



**STRATEGIC IMPLEMENTATION ENABLERS AND PERFORMANCE OF ENERGY
SECTOR STATE CORPORATIONS IN KENYA**

¹Kioko Pascalia Mumo, ²Dr. Kariuki Paul, Ph.D

¹Masters Student, Jomo Kenyatta University of Agriculture and Technology

²Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Strategic implementation enablers are the factors or elements that support the successful execution of a strategic plan within an organization. These enablers are essential for translating strategic goals and objectives into actionable initiatives and achieving desired outcomes. State corporations have investment to the tune of 20% globally contributes to 5% of employment and more than 40% of the output in many nations. However, performance of some of the state corporation has been on the decline as they are not able to meet their set objectives and goals. The purpose of this study is to investigate the strategic implementation enablers and performance of commercial state corporations in Kenya. The study specific objectives are to establish the effect of strategic communication and strategic articulation and performance of commercial state corporations in Kenya. The study employed a cross-sectional research design. The study was only target commercial state corporations in Energy sector which are Kenya Pipeline Corporation, KenGen, National Oil Corporation, and Kenya Power & Lighting Company. The unit of analysis was senior and middle management working in selected commercial state corporations. The reasons for this choice is that the strategic implementation and performance programmes is part of their duties. This research applied Slovin's formulae to arrive at the study sample of 142 from a target population of 220 participants. Stratified random sampling technique was used. The study used primary and secondary data. A structured questionnaire was used to collect the primary data. Descriptive and inferential statistics was used to analyze information generated from respondents. Descriptive statistics analysis included mean and standard deviation while inferential statistics included correlation analysis and multiple regression analysis by use of Statistical Package for Social Science (SPSS) version 29. The analysis comes to the conclusion that corporation utilizes a bunch of communication medium based on the information to be disseminated and that the communication in the corporation is executed frequently. In addition, the study concludes that that goals of the firm are communicated to employees through strategic conversations and that they constantly talk to the staff about where we are going and how they can contribute. The study recommends that the state corporation should clearly communicate corporation goals to all employees by engaging in strategic conversations. In addition, the study recommends that state corporation should strategically choose the communication medium based on the information to be disseminated.

Key Words: Strategic Communication, Strategic Articulation and Commercial State Corporations

Background of the Study

Today's organizational environment has become very competitive, increasingly uncertain and fast changing and hence, organizations need to plan and be flexible enough to accommodate the ever-changing environment (Egelhoff, 2016). Institutions operate in an open system where they are affected by the external environment hence, they need to engage in strategies that will act as a basis for monitoring and evaluating their performance (Hrebiniak, 2017). In the face of increasingly challenging economic and political circumstances, strategy formulation and execution has been brought into play by governments across the world to enhance capacities and performance standards (Ferlie & Ongaro, 2017). For state controlled institutions, there is a common belief that the implementation of strategies mostly fail in practice. Consequently, studies have shown that between 50% and 90% of formulated strategies in public institutions are never fully implemented (Baroto, Arvand, & Ahmad, 2017; Candido & Santos, 2016).

State corporations have investment to the tune of 20% globally contributes to 5% of employment and more than 40% of the output in many nations (Wachira, Karanja & Iravo, 2018). However, performance of some of the state corporation has been on the decline as they are not able to meet their set objectives and goals. The poor performance of public organizations has significant negative effects on citizens and society as a whole. Poorly performing public organizations struggle to deliver high-quality services to citizens (Huo, Wang, & Zhao, 2017). The decline in service quality directly impacts citizens' well-being and quality of life. Ineffective public organizations fail to ensure equal access to services and opportunities for all citizens (Huo, Jiang, Jia, & Li, 2019). According to Richards, Yeoh, Chong and Popovič (2019), the decline in performance can be associated with inadequacies in their strategy implementation practices which are important for the realization of their goals.

The last three or so decades have witnessed numerous researchers from across the globe embark on investigating the antecedents and effects of strategic implementation enablers in the private and public sector, since these enablers are considered key means to successful implementation of strategies leading to increased organizational performance (Ngundi & Namada, 2022). It is widely acknowledged that effective strategy implementation, as one of the most crucial stages of the strategy making process, leads to better organizational performance. Andrews, Beynon and Genc (2017) argue that strategy implementation style has a considerable influence on the successful implementation of strategy, which in turn influences the performance of an organization. Strategy implementation is crucial for ensuring that state corporations align their activities with their vision, mission, and values, and that they respond effectively to the changing environment and stakeholder expectations (Njoroge, 2017). However, strategy implementation is not a straightforward task and requires the presence of certain enablers that facilitate the process and overcome the barriers.

