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DRIVERS OF IMPLEMENTATION OF CORPORATE STRATEGIC PLANS IN GOVERNMENT PARASTATALS IN KENYA: A CASE OF POSTAL CORPORATION OF KENYA

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ABSTRACT

This study sought to establish the drivers of implementation of corporate strategic plans in government parastatals in Kenya with specific reference to Postal Corporation of Kenya. Establish how leadership influences implementation of corporate strategic plans in government parastatals in Kenya. The scope of the study was the management of the organization in different branches situated within the Nairobi CBD. The target population of the study was 327 employees of PCK but only 176 respondents sample size was used in the study. Primary data was collected using questionnaires with the staff of the organization and quantitative data was analyzed using SPSS (Statistical Package for the Social Sciences) Application and presented using tables and graphs. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. The study established that based on the study findings, the study concludes that implementation of corporate strategic plans in the government parastatals in Kenya was affected by leadership followed by resources allocation. The study concludes that leadership was the first important factor that affected implementation of corporate strategic plans in the government parastatals. Leadership had a positive influence on implementation of corporate strategic plans in the government parastatals. Resource allocation management was the second important factors that affect implementation of corporate strategic plans in the government parastatals. Resources allocation management had a positive influence on implementation of corporate strategic plans in the government parastatals.

Key Words: *Leadership, Resource Allocation, Corporate Strategy*

INTRODUCTION

All members of the organization share some common fundamental ideas or guiding concepts around which the business is built. This may be to make money or to achieve excellence in a particular field. These values and common goals keep the employees working towards a common destination as a coherent team and are important to keep the team spirit alive. The organizations with weak values and common goals often find their employees following their own personal goals that may be different or even in conflict with those of the organization or their fellow colleagues (Martins & Terblanche, 2013). Strategic management provides overall direction to the organization. Ariel (2007) states that there is strategic consistency when actions of an organization are consistent with the expectations of management. A good strategic plan must be realistic and attainable so as to allow managers to think strategically and act operationally.

Corporate strategic planning practices involve formulation of vision and mission statement, performance of situation analysis and finally strategy formulation and choice (Pearce & Robbinson, 2008). Strategic decision determines the organizational relations to its external environment, encompass the entire or organization, depends on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization (Shirley, 2008). Arnold, Hax and Micolass Majluf (2006) say strategy determines and reveals the organization's purpose , in terms of long term objectives, actions, programmes and priorities for resource allocation. Organizations successful at implementing strategy develop detailed action plans i.e. chronological lists of action tactics which add the necessary detail to their strategies, and assign responsibility to specific individuals for accomplishing each of those action steps. Also, they set a due date and estimate the resources required to accomplish each of their action steps. Thus they translate their broad strategy statement into a number of specific work assignments.

Corporate Strategy plan is often held by very large organizations. This strategy is ownership oriented that is the chief benefactors of the strategy is the stake holders or shareholders of the business). The primary investors dictate the driving needs of the investors and it is the job of the executive officer to meet these needs. If the organization is privately owned the owner acts as the primary stockholder. While investors' needs are usually only limited to a return on their investment, the dire action the company takes in terms of partnerships, goods or services or even mergers are often matters investors decide upon. Long -term corporate strategies are often clarified in a company's mission statement.

According to Sum & Chorlian (2013) public sector executives in countries such as Finland, Denmark, Sweden, Malaysia, Mexico and the US acknowledged that borrowing business strategies from the private sector is among the top three ways that their organizations will change. As public sector organizations transform their delivery channels and working practices so as to satisfy greater customer demands and cost-efficiency, many turn to business strategies to meet these specific goals and general organizational objectives (Holl, Oh, Yoo, Amsden, & Min-Woong, 2012).

Harrington (2006) investigated the moderating effects of size, manager tactics and involvement on strategy implementation in Canadian food service sector. Schaap (2006) conducted an empirical study on the role of Senior -Level Leaders in the Nevada

Gaming Industry in USA. On the other hand, Lehner (2004) investigated.

