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Influence of Strategic Management Practices on Organisational Performance of Kenya Power and Lighting Company

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Abstract
KPLC has over the years tried to improve service delivery by introducing new services like prepaid metering as well as improve customer satisfaction by ensuring timely responses to customers complaints. All these are attempts by KPLC to strategically position themselves in the market so as to gain competitive advantage. The objective of the study was to assess the influence of strategic management practices on organisational performance of Kenya Power and Lighting Company, Kitale.This study was guided by the following specific objectives to: determine the influence of strategic leadership on organisational performance of Kenya Power and Lighting Company, Kitale. The study used descriptive research design.The target population comprised a total of all the management and staff of Kenya Power and Lighting Company, Kitale Branch. This study employed stratified and simple random sampling techniques as well as purposive sampling.The sample size for the study comprised of all 133 respondents. The main data collection tool was questionnaire. Collected data was analyzed using Statistical Package for Social Sciences (SPSS 23). Pearson correlation and multiple linear regression was used to test the relationship between variables in the study hypotheses.Analyzed data was presented descriptively using tables, graphs and pie charts.There exist a positive relationship between strategic leadership and organisational performance. KPLC Kitale Branch had proper and effective leadership which offered strategies to sustain the organisation and enhanced organisational performance. Leadership of the organisation encouraged accountability, emphasised on customer satisfaction. However, the leadership of the organisation did not practice democracy, did not focused on employee empowerment and it was not always prompt in making decisions or responding to issues. The study recommended that; the leadership team should encourage democracy in the organisation, be prompt in responding to issues affecting the organisation as well as empower their employee to enhance organisational performance among others
Keywords: Strategic Management Practices, Leadership

1.0 Introduction

Strategic management is a continuous process that involves attempts to match or fit the organization with its changing environment in the most advantageous way possible (Pearce and Robinson, 2007). Strategies are themeans by which long-term objectives will be achieved. "A strategy is a unified, comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization" (Pearce and Robinson, 2007; Thompson and Strickland, 2001). The role of strategy is to identify the general approaches that the organization utilize to achieve its organizational objectives. Therefore, the choice of strategy is so central to the study and understanding of strategic management. The challenges of the business environment in the 1990s, characterized by fragmented markets, increased competition, rapid technological changes, shifting regulatory frameworks, and a growing dependence on non-price competition have forced many businesses to more closely scrutinize their competitive strategy. Porter (2005) argues that firms create competitive advantage by conceiving new ways to deliver superior value to customers. Innovation is a key source of competitive advantage and can occur at any stage of the value chain. However, the literature and research in this regard is biased towards technological innovation.

The increased competition has been further fuelled by communication and liberalization of the major world economies. This has reduced the world into a global village as far as business transactions are concerned. As a result, organisations are facing stiff competition from both local and foreign competitors. In order to compete and survive in the competitive environment, different organisations are adopting different strategies. Organisations are therefore implementing various competitive strategies to achieve a sustainable competitive advantage and enhance their survival in an industry (Thompson and Strickland, 2001). The business environment in which firms operate is dynamic and turbulent with constant and fast paced changes that often render yester-years strategies irrelevant. Top management and decision makers of firms must constantly think strategically about the future of their organizations. The environmental turbulence necessitates an equal need for rapid recognition of appropriate strengths, opportunities to be exploited, threats to be countered and weakness to be overcome (Pearce and Robinson, 2007). Strategic planning calls for the determination of the basic long term goals and objectives of an enterprise and the adoption of courses of action and allocation of resources necessary to carry out the goals.