Strategic implementation enablers are the factors or elements that support the successful execution of a strategic plan within an organization. These enablers are essential for translating strategic goals and objectives into actionable initiatives and achieving desired outcomes. These enablers work together to support the implementation of a strategic plan, increase the likelihood of success, and drive organizational performance and growth (Kenduiywo, & Kirui, 2019). These enablers may include leadership, communication, culture, structure, resources, monitoring, and evaluation, among others. The World Bank Group Strategy Guide (2018) centers on strategic implementation enablers as strategic communication, strategic change management, monitoring and evaluation. However, this study will adopt stakeholder involvement, strategic communication, strategic articulation and capacity building as the constructs for strategic implementation enablers.

Globally, in UK, Andrews, Beynon and Genc (2017) study on Welsh local government organizations found that rational implementation is unrelated to performance. A study by Bigler (2016) showed that 90 percent of formulated strategies of firms in the USA and Europe are not implemented on time and do not achieve the intended results. In the US, Apple Inc. strategic implementation enablers through the development of a supportive culture within the firm, creating an effective organizational culture, budget preparation, efficient redirection of marketing efforts, development and utilization of information system and employee compensation enable strategy implementation and are being linked to the sustained Apple Inc. performance (Olson, Slater, & Hult, 2016).

In Asia, Egelhoff (2016) investigated whether organizations are looking for great strategy or great strategy implementation by analyzing Asian firms that have competed successfully by focusing on the implementation of not so distinctive strategies instead of attempting to develop unique strategies. An Economist survey found that a discouraging 57 percent of firms have unsuccessfully at executing strategic initiatives over the past three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2016). According to the white paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become the most significant management challenge which all kinds of corporations go through at the moment. It is thus obvious that strategy implementation is a key challenge for today's organizations.

Locally in Kenya, the public sector has been facing challenges in service delivery since the country's independence back in 1963 which have hindered realization of sustainable development (Njoroge, 2017). Among the factors that contributed to the poor performance include: poor implementation of government policies, and continued poor traditional reporting on financial performance measurement due to ignorance and inadequacy in measuring the human capital element of the organization (Republic of Kenya, 2016). Consequently, commercial state corporations in Kenya face various challenges in implementing their strategies, such as lack of resources, poor communication, resistance to change, political interference, weak leadership, and environmental uncertainty.

Strategic plans have been immensely formulated by state corporations in Kenya requiring execution (GoK, 2018). However, despite some of these institutions having implemented these strategic decisions either partially or fully, performance in the public sector remains low, and in most cases, continues to decline (GoK, 2018; Public Service Commission, 2020; Public Service Commission, 2021). In 2019, the performance index on the efficiency, effectiveness and economic use of resources in state corporations in Kenya declined from 88.7% in 2017 to 68% in 2018 and to 57.3% in 2019 (Public Service Commission, 2020).

Statement of the Problem

Effective implementation of strategies is crucial for achieving organizational goals and improving performance (Camilleri, 2017). State corporations in Kenya face challenges in achieving their goals and objectives due to various factors that affect their performance (Njoroge, 2017). One of these factors is the implementation of their strategies, which is the process of translating strategic plans into actions and results. Treasury and Planning report (2023) shows that the analysis of the fiscal risk parameters of the 18 major state corporations found that the risk primarily relate to the liquidity challenges resulting from unfavorable revenue and economic performance. The analysis revealed that 11 of these State Corporations are loss-making, and 11 reflect a high liquidity risk, implying that they are unable to service short-term obligations when they fall due. Subsequently, 14 SCs have accumulated sizable arrears, totalling KShs. 211 Bn. (2.2 percent of GDP). Further, according to PSC (2021) the service delivery among State Corporations decreased from 74.3% in 2018 to 49% in 2019, but slightly increased to 57% in

2020. On the other hand, efficiency, effectiveness and economic use of resources decreased from 86.7% in 2018 to 68% in 2019, and further to 57.3% in 2020.