In Kenya, the public service sector has experienced redundancies, cost cutting, closure of operations and challenges to the quality of their services. In fact the public sector has shifted away from the guaranteed -job status to the introduction of Pay for performance models, while stereotypical public sector roles are already changing (Ng'ethe, Musambayi & Gareth, 2004). These factors have encouraged and forced public sector organizations to formulate and implement effective business strategies as they are viewed as enabler of organization growth as it streamlines internal operations and stimulate access to business opportunities and markets; enhance business related efficiencies, increase productivity and profitability (Costa, Rozenfeld, Amaral, Marcacinit, & Rezende, 2013).

State Corporations commonly referred to in Kenya as Parastatals are established within the provision of State Corporations Act chapter 446 of the laws of Kenya, and given the autonomy to run and concentrate on specific mandates in order to improve service delivery to the public. Although they have Board of Directors or equivalent governing bodies to oversee the day-to-day operations, they operate within the general supervision of respective Ministries under which they are created.

Statement of the Problem

Studies have shown that most government organizations have failed to properly execute strategies despite having well-articulated strategies. According to an Economist survey 57 percent of organizations were unsuccessful at executing strategic initiatives over the past three years (Allio, 2009). Similarly, the White Paper of Strategy Implementation of Chinese Corporations in 2006 revealed that 83 percent of the surveyed companies did not implement their strategy smoothly, in the same manner 17 percent felt that they had a consistent strategy implementation process. It can therefore be inferred that strategy implementation is continually becoming a key challenge for organizations in these modern times.

In Kenya Strategic plan implementation is a puzzle in many organizations. The problem was illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies in government parastatals (Raps and Kauffman, 2015). There are studies that show strategy implementation in government parastatals in Kenya has been faced by many challenges (Gitonga, 2013; Mwawasi, Wanjau, Mkala, 2013; Awino, 2001; Nduva, 2011; Mukola, 2012; Machuki,2005). It is also evident that lack of proper utilization of resources , poor leadership and management, inadequate resources, the lack of fit between strategy and organization structure and culture, unhealthy organization politics, lack of motivation of staff, the lack of involvement and participation of staff, the negative perception and resistance emanating from staff and other stakeholders (Okumus, 2003). Not only does the failure or collapse of the organization due to implementation of corporate strategy failure impacts negatively to the owners, it also has negative ramifications to the other stakeholders such as employees, suppliers, government and civic community.

Despite a lot of efforts and resources being channeled to strategic planning, majority of corporate strategic planning documents produced by organizations such as PCK collect dust on the shelves or face imminent failure. This implies that, strategic plan implementation still remains a challenge for PCK. This is evidenced by the failure of

PCK Kenya to achieve its core strategic objectives outlined in the strategic plan. Could lack of proper leadership and resources allocation management affect implementation of strategic plans in government parastatals in Kenya? This study sought to explore more.

Objectives of the Study

The purpose of the study was to establish the drivers of implementation of corporate strategic plans in government parastatals in Kenya. The specific objectives were to:

- Establish influence of leadership on implementation of corporate strategic plans in government parastatals in Kenya.
- Examine effects of resources allocation management on implementation of corporate strategic plans in government parastatals in Kenya.

LITERATURE REVIEW

Theoretical Framework

Stewardship theory

In stewardship theory, the top management of the organizations are regarded as the stewards of the projects assets and liabilities and are expected to act in the best interest of the stakeholders (Mallin, 2007). He further observes that the stewards must take fiduciary position. Stewardship theory relates to the board's task of providing support and advice to management (Davis, 1993)..