Planning is a conscious systematic process during which decisions are made about mission, values, goals, strategies, priorities and activities that an organization, and by extension industry players will pursue if they are to survive and remain relevant in the future, amidst a constantly volatile environment. Strategic planning therefore is not a matter of coming up with a detailed plan or program but it is a "unifying theme that gives coherence and direction to actions and decisions" (Grant, 2008). The use of strategic management enables firms define their strategies which provide a central purpose and direction to its activities to people who work in the firm and often to the outside world. Strategic planning and implementation enables firms to adapt under conditions of external pressure caused by changes in environment. Firms can and often do create their environment besides reacting to it. Strategic planning and management helps firms develop competitive strategies (Johnson and Scholes, 2002). In developing strategy, firms carry out an analysis of their environment, their industry and competitors and gauge how they can outperform their competitors. Strategic planning also helps firms focus their efforts and resources on their key success factors and cultivate a culture of being proactive. By implementing strategic plans, firms are able to respond to the turbulent environment in an appropriate manner, to ensure their continued survival and profitability hence providing the shareholders with value for money invested (Porter, 2008).

Strategic Management is a concept that concerns making decisions and taking corrective actions to achieve long-term targets and goals of an organization (Bakar et al., 2011). It is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce and Robinson, 2007). Strategic management practices therefore include strategic planning; strategy implementation and strategy evaluation and control, which have in the past studies been seen to influence the competitive positioning of the firm in the industry, thus determine the performance (Johnson, 2009). Generally, strategic management practices can improve efficiency in various organizations (Bakar et al, 2011).

Strategic management practice consists of four basic elements, strategy formulation, implementation, evaluation and control (Wheelen and Hunger, 2008). It is within these four elements that strategic management practices are manifested and is also described as the strategic management process. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses. It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines.

Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce and Robinson, 2007). Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Hill and Jones, 2001).

Several scholars have carried out extensive studies in the area of banking in Kenya and especially on competitive strategy. For instance, Warugu (2001) in his research, found out that focus and product differentiation are some of the major strategies that the banks have employed in their quest to outdo each other. Similarly, Kiptugen (2003) looked at the strategic responses to a changing competitive environment; in the case study of KCB, he established that proactive rather than reactive strategies such as research on changing customer needs and preferences forms the basis of its strategic planning. Mbwayo (2005) focused on the strategies applied by commercial banks in Kenya in anti-money laundering compliance programs. He concluded that strict adherence procedures and standards have been implemented to ensure that money laundering is contained in Kenya. This study was guided by the following specific objective: To determine the effect of strategic leadership on organisational performance of Kenya Power and Lighting Company, Kitale.

2.0 Effect of Strategic Leadership on Organizational Performance

Strategic leadership is an ability of firms to anticipate, envision and maintain flexibility, and empower others to create a strategic chance and a viable future of the organization (Kjelin, 2009). Guillot (2003) defines strategic leadership as the ability of an experienced, senior leader who has wisdom and vision to create and executeplans and make consequential decisions in the volatile, uncertain, complex andambiguous strategic environment. Montgomery (2008) argues that, few leaders allowthemselves to think about strategy and the future. Leaders should give direction toevery part of the organization – from the corporate office to the loading dock. Strategic leadership is therefore the ability of the leaders to create and re-create reasons for the organization's continued existence. The leader must have the ability to keep one eye on how the organization is currently adding value and the other eye on changes, both inside and outside the organization, that either threaten its position or present some new opportunity for adding value.

Some researchers belief that strategic leadership concept may become the most apt concept to embracing better value driven culture in public sector in the era of the21st century (Draft and Pirola-Merlo, 2009; Jing and Avery, 2008; Ireland and Hitt, 2005).Leadership in public sector tend to face the great challenges due to the prominentrule-based and too bureaucratic leadership styles, non performance based HumanResource Management (HRM) culture, and lack of innovative management practices. Several key roles of strategic leadership can be offered as strategies to sustain public organization performance outcome (Ireland and Hitt, 2005).

In recent years, competitive markets and business environments have been volatile, turbulent, uncertain, complex, and heterogeneous. Thus, firms have implemented valuable competencies, capabilities and strategies for their business operations and activities in order to enhance business excellence, encourage competitive advantage, achieve firm performance, gain corporate survival, and promote organizational sustainability in these circumstances. Strategic leadership has become a keydeterminant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations. The attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of strategic leadership (Van der Merwe and Van der Merwe, 2005).