A number of studies have been done on strategy implementation and performance; however they have produced varying results. A study by Andrews, Beynon and Genc (2017) on strategy implementation style and the effectiveness, efficiency and equity of municipal government departments revealed that the strategy implementation style adopted significantly impacted departmental performance. However, due to the differences in the socio-economic and political environment, and the public sector policies and strategies used in Kenya, the findings of this study may not be applied in the Kenyan context. Locally, Mailu, Ntale and Ngui (2018) researched on firm structure, organizational culture and organizational resources as elements of strategy implementation. A study by Kimaiyo (2018) looked at strategic reactions and firm performance in state corporations. Wanyeri and Moronge (2018) investigated the effect of strategic management alternatives on commercial state corporations' performance. Chepkosgei, Mwangi, and Kinyua (2020) investigated the impact of strategic communication on financial and commercial state firms' performance in Kenya. Njoroge (2017) researched on strategy implementation and performance of regulatory state corporations in Kenya. However, very few studies reviewed touched on strategic implementation enablers. Despite the importance of strategy implementation and its enablers for the performance of state corporations, there is a lack of empirical evidence on how these factors interact and influence each other in the Kenyan context. Therefore, this research sought to fill this gap by investigating the effect of strategy implementation enablers and performance of commercial state corporations in Kenya.

Objectives of the Study

General objective

The general objective of the study was to investigate the effect of strategic implementation enablers and performance of commercial state corporations in Kenya.

Specific Objectives

- i. To assess the effect of strategic communication and performance of commercial state corporations in Kenya.
- ii. To examine the effect of strategic articulation and performance of commercial state corporations in Kenya.

Theoretical Review

Ricky Griffins Theory

The theory was postulated by Griffin in 2007. The theory argues that organizational performance is determined by effective implementation of strategies formulated by top leaders. Internal factors that include; leadership styles of management, employee skills, structure of the organization, information control systems, technology in use and culture among other factors are some of the critical aspects that contribute to organizational performance. According to the model, strategic leadership is the fundamental perspective of successful change implementation among organizations operating in the turbulent business environment (Redman & Wilkinson, 2015).

Further, Ricky Griffin's theory suggest that the main factors that influence organizational performance are; organization leadership style which provides strategic vision or direction, communicating effectively, enhancing motivation of staff and setting up team culture and value in an organization (Taiwo & Idunnu, 2014). Leaders offer direction and influence the organization's performance. An organization structure is another factor proposed by the model.

Organic structures that are decentralized enhance change implementation while mechanical structures that are centralized hinder effective change implementation of competitive firms (Zima, 2013).

Decentralized structures enhance communication, transparency and accountability among leaders and employees in any organization (Woods, 2015). The importance of the theory to the study is that the goals and objectives of the firm can only be achieved through dedicated team of employees who are influenced by strong leadership (Arthur, Strickland & Gamble, 2014). The theory supports stakeholder involvement variable in the study.

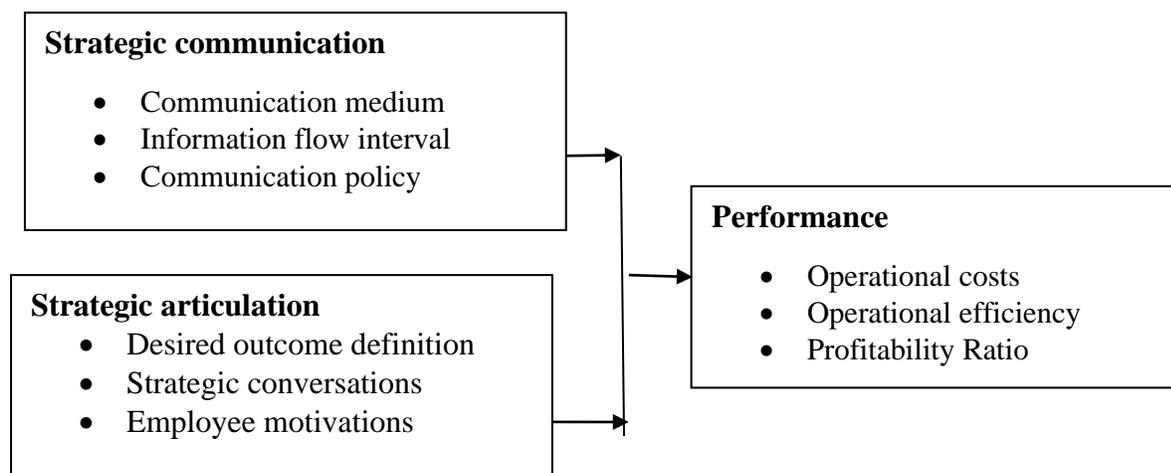
Kolb's Experiential Learning Theory

Kolb's Experiential Learning theory was proposed by psychologist David Kolb who was influenced by the work of other theorists including John Dewey, Kurt Lewin, and Jean Piaget. According to Yeo and Marquardt (2015), Kolb's Experiential Learning Theory explains the process of learning through experience. It reflects knowledge formation as a result of experiential transformation. Knowledge is acquired through the comprehension of experiential aspects.

