lead to more strategies and better performance outcomes. **Optimize Organizational Structure:** With the study revealing a positive perception of KPLC's organizational structure, the organization should continue to optimize and adapt this structure as needed. It's important to regularly assess the fitness of the structure in facilitating communication, decision-making, and clarity of roles and responsibilities. Ensuring that the structure remains aligned with the organization's goals and evolving needs is crucial for long-term success. **Promote Innovation:** The positive feedback on KPLC's fostering of an innovative culture is a significant asset. To build on this, the organization should establish formal innovation programs, such as idea generation platforms and innovation contests. Recognizing and rewarding employees for their innovative ideas can motivate further contributions, ultimately leading to creative solutions that improve the company's performance.

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