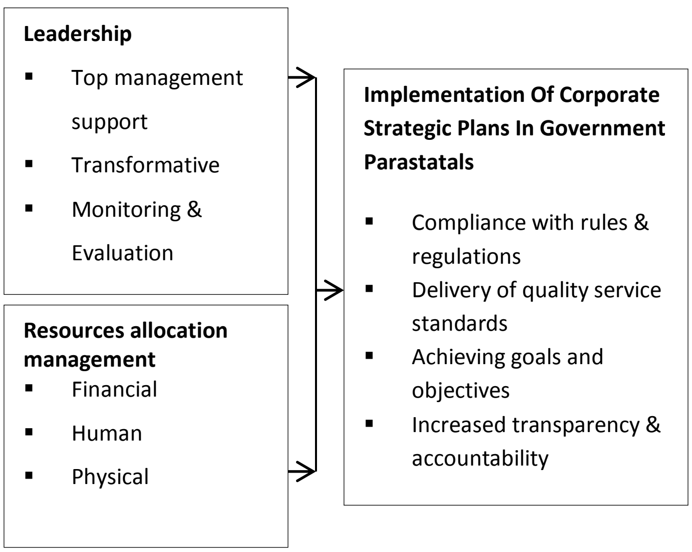
Abdulla and Valentine (2009), note that stewards are organizations managers and leaders working for the interest of shareholders. The stewards protect and make profits for shareholders and are satisfied and motivated when organizational success is attained. The theory emphasizes that effective control held by professional managers empowers them to maximize firm performance and corporate profits. The theory is applicable in the management of strategic plans by offering good leaderships Acquiring the leadership in management skills is helpful to provide knowledge and ability that will enhance implementation of strategic plans in the organization. In this study, since organizations and governments develop policies to guide the development of a given region for the strategic plans to be implemented; applying this theory in strategic planning presupposes flexibility on the part of an organization to come with sound policies to enhance implementation of strategic plans through effective leadership.

Resource Based View Theory

The resource -based view is a way of viewing the firm and in turn of approaching strategy. The Resource-based view was popularized by Hamel and Prahalad in their book "Competing for the Future" (1994). The view conceptualizes the firm as a bundle of resources. It is these resources, and the way that they are combined, that make firms different from one another and in turn allow a firm to deliver products and services in the market. The firm is a bundle of resources and capabilities made up of physical, financial, human and intangible assets. The theory is conditioned on the fact that resources are not homogenous and are limited in mobility. The firm can translate these resources and capabilities into a strategic advantage if they are valuable, rare, and inimitable and the firm is organized to exploit these resources.

The Resource Based View considers internal capabilities in the formulating strategy to achieve a sustainable advantage in its markets and industries .If we see the organization as made of resources and capabilities which can be configured to provide it with competitive advantage; then its perspective does indeed become inside-out. In other words, its internal capabilities determine the strategic choice it makes in competing in its external environment. In some cases a firms capabilities may actually allow it to create new markets and add value for the customers. Where organizations capabilities are seen paramount in the creation of competitive advantage it will pay more attention to the configuration of its value chain activities because it will to identify the value chain activities which provide it with competitive advantage. The resources are required for the effective implementation of strategic plans in government parastatals.

Conceptual Framework



Independent Variables **Dependent Variables**

Figure 1: Conceptual Framework

Leadership

Leadership can be defined as actions that create the basic motivation for the actors to act according to the strategy. This includes the "soft" actions necessary so the actor knows what he is supposed to do, is able, and is motivated to do it (Hungler and Wheelen, 2007). Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective corporate strategic planning execution (Pearce and Robinson, 2007). According to Paterman (2008), converting a strategy into results usually requires the coordination of people, operations as well as the strategy. But as the economic, political and business environments change, the ways in which they are carried out also changes. However, a lack of leadership, by the top management of the organization, has been identified as one of the major barriers to effective strategy execution (Hrebinia, 2005). It is the duty of the executive to see how well to manage these three aspects in order to successfully execute the strategies. Successful managers understand the need for a sound business strategy and therefore they invest significant time, as well as money and effort in the development of strategies. This however is not a guarantee to improved performance in such organizations. If strategies are not executed properly, there are implications that come as a result of this. In regards to financial implications for instance the organizations are likely to lose on profits as well as on competitive advantage. In a research by the corporate strategy board, it was found that almost 37 percent of the potential value of a strategy is lost during execution (MT, 2008)