The Experiential learning theory further states that the acquisition of knowledge takes place in a cyclical manner. In this regard, effective learning takes place when one completes the entire cycle. Li, Mobley and Kelly (2016) state that the experiential learning model has four learning stages in which the two polar opposites indicate dimensions of grasping experience, namely abstract conceptualization and concrete experience whilst another two opposite polar dimensions show transforming experience, namely active experimentation and reflective observation. As such, experiential learning is a knowledge construction process that incorporates deliberate creative tension amongst these four learning dimensions. The theory is useful to the study as it supports capacity building through active experimentation.

Conceptual Framework

Kombo and Tromp (2009) indicated that a conceptual framework is an abstract or an overall idea that is generated from a particular instance. The conceptual framework shows the interrelationships among the independent variables and the dependent variables. In this study the independent variables are strategic communication and strategic articulation while the target variable is performance as shown in Figure 2.1.



Independent variables

Dependent variable

Figure 2.1 Conceptual Framework

Strategic Communication

The communication function in organizations is widely recognized as one of the main factors that contribute to success in the implementation of programmes. Communication is vital in the process of change, as it often helps balance the mixed feelings staff may have (Nelissen & Selm, 2016) by convincing people to change their stand and be prepared to accept it wholeheartedly. Communication is recognized as a particularly powerful lever in gaining commitment and support from staff to participate in the process of change and involves the explanation of the reasons for and means of strategic change (Kotter & Schlesinger, 2013; Salem, 2014). Consequently, it is argued that communication may be the single most important factor in overcoming resistance to change. In particular open communication that builds trust is important in times of change (Forman & Argenti, 2016).

Ineffective communication in an organization may result in uncertainty, apprehension and dissatisfaction, these results to, poor productivity. It is therefore necessary that managers communicate with employees effectively. The extent to which a manager accomplishes corporate goals depends on his ability to communicate effectively (Herich, 2016). Organizations need a shift away from the old communications approach that is focused only on executives, dictating, one-way, information only, to a new approach that focuses on all stakeholders, is fact-based, motivating, two way, informative and inspiring, honest and complete (Kirimi and Minja, 2015).

Strategic Articulation

Kirimi and Minja (2015) observe that the foundation of strategic leadership practice is in observing the values, ethics, codes, morals and standards of the organization. A code of ethics provides the foundational framework for which staff members use to carry out their daily responsibilities. A code of conduct clearly articulates unacceptable behaviors and the vision for which an organization hinges its success on. Codes of conduct set the boundaries of behavior as well as expectations for behavior in the organization. Codes of conduct provide a clear direction of what sort of behavior is acceptable in an organization as well as what sort of behavior is prohibited (Winthanage, 2016).

The strategy articulation can take place in three ways; oral, written and structural. Oral articulation is the way leaders communicate, through strategic conversations, the strategic purpose and direction of the organization (Szapkowski, 2015). This concept will be further developed in considering strategic conversations. Written articulations are the formal statements and plans that are clearly distinguishable from operational short-term plans (Szapkowski, 2015). Structural articulation refers to the organizational infrastructure that supports and develops the strategic approach, for example, setting up futures or strategy meetings separate from the cycle of operational meetings.

Second, it is necessary to build a common understanding of what is possible through shared experiences and images. This building stage entails envisioning a clear and understandable picture of what this new way of operating would look like (Szapkowski, 2015). This involve awakening the people in the organization to alternative perspectives and experiences, and building an agreement within the company that a continuation of the current way of working is inadequate if the company wants to be effective in the future. Third, the leadership needs to create through dialogue a shared conceptual or mental map of the future. What strategic leaders are able to do is step back and articulate the main features of the current organization, which might be called the strategic architecture (Kaplan & Norton, 2015) of the firm, and lead others to define what the future of the firm and the new architecture will be. This may involve the process, described by Davies (2017), of enhancing participation and motivation to understand the necessity for change, through strategic conversations.

Empirical Review

Strategic Communication and Performance

Chirwa, Mwiza and Boikanyo, Dinko. (2022) investigated the role of effective communication in successful strategy implementation in services industry in Malawi. Research design, approach and method: A quantitative research method was used. Data was obtained using an online questionnaire from a bank with 200 employees and a financial services corporate with 28 employees. A total of 160 employees were targeted across the two organisations, 132 from the bank and 28 from the corporate. A combination of convenience sampling and snowball sampling methods were also utilized. Exploratory factor analysis, descriptive statistics, reliability statistics and inferential statistics (multiple regression) were used for the analysis of data. The results of the study revealed that there is a significant positive relationship between three independent factors (credibility of communication, speed of feedback in communication and flexibility of formal communication) and the dependent factor (strategy implementation), with credibility of communication as the most significant factor.