Strategic leadership focuses on the future, to create excitement for the future, as well as for what is happening today. A primary goal of a strategic leader is to gain a better understanding of the business conditions, the environment and other aspects that identify the challenges of the future. In their review of the strategic leadership literature. Boal and Hooijberg (2001) made the distinction that theories of leadership are about leadership in an organization but that strategic leadership is of leadership of the organization. Strategic leadership is marked by a systemic concern for the whole organization, its evolution, changing aims as well as the selection, development and maintenance of the requisite resources and capabilities to enable it to compete.

According to Nel (2008), the core challenge for organizations is to provide sufficient clear structure to ensure that all people in the organization are familiar with and willing to endorse good strategic leadership practices. This may in practice, mean that people must initially be directly involved in debating and defining the need for such a strategy. The surest way of achieving this is to develop and utilize an integrated strategic leadership framework that is capable of being applied to the broadest possible range of business-related issue and components.

It is very important for organizations to identify, balance, integrate and align all of the external and internal variables that are likely to have an impact on the organization’s capacity to fulfill strategic leadership. This includes the identification of trends, patterns and possible reactions that may be caused by the activation of strategic leadership. Taking the necessary steps and action to ensure the delivery of products and services which meet the needs of both internal and external customers is very important for the future focus of the organization. Issues such as empowerment and personal accountability for building quality are important factors at this level of strategic leadership (Nel, 2008).

According to Fulmer (2007), strategic leadership problems of current and future leaders are: competition is coming from unexpected quarters. Because the rules of the business game are changing with this competition, current leaders represent what the business needed in the past and not the present or the future; the talent pipeline often lacks sufficient numbers to replace leaders that are or soon will be leaving; the organization’s expansion goals outstrip the amount of internal talent needed to support them; globalization and increasing technological demands make the leader’s job more difficult than ever; problems with strategic direction, organizational alignment and employee commitment continue to exist and are exacerbated in the current competitive environment; human resources and those responsible for leadership development feel increased pressure to demonstrate value, particularly in terms of return on investment for leader development, and other education and training initiatives; leadership development initiatives are not integrated with business needs, and consequently, are of questionable value to internal customers.

The concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Barney, 2001). Those providing the assets will only commit them to the organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets. As a consequence, the essence of performance is the creation of value. So long as the value created by the use of the contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the organization and the organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization.

The role of leadership is of fundamental importance to the performance and success of organizations. This includes many aspects like visionary, motivator, enabler, facilitator as well as mentor and coach. At the start-up stage of a business organization, the managing director or leader is responsible for the supply of the product or service, the administration, the management and the sales and marketing(Breene and Nunes, 2006). In effect the business is the leader and the leader is the business. As the business grows, the leader has to concentrate on the overall strategic direction and delegate some of the operational and technical decisions to appointed staff and employees. The leader has to give responsibility on the basis of trust or design control systems tomonitor individual activity. The leader will now also have to employ management and staff with the necessary specialist skills. In order for the business to grow, sales revenue must increase which means that more products are manufactured or quality is improved to justify an increased unit price or product range (Breene and Nunes, 2006).

The leader must also understand the critical interplay between capabilities and value creation, a relationship that goes to the heart of high performance in business organizations (Breen and Nunes, 2006). To create value, each high performing organization develops a formula for doing business - either at the enterprise or business unit level - that successfully translates a big idea regarding customer needs into a unique set of connected business processes and resources that cost-effectively satisfy those needs. Innovation and talent management are also two of the essential capabilities needed for high performance in a business organization. The investment in training and leadership development to enhance innovation and the development of talent has been observed as a crucial strategic focus in high-performing business organizations (Nel and Beudeker, 2009). Every high performing business organization also has a high performance culture

3.0 METHOD

The study used descriptive research design with a target population of 200 from all management and staff of kenya power and lighting company, kitale which formed a sample size of 133 respondents. a structured questionnaire was used to collect data which checked and verified for errors, completeness and consistency. It was then coded, entered and analyzed using Statistical Package for Social Sciences (SSPS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. Multiple linear regression analysis model was computed to determine the statistical relationship between the independent variable and the dependent variables. The items scale were ordinal from a low of 1 – strongly disagrees to a high of 5 – strongly agree.