Daft (2005) feels that the biggest challenge facing strategy execution today is the changing world that wants a paradigm of leadership to evolve to a new mindset that relies on human skills, integrity and teamwork. Quite apart from the benefit and moral value of a benevolent approach to treating colleagues as human beings and respecting human dignity in all its forms, research and observations show that well motivated employees are more productive and creative (Viedge et al., 2003). While management and leadership are similar, there are some significant differences. A fast changing and increasingly complex business environment requires visionary 4 leadership, and leaders who are willing to learn, experiment and influence organizational change (Botha, 2000).

Kyarimpa (2009) advises that ineffective leadership is a challenge to the successful strategy execution. This is especially in developing nations where majority of the organizations lack effective leadership (Harrington, 2006). Effectively, in such organizations emphasis is placed on shorter-term frames, strong focus on command, control and predictability, with little emphasis being placed on employee empowerment and motivation. Mintzberg (2010), recognizes that management and leadership are two different things which are both required for better strategy execution. He emphasizes that people are tired of managers who are not leaders and vice versa. Contemporary management thinking suggests that managers do things right, while leaders do the right things. He contended that managers combine human and other resources to achieve goals, while leaders solve problems creatively.

According to White (2004) the responsibility of formulating and implementing the strategy lies largely on leaders of an organization. Leaders are the ones who decide what must be done, and then actually figure out how it is going to be done. (Meyer, Botha 2010) reiterates the aspect of leaders having a skill set that allows them to analyze the opportunities and the threats that may exist, both currently and going forward, and thereafter having the ability to analyze the resources and abilities that an organization possesses to deal with those opportunities and threats (Harrison and St John, 2004).

Employee Participation

One of the most important components of corporate strategic planning implementation is the people element. In simple terms, people or rather employees in an organization play an essential role in implementation of the strategy. As such any organization which is serious about executing its strategy has to make sure that the people element of their execution system is given proper attention. According to Flood et al (2012) people have been always considered as the core asset for any organization, this especially so in labour intensive organizations. As such this kind of organizations can be deemed un-existent without people.

Further, Raps (2005) affirms that human resources are a valuable intangible asset and therefore people are progressively becoming the key success factor within strategy implementation. The problem however is that many organizations tend to ignore the people factor when it comes to strategy. In fact lower managers and employees are considered as the last people to even know about the company strategy. This therefore is the reason why Michlitsch (2010) attributes the conspicuous absence of the human factor as one of the major reasons why strategy implementation efforts fail. This he avows as resulting from the lack of understanding from managers that employees play a major role in strategy success. In this regard therefore the absence of people on board for any strategic initiative will definitely result into strategy failure. Another important aspect of people that has an impact to strategy implementation is lack of effective communication. It is not easy to execute strategy when the strategy itself is not well understood. Poorly communicating strategy to employees has a strong impact to strategy execution (Beer and Eisenstat, 2010).

Beer and Eisenstat avowed that a well-conceived strategy communicated to the organization equals a well-executed strategy. The knowledge of the strategy and understanding it are two different concepts. As such, for a strategy to be successfully executed these two concepts have to be integrated According to Raps (2005), one of the reasons why strategy implementation processes frequently leads to very challenging and complex problems or even fail, is the vagueness of the assignment of responsibilities. Michlitsch (2010) asserts the need for people to know clearly what they are supposed to do if the company wants to succeed. In addition, employees have to be given clear guidance to enable them successfully executing the strategy. Wheelen and Hunger (2005) states that lack of direction in the organization makes people to do their work according to their personal view of what tasks should be done, how, and in what order. This therefore compromises the priorities of the organization.