A study by Guuru and Adede (2022) investigated the effect of communication strategies on the successful implementation of programmes at the International Livestock Research Institute, Kenya. Descriptive and inferential analyses were undertaken based on data gathered from 194 employees involved in the various programmes implemented by the organization. The results obtained suggested that participatory communication strategy, results-driven communication strategy and multi-channeled communication strategy had positive significant effect on the successful implementation of programmes at ILRI, Kenya.

Strategic Articulation and Performance

Mubarak, and Yusoff (2019) researched on the impact of strategic leadership on strategy implementation. In this paper the impact of strategic leadership on strategy implementation is discovered through previous literature review. In which, it is found that organizations seem to have difficulty in executing their strategies and leadership is claimed as one of the most significant barriers. Furthermore, leadership is found as an important driver in successful strategy execution. Therefore, role of leadership should be undertaken meticulously while articulating and implementing the strategic decisions.

Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2016) conducted a survey to determine the influence of strategic direction in strategy implementation in state owned enterprises in Zimbabwe. The survey revealed that most state-owned enterprise leadership failed to craft and articulate a worthwhile vision for chosen strategies and their consequent implementation. The results indicated that most state-owned enterprises in Zimbabwe failed to execute formulated strategy with considerable results due to a lack of a clear strategic vision.

RESEARCH METHODOLOGY

Research Design

Research design comprises an overall framework or strategy intended to associate a research problem with related empirical research (Kothari, 2014; Creswell, 2015). It represents a generic plan for the collection and analysis of data that allows research objectives to be achieved in an optimum way. Choosing the appropriate research design is a function of the research objectives and information requirements for the study. The study used a cross-sectional design because of its suitability for the nature of the study. In a cross-sectional study, the investigator measures the outcome and the exposures in the study participants at the same time.

Target Population

McMillan (2016) defines a population as a group of elements or cases, whether individuals, objects, or events, that conform to specific criteria and to which we intend to generalize the results of the research. According to the National Treasury and Planning (2023) in Kenya there are 48 commercial state corporations. These commercial state corporations accounted 89% of total liabilities in the state corporations sector hence need to study them. However, the study will only target commercial state corporations in Energy sector which are Kenya Pipeline Corporation, KenGen, National Oil Corporation, and Kenya Power & Lighting Company (Treasury & Planning Ministry, 2023) which was the study's unit of analysis. The unit of observation comprised of senior and middle level managers obtained from investment & Strategy, Finance, Business Development and Operations. The reasons for this choice is that the strategic implementation and performance programmes is part of their duties.

Table 3.1: Target Population

Strata	Population	Percentage (%)
Investment & Strategy	40	17.1
Finance	61	28.1
Business Development	54	24.8
Operations	65	30
Total	220	100%

Source; Treasury & Planning (2023)

Sample Size and Sampling Technique

Creswell (2016) described the sample size as a smaller sub set of the larger population. The sample size is the smaller representation of the entire population under consideration for a study and which should characteristically resemble or reflect the entire population by generating generalizable conclusions. The sample size is determined by a three based criterion, this being level of precision, the level of confidence, and finally the degree of variability in the attributes being measured. This research apply Slovin's formulae to arrive at the study sample as indicated below.

$$n = \frac{N}{1 + N(\alpha)^2} = \frac{220}{1 + 220(0.05)^2} = 142$$

Where:

N = Total population

n = Sample population

α = Sampling error which is 0.05 (95% confidence level)

A sampling technique refers to the method that is used to select the members of a sample for the research study (Cooper & Schindler, 2016). This study applied both stratified random sampling. First, stratified sampling was used to divide population in to departments then simple random sampling technique was utilized to apportion sample on each department relative to its population. Simple random sampling accorded each participant equal chance of participating in the study.

Table 3.2: Sample Size

Strata	Population	Sample Size
Investment & Strategy	40	26
Finance	61	39
Business Development	54	35
Operations	65	42
Total	220	142

Data Collection Instruments

Research instruments are measurement tools which are designed to obtain data on the research topic. Kothari (2014) described data as facts, opinion, and statistics that have been collected together and recorded for reference or for analysis. The primary data and secondary data was utilized. A structured questionnaire was used to collect quantitative data for the purposes of answering the research questions for this study. A structured questionnaire is typically used in large surveys where specific answers are anticipated from the respondents. Secondary data was obtained from already existing sources which includes target commercial state corporations' performance reports, and published journals.