4.0 Results

Results on the statement of whether the organisation had properand effective leadership showed that 7.3 percent of the respondents strongly agreed, 48.2 percent of them agreed, 28.2 percent of the were neutral, 10.9 percent disagreed while 5.5 percent of them strongly disagreed. These findings implied that KPLC Kitale Branch had proper and effective leadership. The respondents were also asked whether the leadership of their organisation was always prompt in making decisions or responding to issues. The distribution of the responses indicated that 2.7 percent strongly agreed to the statement, 30.9 percent of them agreed, 32.7 percent of them were neutral, 22.7 percent of them disagreed while 10.9 percent of them strongly disagreed to the statement. These findings implied thatorganisation was not always prompt in making decisions or responding to issues.

The respondents were also asked whether the leadership of their organisation offered strategies to sustain the organisation. The distribution of the responses indicated that 7.3 percent strongly agreed to the statement, 47.3 percent of them agreed, 29.1 percent of them were neutral, 5.5 percent of them disagreed while 10.9 percent of them strongly disagreed to the statement. These findings implied that leadership of their organisation offered strategies to sustain the organisation. The respondents were further asked whether the leadership of the organisation practiced democracy. The distribution of the responses indicated that 7.3 percent strongly agreed to the statement, 23.6 percent of them agreed, 40 percent of them were neutral while 17.3 percent and 11.8 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied thatthe leadership of the organisation did not practice democracy.

The respondents were further asked whether the leadership of the organisation focused on employee empowerment. The distribution of the responses indicated that 13.6 percent strongly agreed to the statement, 18.2 percent of them agreed, 40 percent of them were neutral, 22.7 percent of them disagreed while 5.5 percent of them strongly disagreed to the statement respectively. These findings implied that the leadership of the organisation did not focused on employee empowerment. The respondents were asked whether the leadership of the organisation encouraged accountability. The distribution of the responses indicated that 19.1 percent strongly agreed to the statement, 46.4 percent of them agreed, 17.3 percent of them were neutral, another 17.3 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that the leadership of the organisation encouraged accountability.

The respondents were further asked whether the leadership of the organisation emphasised on customer satisfaction. The distribution of the responses indicated that 7.3 percent strongly agreed to the statement, 42.7 percent of them agreed, 27.3 percent of them were neutral, 11.8 percent of them disagreed while 10.9 percent of them strongly disagreed to the statement respectively. These findings implied that leadership of the organisation emphasised on customer satisfaction. Finally, the respondents were asked whether good leadership enhanced organisational performance. The distribution of the responses indicated that 35.5 percent strongly agreed to the statement, 37.3 percent of them agreed, 16.4 percent of them were neutral and 10.9 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that good leadership enhanced organisational performance at KPLC.

Table 4.1: Strategic Leadership

Statements		SA	A	N	D	SD	T
The organisation has proper and effective leadership	%	7.3	48.2	28.2	10.9	5.5	100
The leadership of the organisation are always prompt in making decisions or responding to issues	%	2.7	30.9	32.7	22.7	10.9	100
The leadership of the organisation offers strategies to sustain the organisation	%	7.3	47.3	29.1	5.5	10.9	100
The leadership of the organisation practices democracy	%	7.3	23.6	40.0	17.3	11.8	100
The leadership of the organisation focuses on employee empowerment	%	13.6	18.2	40.0	22.7	5.5	100
The leadership of the organisation encourages accountability	%	19.1	46.4	17.3	17.3	0	100
The leadership of the organisation emphasises on customer satisfaction	%	7.3	42.7	27.3	11.8	10.9	100
Good leadership enhances organisational performance	%	35.5	37.3	16.4	10.9	0	100

5.0 Discussion

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). Table 4.6 illustrates the findings of the study.