According to Stringer (2006) employee participation is not just a personality trait but a quality that can be strategically influenced. As such most employees are involved in their daily jobs as they care about it and have a desire to accomplish their assigned tasks in the perfect way. Organizations therefore need committed employees so as to be able to successfully execute their set strategies [(North County Times (NCT, 2013)]. A study by Stringer (2006), showed that committed employees are more likely to give your customers better service, they are willing to take the time to solve difficult problems, their work is of higher quality, and they are more likely to stay with the organization

Corporate Strategic Implementation

Corporate strategic implementation can be defined as the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. It may be viewed in two modes, planning and evolutionary. Planning Mode considers strategy as a plan or explicit set of guidelines developed in advance. Managers identify where they want to go; then they develop a systematic and structured plan to get there. The evolutionary mode strategy evolves with time as a pattern in a stream of significant decisions. Corporate strategy is often held by very large organizations. This strategy is ownership oriented (i.e., the chief benefactors of the strategy are the stake holders or shareholders of the business). The primary investors dictate the driving needs of the investors and it is the job of the executive officer to meet these needs. If the organization is privately owned the owner acts as the primary stockholder. While investors' needs are usually only limited to a return on their investment, the direction the company takes in terms of partnerships, goods or services or even mergers are often matters investors decide upon. Long-term corporate strategies are often clarified in a company's mission statement.

Empirical Review

Leadership

According to Hamid (2010) studies show that most big companies have had problems in implementing their strategies. His study identified effective factors, like: leadership, organizational structure, human resources, information systems and technology, on successful implementation of strategies in service sector. For this purpose, statistical population were randomly selected from Pasargad Bank branches in Tehran and include the branch presidents, their deputies and executives working in the bank branches as well as managers of Central Office of Pasargad Bank. Sampling was based on the simple random sampling. The questionnaire was used as the information gathering device. Reliability of questionnaire was studied by three experts and two managers of central office, and for validity measurement Cronbach's Alpha test was used. He used sign test for measuring the effects and Wilcoxon for group difference on depended variable. The findings showed that all mentioned factors affect the strategy implementation majorly was leadership but its effects rates is different.

Resources Allocation Management

Kalali (2011) did a survey titled "Why does strategic plans implementation fail? A study in the health service sector of Iran". This research aimed at identifying effective factors on the failure of strategic decisions implementation in the Iranian Health Service Sector. The failure of strategic decisions is usually costly for organizations. Hence, identification of effective factors on success/failure of strategy implementation is highly important. The survey results show that the most important reason for strategic decisions failure in Iranian health service sector is content dimension. Content aspect points out how to develop strategies in organization. This includes unclear strategies, conflicting goals and priorities, lack of support by senior managers. The study also found that structural dimension also played a big part strategic plan decisions. These are factors such as incapable human resource and divergent organizational structure.

Implementation of Strategic Plans

In Africa a study by Makerere University (2010) following, incorporating a well-defined ICT policy and master plan, showed that for ICT to be used as a vehicle and a winning strategy in assuring successful integration of ICT in enterprises, the challenge that faces the institution is the execution of the strategy. Similarly a study on the perceived importance of strategy implementation in South African organizations, established that strategy implementation is more important than strategy formulation in South African organizations and that the ability to implement a strategy in an organization is more important than the ability to formulate a strategy in an organization (Fourie, 2009). In Kenya research has shown that strategy execution is one aspect that has influenced performance among firms. According to a study by Awino (2011), on selected strategy variables influencing performance in large manufacturing firms there is evidence that strategy competency model provides an environment where core competencies, strategy and strategy implementation process, core capabilities can be 3 linked effectively within the value chain to enhance corporate performance. The joint effect of core competencies, core capabilities, strategy and implementation has influenced firms‟ performance by creating synergy in most of the large manufacturing organizations surveyed in the private sector in Kenya

RESEARCH METHODOLOGY

This study used descriptive research design. It involved gathering data that described events and then organizing, tabulating, depicting and describing the data. The target population of this study was the 327 senior managers' staff and middle-level managers' staff of PCK Nairobi. The branches; City Square Post Office, headquarters and General Post Office.