Pilot Testing

Pilot study is a small-scale study aimed at checking the data collection tool for internal consistency and validity prior to actual data collection (Kothari, 2014). The study conducted pilot test on 14 participants drawn from East Africa Portland Cement and EPRA to test the data collection tool validity and reliability. It is supported by Riel (2010) who recommends that a pilot test of 10% of the population can be used for pilot testing. The results of the pilot test will not be included in the actual study.

Data Analysis and Presentation

Data analysis in a research study is the process of scrutinizing, cleaning, inspecting and modeling the collected data with the objective of identifying outcomes or relationships that can be generalized back to draw inferences about the population under study in line with the specific research questions (Kothari, 2016).

The analytic framework of the current study investigates the relationship between one or more independent and dependent variables. Multiple regression analysis therefore be applied in order to predict the relationships between given values of the multiple estimated variables (Churchill & Iacobucci, 2012).

The relationships between the variables included in the regression analysis was evaluated using a statistical significance level of at least $p \leq 0.05$.

Quantitative information was analyzed through statistical procedures. Descriptive statistics and inferential statistics were the data analysis techniques to be used in the study. Multiple regression analysis was used because it provides estimates of net effects and explanatory power. The statistical package for social sciences, SPSS (version 29.0) was used as data analysis tool.

RESEARCH FINDINGS AND DISCUSSION**Descriptive Results****Strategic Communication**

The study respondents were asked to rate their agreement or disagreement on the various aspects of strategic communication. They were required to do this on a 5 point Likert scale where 1 represented Strongly disagree while 5 represented Strongly agree. The results are presented in Table 4.1.

Table 4. 1: Strategic Communication

	Mean	Std. Deviation
The corporation utilizes a bunch of communication medium based on the information to be disseminated	4.41	.817
The communication in the corporation is executed frequently	2.15	.634
There is communication policy in place in the corporation	4.26	.509
The communication flows through the defined structures in the corporation	3.01	.822

The results in Table 4.1 have shown that respondents agreed that the corporation utilizes a bunch of communication medium based on the information to be disseminated and that the communication in the corporation is executed frequently as indicated by a mean of 4.41 and mean of 4.26 respectively. Also, respondents agreed that there is communication policy in place in the corporation (mean=2.15). Respondents were indifferent to the statement that the communication flows through the defined structures in the corporation (mean=3.01). The results concur with Chirwa, Mwiza and Boikanyo, Dinko (2022) study on the role of effective communication in successful strategy implementation in services industry which indicated that there is a significant positive relationship between strategic communication and strategy implementation.

Strategic Articulation

The study respondents were asked to rate their agreement or disagreement on the various aspects of strategic articulation. They were required to do this on a 5 point Likert scale where 1 represented Strongly disagree while 5 represented Strongly agree. The results are presented in Table 4.2.

Table 4. 2: Strategic Articulation

	Mean	Std. Deviation
Goals of the firm are communicated to employees through strategic conversations	4.13	.882
I constantly talk to the staff about where we are going and how they can contribute	4.20	.887
There is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees	4.82	.883
The desired firm goals outcome is communicated to the employees often	4.89	.881

The results in Table 4.2 have shown that respondents agreed that goals of the firm are communicated to employees through strategic conversations and that they constantly talk to the staff about where we are going and how they can contribute as indicated by a mean of 4.13 and mean of 4.20 respectively. Respondents also agreed that there is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees (Mean=4.82) and that the desired firm goals outcome is communicated to the employees often (Mean=4.89). The study results concur with Mubarak, and Yusoff (2019) study whose results revealed that leadership is found as an important driver in successful strategy execution.

Correlation Analysis

Correlation analysis was done to determine the correlation between strategic implementation enablers and performance using the Pearson's product moment correlation analysis. The results are shown in Table 4.3.

Table 4. 3: Correlation Results

		Strategic communication	Strategic articulation	Performance
Strategic communication	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	131		
Strategic articulation	Pearson Correlation	.751	1	
	Sig. (2-tailed)	.393		
	N	131	131	
Performance	Pearson Correlation	.712	.480	1
	Sig. (2-tailed)	.046	.034	
	N	131	131	131

Bivariate correlation between strategic communication and performance was revealed to be positive and significant ($r=0.751$). Correlation between strategic articulation and performance of energy state corporations in Kenya stood at $r=0.712$ indicating positive and significant correlation.

Multiple Regression Analysis

A regression model was adopted in the study to establish the statistical relationship between the strategic implementation enablers and performance. The results of regression analysis are presented as follows.

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.556	.264	.593

a. Predictors: (Constant), Strategic communication, Strategic articulation,

The regression results in Table 4.4, showed a moderate regression between the study variables. In the model summary, the R^2 is 0.556 indicating that predictors explain 55.6 per cent change in performance.