Table 4.6: Correlation Matrix

		Organisational Performance
Leadership	Pearson Correlation	.527**
	Sig. (2-tailed)	.000
	N	110

As shown on Table 4.6 above, the p-value for strategic leadership was found to be 0.000 which is less than the significant level of 0.05, ($p<0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.527, which represented an average, positive relationship between strategic leadership and organisational performance. Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study. the coefficient of correlation (R) was positive 0.529. This means that there is a positive correlation between strategic management practices and organizational performance at KPLC, Kitale Branch. The coefficient of determination (R Square) indicates that 27.9% of organizational performance at KPLC, Kitale Branch is influenced by strategic management practices. The adjusted R^2 however, indicated 25.2%

Table 4.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529[a]	.279	.252	4.10718

a. Predictors: (Constant), Leadership

4.6.2.2 Analysis of Variance

Table 4.8 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how strategic management practices affects organisational performance at KPLC, Kitale Branch. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.8: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	686.766	4	171.691	10.178	.000[b]
1	Residual	1771.234	105	16.869		
	Total	2458.000	109			

The results on analysis of variance indicated that strategic leadership had a coefficient of 0.506 (p-value = 0.000). According to this model when all the independent variables values are zero, organisationalperformance of will have a score of 29.741.

Table 4.9: Regression Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	29.741	2.638		11.273	.000
Leadership	.506	.127	.697	3.985	.000

From Table 4.9 above, strategic leadership (β = 0.506) was found to be positively related organisational performance. From t-test analysis, the t -value was found to be3.985 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because ρ<0.05. Thus, the study accepted the alternative hypothesis and it concluded that strategic leadership affects organisational performance of Kenya Power and Lighting Company, Kitale Branch.

5.0 Conclusion and Recommendation

The study sought to establish the effect of strategic leadership on organisational performance of KPLC, Kitale Branch. The findings of the study revealed that KPLC Kitale Branch had proper and effective leadership which offered strategies to sustain the organisation. Leadership of the organisation encouraged accountability, they emphasised on customer satisfaction and good leadership enhanced organisational performance at KPLC. However, the leadership of the organisation did not practice democracy, did not focused on employee empowerment and it was not always prompt in making decisions or responding to issues.

The findings of the study are consistent with the findings of Ireland and Hitt (2005) that found out that Leadership in public sector tend to face the great challenges due to the prominentrule-based and too bureaucratic leadership styles, non performance based HumanResource Management (HRM) culture, and lack of innovative management practices. Several key roles of strategic leadership can be offered as strategies to sustain public organization performance outcome.

The p-value for strategic leadership was found to be 0.000 which is less than the significant level of 0.05, (p<0.05). The result indicated that Pearson Correlation coefficient (r-value) of 0.527, which represented an average, positive relationship between strategic leadership and organisational performance.Strategic leadershipwas found to be positively related organisational performance. From t-test analysis, the t -value was found to be3.985 and the ρ -value 0.000. Statistically, this null hypothesis was rejected because ρ<0.05. Thus, the study accepted the alternative hypothesis and it concluded that strategic leadership affects organisational performance of Kenya Power and Lighting Company, Kitale Branch.

Van der Merwe and Van der Merwe (2005) stated that strategic leadership has become a keydeterminant of driving and explaining firms' competitiveness, and profitability. Firms with greater strategic leadership tend to achieve higher firm performance and enhance organizational success in the business operations. The attainment of the strategic objectives underlying strategic decisions is accomplished through the effective practice of strategic leadership.

There exist a positive relationship between strategic leadership and organisational performance. KPLC Kitale Branch had proper and effective leadership which offered strategies to sustain the organisation and enhanced organisational performance. Leadership of the organisation encouraged accountability, emphasised on customer satisfaction. However, the leadership of the organisation did not practice democracy, did not focused on employee empowerment and it was not always prompt in making decisions or responding to issues.

Based on the findings, the researcher recommended that the leadership team should encourage democracy in the organisation, be prompt in responding to issues affecting the organisation as well as empower their employee to enhance organisational performance.

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