The study relied mainly on primary data. The study used questionnaire as the research instrument. The study utilized questionnaire that were developed for generating information on key variables of interest from the targeted respondents in the study. The research also undertook desk review of existing information about the study areas and collect qualitative data through in-depth interview from respondents who are conversant with the subject through various interactions or experiences. These respondents were specifically targeted for their ability to provide pertinent information to the study. This information was coded and analyzed with the help of statistical package for social sciences (SPSS) software package version 22.

The study administered the questions to the relevant respondents in an effort to achieve the necessary information. The questionnaires were administered through a drop and pick later method because of the busy schedule of the target respondents. This reduced the level of interference with the daily duties and operations of the organization.

Data collected was analyzed using both quantitative and qualitative methods with the help of (SPSS) version 21 and Microsoft excel. The qualitative analysis helped in giving recommendation in line with the conclusions drawn for the whole population under study (Mugenda & Mugenda, 2012).

FINDINGS

The study targeted a sample size of 178 respondents from which 126 filled in and returned the questionnaires making a response rate of 69.10%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. A pilot study was carried out to determine reliability and validity of the research instruments. The pilot study involved sampling respondents in various strata in the organizations. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing that certain items within a scale measures the same construct.

The research sought to determine the gender of the respondent and therefore requested the respondent to indicate their gender. The study found that majority of the respondent 52.45% were males whereas 47.55% of the respondent were females, this is an indication that both genders were involved in this study. On respondent's age distribution, the study found out that; most of the respondents 45% were aged between 41 to 50 years, 25 % of the respondents 30 to 40 years, 15% of the respondents were aged below 30 years, whereas 15% of the respondents were aged above 50 years. This implies participants were well distributed in terms of their age. On period of service, the study revealed that most of the respondents 35% had worked with the organization for duration of 5-10 years, 40% had worked with the organization for a period 10-15 years and 25% worked for a period of 15 to 20 years. This implies that majority of the respondents had worked with the organization for a considerable period of time and thus they were in a position to give credible information relating to this study. The study requested the respondents to indicate their highest level of education achieved. From the research findings, the study found that most of the respondents 69% of the respondents held degrees, 20% of the respondents were holders of diplomas, 10% of the respondents were holders of masters degrees whereas 1% of the respondents held doctor of philosophy, this implied that respondents were well educated and they were able to respond to research questions with ease. From the results it is evident that majority of public servants are degree and diploma holders.

Leadership

The study sought to assess the influence of leadership on implementation of corporate strategic plans in government parastatals in Kenya.

This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). The scores of 'Very Great Extent' and 'Great Extent' had been taken to represent a mean score of 3.5 to 5.0. The score of 'Moderate Extent' had been taken to represent a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a mean score of 1.0 to 2.5.

Majority of respondents were found to small extent that Top management support implementation of corporate strategy; Top management support had put proper structure to reward strategy implementation Current leadership is transformative; Current leadership see the strategic plan as a threat to their power. There is M & E measure the progress toward attaining operational and strategic goals with key performance indicator; The current leadership ensured that there was action review and addressed gaps between current position and the targeted goals. The current leadership ensured that there was action review and address gaps between current position and the targeted goals, the middle manager contributed their knowledge to setting of the strategic agenda, Feedback mechanism was part of the strategy implementation. The study findings were in tandem with literature review by Pearce and Robinson (2007) who stated that leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective corporate strategic planning execution

According to Paterman (2008), converting a strategy into results usually requires the coordination of people, operations as well as the strategy. But as the economic, political and business environments change, the ways in which they are carried out also changes. However, a lack of leadership, by the top management of the organization, has been identified as one of the major barriers to effective strategy execution (Hrebinia, 2005). It is the duty of the executive to see how well to manage these three aspects in order to successfully execute the strategies. Successful managers understand the need for a sound business strategy and therefore they invest significant time, as well as money and effort in the development of strategies. This however is not a guarantee to improved performance in such organizations. If strategies are not executed properly, there are implications that come as a result of this. In regards to financial implications for instance the organizations are likely to lose on profits as well as on competitive advantage.