Table 4. 5: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.763	2	6.38	80.76	.007 ^b
	Residual	10.207	128	.079		
	Total	22.971	130			

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic communication, Strategic articulation,

From the ANOVA results in Table 4.5, it was established that the significance value in testing the reliability of the model was obtained as 0.007 which is less than 0.05, the critical value at 95% significance level. Therefore, the model is statistically significant in predicting the relationship between the study variables.

Table 4. 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.659	.974			1.704	.039
Strategic communication	.453	.163	.262		2.779	.032
Strategic articulation	.416	.148	.200		2.810	.037

a. Dependent Variable: Performance

The derived regression coefficients of the model are:

$$Y = 1.659 + .453X_1 + .416X_2$$

The regression results showed that independent variables had significant value less than 0.05 implying that they are all significant. From the results, it showed that holding all factors constant at zero, the change in performance would be 1.659. Further, results show that a unit change in strategic communication, on average, would lead to 0.453 unit change in performance. A unit change in strategic articulation, on average, would lead to 0.416 unit change in performance.

Conclusions of the Study

The analysis comes to the conclusion that corporation utilizes a bunch of communication medium based on the information to be disseminated and that the communication in the corporation is executed frequently. Also, study results concludes that there is communication policy in place in the corporation. The study concludes that the communication flows through the defined structures in the corporation.

The study concludes that that goals of the firm are communicated to employees through strategic conversations and that they constantly talk to the staff about where we are going and how they can contribute. The study concludes that there is setting up of strategy meetings separate from the cycle of operational meetings to motivate employees and that the desired firm goals outcome is communicated to the employees often.

Recommendations of the Study

The study recommends that state corporation should strategically choose the communication medium based on the information to be disseminated. This would ensure effective reach of the information to intended audience. The state corporations should communicate frequently to its stakeholders so as to avert bad publicity. The study recommends that state corporations design dynamic communication policy to guide communication function and the communication flow should be limited to designated corporation structures.

The study recommends that the state corporation should clearly communicate corporation goals to all employees by engaging in strategic conversations. The management of the corporations should constantly talk to the staff about where the corporation is going and how they can contribute to that effort. The study recommends that the corporations should encourage setting up of strategy meetings separate from the cycle of operational meetings to motivate employees.

REFERENCES

- Andrews, R., Beynon, M. J., & Genc, E. (2017). Strategy implementation style and public service effectiveness, efficiency, and equity. *Administrative Sciences*, 7(1), 4-21.
- Allio, M. K. (2016). A Short, Practical Guide to Implementing Strategy. *Journal of Business Strategy*, 26(3), 12-21.
- Baroto, M. B., Arvand, N., & Ahmad, F. S. (2017). Effective strategy implementation. *Journal of Advanced Management Science*, 2(1), 50-54.
- Candido, C., & Santos, S. P. D. (2016). Strategy implementation: What is the failure rate? *Journal of Management and Organization*, 21(02), 237-262.
- Chirwa, Mwiza & Boikanyo, Dinko. (2022). The role of effective communication in successful strategy implementation. *Acta Commercii*. 22. 10.4102/ac.v22i1.1020.
- Cooper, D. R., & Schindler P. S. (2016). *Business research methods*, McGraw-hill, Maidenhead, UK.
- Creswell, R. (2015). *Research design: qualitative, quantitative, and mixed methods approaches*. USA: Sage Publications.
- Donaldson, L. (2016). *The contingency theory of organizations*. USA: Sage Publication.
- Egelhoff, W. G. (2016). Great Strategy or Great Strategy Implementation – Two ways of Competing in Global Markets. *Sloan Management Review*, 34(2), 37-50.
- Ferlie, E., & Ongaro, E. (2015). *Strategic management in public services organizations: Concepts, schools, and contemporary issues*. London: Routledge.
- Forman, J., & Argenti, P. A. (2016). How Corporate Communication Influences Strategy Implementation, Reputation and the Corporate Brand: An Exploratory Qualitative Study. *Corporate Reputation Review*, 8(3), 245-264.
- Government of Kenya (2018). *Report of the presidential taskforce on parastatal reforms*. atwww.apsea.or.ke
- Govindarajan, V. (2017). A contingency approach to strategy implementation at the business-unit level: Integrating administrative mechanisms with strategy. *Academy of Management Journal*, 31(4), 32-45.
- Hannure, N. K., & Kulkarni, S. S. (2017). *Comparative Study of Traditional Material*
- Harsasi, M., & Minrohayati. (2017). The impact of supply chain management practices on competitive advantage. *International Journal of Economic Policy in Emerging Economies*, 10(3), 240–247. <https://doi.org/10.1504/IJEPEE.2017.086623>
- Herbiniak, L.G. (2017). Making strategy work: overcoming the Obstacles to effective execution. *Ivey Business Journal Online*, 72(2).
- Huo, Y., Jiang, X., Jia, F., & Li, B. (2019). A Framework and Key Techniques for Supply Chain Integration. *Supply Chain the Way to Flat Organisation*, December. <https://doi.org/10.5772/6661>
- Huo, B., Qi, Y., Wang, Z., & Zhao, X. (2017). The impact of supply chain integration on firm performance: The moderating role of competitive strategy. *Supply Chain Management*, 19(4), 369–384. <https://doi.org/10.1108/SCM-03-2013-0096>
- Ingabire, F., Gitahi, N. & Mwangi, F. (2021). Stakeholders' Involvement and Success of Strategy Implementation, *Journal of Strategic Management*, 5(1), 70-92.
- Kaplan, R. S., & Norton, D. P. (1996). Using the balanced scorecard as a strategic management system, *Harvard Business Review*, 74(1), 75-85.
- Kenduiywo, C. K., & Kirui, C. (2019). Technical capacity on implementation of construction projects in Kajiado County, Kenya. *International Journal of Management and Commerce Innovations*, 6(2), 255-257.
- Kinicki, A. & Williams, B.K. (2016). *Management: A practical introduction* 3rd ed., Mc Graw Hill Sing New York