Resources Allocation Management

The study sought to assess the influence of resources allocation on implementation of corporate strategic plans in government parastatals in Kenya. This section presents findings to statements posed in this regard with responses given on a five-point likert scale (where 5 = Very Great Extent; 4 = Great Extent; 3 = Moderate Extent; 2 = Small Extent; 1= Very Small Extent). The scores of 'Very Great Extent' and 'Great Extent' had been taken to represent mean score of 3.5 to 5.0. The score of 'Moderate Extent' has been taken to represent a mean score of 2.6 to 3.4. The score of 'Small Extent' and 'Very Small Extent' have been taken to represent a mean score of 1.0 to 2.5, a majority of respondents affirm that the organization allocate resources fairly towards implementation of corporate strategic plans (2.013); organization allocate adequate resources towards implementation of corporate strategic plans (2.953); organization has skilled staff for development of implementation of corporate strategic plans (2.791); organization offer training on implementation of corporate strategic plans (2.701); Strategy implementation team have adequate experience (2.713); level of staff skills influence implementation of corporate strategy (2.452.

The study findings corroborates with literature review by Rosner (2012) who established that the implementation of a strategy is highly dependent on resource allocation to the different portfolios identified. Funds need to be allocated appropriately in order to effectively implement the strategy Strategy is formulated at the top, but implemented from the bottom. Alignment of competent staff within the organization is therefore required in order to successfully execute the strategy. The study established that training of staff is a great investment for an organization and at the same time may be a waste of money when the desired behavior doesn't occur. However, not all performance problems can be addressed by training. In many occasions non-training interventions (for example. benchmarking tours) are necessary for exposure.

Implementation of Corporate Strategic Plans

On the extent to which implementation of strategic plans in the organization, respondents were asked to indicate the extent to which the indicators that determined implementation of strategic plans. The data was collected from the different indicators of the variable implementation of strategic plans which was ordinal categorical. The data was therefore presented in frequency tables with the median being used as the appropriate measure of central tendency. The results were presented in Table 4.9. The first indicator for the dependent variable required to know what the level employee performance was compliance with rules and regulations was, 0% of the respondents had 0-20%, 3% had 20-30%, 11% had 30-40%, 17% had 40-50%, 69% had had over 50%. The modal class is of the respondents who had over 50% compliance. The mode was found to be 5 which imply that on average the employee level of compliance with rules and regulations is over 50%.

The next indicator required the respondents to state the level of transparency and accountability in the organization, 3% of the respondents had 0-20%, 3% had 20-30%, 14% had 30-40%, 26% had 40-50%, 49% had over 50%. The modal class is of the respondents who had over 50%. The mode was found to be 5 which imply that on average level of transparency and accountability in the organization was by over 50%. When the respondents were asked what the level of quality service delivery standards was, 0% of the respondents 0-20%, 3% had 20-30%, 3% had 30-40%, 34% had 40-50%, 60% had over 50%. The modal class is of the respondents who had over 50% quality service delivery standards. The mode was found to be 5 which imply that on average the employee level of quality service delivery standards in the organization is over 50%.

Finally, the respondents were asked what the employee level of achieving goals and objectives was, 0% of the respondents 0-20%, 3% had 20-30%, 20% had 30-40%, 43% had 40-50%, 34% had over 50%. The modal class is of the respondents who had between 40-50% achieving goals and objectives. The mode was found to be 4 which imply that on average the level of achieving goals and objectives is between 40-50%.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the Study Findings

The study findings indicated that majority of the respondents stated to small extent that top management support implementation of corporate strategy and has put proper structure to reward strategy implementation. The current leadership was not transformative and saw the strategic plan as a threat to their power. To a small extent there was M & E measure the progress toward attaining operational and strategic goals with key performance indicator. The current leadership ensure that there was action review and address gaps between current position and the targeted goals. The current leadership ensure that there was action review and address gaps between current position and the targeted goals and the middle manager contribute their knowledge to setting of the strategic agenda. It was also established that the feedback mechanism was part of the strategy implementation.

The study findings indicated that majority of the respondents affirmed that the organization allocate resources fairly towards implementation of corporate strategic plans. The study found out that the organization allocated adequate resources towards implementation of corporate strategic plans to a small extent; organization had skilled staff for development of implementation of corporate strategic plans. The study established that the organization offered training on implementation of corporate strategic plans and sstrategy implementation team had adequate experience to a small extent to boost implementation of the corporate strategic plan in the organization. Further, the study found out that the level of staff skills influence implementation of corporate strategy to a great extent.

The study established that indepedent variables and depedent variable. It is notable that there exist strong positive relationship between the indepedent variables(leadership and resources allocation management) and depedent variable (implementation of corporate strategic plans). This therefore meant that other factors not studied in this research contributed to the implementation of corporate strategic plans in government parastatals. This implied that these variables are very significant therefore need to be considered in any effort to boost implementation of corporate strategic plans in government parastatals in the study area. The study therefore identifiedthe variables as critical drivers of implementation of corporate strategic plans in government parastatals.

Conclusions of the Study

Based on the study findings, the study concludes that implementation of corporate strategic plans in the government parastatals in Kenya is affected by leadership followed by resources allocation management being the major factors that mostly affect implementation of corporate strategic plans in the government parastatals in Kenya.

The study concludes that leadership is the first important factor that affects implementation of corporate strategic plans in the government parastatals. The regression coefficients of the study show that leadership has a significant influence of 0.787 on implementation of corporate strategic plans in the government parastatals. This implies that increasing levels of leadership by a unit would increase the levels of implementation of corporate strategic plans in the government parastatals by 0.787. This shows that leadership has a positive influence on implementation of corporate strategic plans in the government parastatals

Resource allocation management is the second important factors that affect implementation of corporate strategic plans in the government parastatals. The regression coefficients of the study show that resources allocation management has a significant influence of 0.743 on implementation of corporate strategic plans in the government parastatals. This implies that increasing levels of resources allocation management by a unit would increase the levels of implementation of corporate strategic plans in the government parastatals by 0.743. This shows that resources allocation management has a positive influence on implementation of corporate strategic plans in the government parastatals

Recommendations of the Study

The study recommends for effective leadership in the organization to enhance implementation of corporate strategic plan. The top management support should put proper structure to enhance strategy implementation. The current leadership is should be transformative and should not see the strategic plan as a threat to their power. There is also need to progress toward attaining operational and strategic goals, action review is necessary and the feedback mechanism is part of the strategy implementation to be adopted.

The organization should ensure that there is allocation of adequate resources towards implementation of corporate strategic plans and should have skilled staff for development of implementation of corporate strategic plans. There is need to offer adequate training on implementation of corporate strategic plans and enhance experience of staff involved in the exercise.

Recommendations for Further Studies

The study is a milestone for further research in the field of implementation of the corporate strategic plans in public organizations in Africa and particularly in Kenya. The findings demonstrated the important factors to implementation of the corporate strategic plans to include; leadership and resources allocation management. The current study should therefore be expanded further in future in order to determine the effect of strategic legal framework on implementation of the corporate strategic plans. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other public entities in Kenya and other countries in order to establish whether the explored factors can be generalized to affect implementation of the corporate strategic plans on the public organizations.

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