- Kirimi, B. A., & Minja, D. (2015). *Transformational corporate leadership*. Wake Forest, NC: IPI Publishers.
- Kothari, C. (2014). *Research methodology methods & techniques* (2nd rev. ed.). New Delhi: New Age International (P). Lewis, W.A. (1955).
- Kotter, J. P., & Heskett, J. L. (1992). *Corporate culture and performance*. New York, Ny: Macmillan
- Kwamboka, J. (2018). *Influence of capacity building strategies on organizational development of non-governmental organizations: a case of United Nations office of project services*. Retrieved from <https://erepo.usiu.ac.ke/bitstream/handle/11732/4283/>
- Mailu, R. N., Ntale, J. F., & Ngui, T. K. (2018). Strategy implementation and organizational performance in the pharmaceutical industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(2), 33-47.
- Njagi, L., & Kombo, H. (2016). Effect of strategy implementation and performance of commercial banks in Kenya. *European Journal of Business and Management*, 6(13), 62-67.
- Njoroge, M. E. (2017), *Strategy implementation and performance of regulatory state corporations in Kenya*. Unpublished Thesis, Kenyatta University, Kenya.
- Pai, J., & Yeh, C. (2018). Factors affecting the implementation of e-business strategies: An empirical study in Taiwan. *Management Decision*, 46(5), 681-690.
- Public Service Commission (2020). *Evaluation report for the year 2019/2020 on public service compliance with the values and principles in Articles 10 and 232 of the Constitution*. Government Printer.
- Redman, T., & Wilkinson, A. (2015). *Contemporary Human Resource Management: Texts and Cases*. (Eds.) Harlow: Pearson Education.
- Riel, M. M. (2010), *Learning with interactive media: Dynamic support for students and teachers*. Interactive technology laboratory report, 4
- Thompson, A.A. & Strickland, A.J. (2016). *Crafting and Executing Strategy, the Quest for Competitive Advantage; Concepts and Cases*, 14th Edition, New York: Irwin McGraw Hill.
- Treasury & Planning Report (2023), *Statement of fiscal risk arising from the state corporations sector*. Republic of Kenya publication.
- Umar, D. A., Goni, B. S. & Satomi, A. A. K. (2019), Effect of Capacity Building on Operational Capabilities of Public Sector Organization. *Journal of Mgt. Science & Entrepreneurship*, 19(7), Pp. 227-246.
- Utete, R. (2021). Capacity building as a strategic tool for employment equity implementation in the financial sector. *SA Journal of Human Resource Management*. 19. 10.4102/sajhrm.v19i0.1532.
- Withanage, A. J. (2016). Motivated to be unethical. *International Journal of Interdisciplinary Social Sciences*, 5(3), 55-69.
- Yeo, R.K., & Marquardt, M.J. (2015). Interpreting action, learning and experience: Integrating action learning and experiential learning for HRD. *Quarterly Journal of Human Resource Development*, 26(1), 81-107
- Zima, P.V. (2013). *What is theory? Cultural theory as discourse and dialogue*. London: Continuum.