FACTORS AFFECTING STRATEGY IMPLEMENTATION IN POLITICAL PARTIES IN KENYA: A CASE OF SELECTED POLITICAL PARTIES IN NAIROBI COUNTY

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ABSTRACT

Political parties across the globe continue to grapple with institutional and structural challenges with the potential to compromise their legitimacy, effective functioning and eventual survival. These challenges include declining membership, poor institutionalization, weak internal organization, serious internal conflicts and inferior electoral performance which are mainly caused by lack of strategy implementation. Therefore the main objective of the study was to establish the main factors affecting strategy implementation in political parties in Kenya. The specific objective of the study was to determine the extent to which the party leadership, resources, structure and party culture influence strategy implementation of political parties in Kenya. The theoretical foundation of the study was based on the Resource Based view theory, Thompson and Strickland Model and Griffin's .The study was also the empirical literature relevant to the study and presents the research gaps that were useful to other researchers as it would form a basis for further research. Descriptive research design was used in the study as it ensures complete description of the situation, ensuring that biasness is minimized in data collection. The study targeted fifty four registered political parties in Kenya whose head offices are within Nairobi, whereby a sample size of eleven parties were selected through purposive sampling technique comprising of executive director, director of strategy, director of membership recruitment and services, director of financial services and director of policy making a sample respondents of fifty five. The study used mainly primary data which was collected using questionnaires containing closed ended questions in a Likert scale. The data was analyzed using descriptive statistics and inferential statistics. For inferential statistics, multiple regression analysis was conducted to show the relationship between the dependent and independent variables. Data collected from the questionnaires was checked for errors, coded and then analyzed with the aid of SPSS software. Finally, data collected and analyzed was presented in various formats such as charts, graphs and frequency tables. The study found that party measures performance to realize the key objectives set from the strategy. In relation to party leadership the study established that party leadership has formulated a strong action plan for strategy implementation. The study established that the timeliness of funding of various innovative projects in the political party has enabled effective implementation of strategy. The research found that there are stringent control systems in the political parties that ensure continuous improvement for efficient strategy implementation. The study found those political parties' aggressiveness and dexterity approach has enhanced the strategy implementation process. The study concludes that party leadership, party resources, party structure and party culture significantly affects strategic implementation of political parties in Kenya. Based on research findings and conclusion the study recommends that management team of political parties should establish a strong and competent leadership to enhance proper implementation of strategy. The study recommends that Party resources allocated to the political parties

should be well utilized as per the set goals within the political parties. The study finally recommends that political parties should have an aggressive culture that enhances the strategy implementation process.

INTRODUCTION

Political parties in any political system typically find themselves in a complex and uncertain environment. Change is constant within all parties and party organizations, and in their external surroundings (Omrod, 2011). These changes include new individuals taking up positions among the leadership, cadres and back office, and others leave; budgets change, sometimes for the better, sometimes for the worse; changes may be made to the constitutional arrangements, legislation and other types of regulation concerning the political process and political parties. The expectations of the electorate as a whole (or of specific constituencies) may change, and the electorate may change, for instance, as a consequence of demographic developments. Economic turmoil and domestic and international policy challenges may either suddenly or gradually confront the party with new issues. Competing parties may rise or decline; parties may split, merge or find other groups or individuals with which to collaborate. Such changes and challenges can strengthen or weaken a party, and can either contribute to the realization of the party's goals, have little impact or jeopardize the party's continuity (Zaribaf and Bayrami, 2010).

In order for parties to be successful in a dynamic environment, focus, determination and adaptive institutional capacity are required. It is vital for a political party, including the party organization, to have a shared idea and picture of what the party is, where it wants to go and how it plans to get there. This requires a stable leadership that ensures proper strategy implementation that will enable the party to meet their goals. According to Zaribaf and Bayrami (2010) majority of political parties have problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top party leaders alone; it requires the collaboration of all party officials, members and, on many occasions, parties outside the organization.

At the international level, there is a general consensus that political parties cannot be neglected in the pursuit of healthy democracies. The role of political parties has long been essential to the functioning of modern representative democracy as they are seen to be among the key institutions for inclusive participation and accountability in representation (International IDEA, 2012). In general, people get involved in public life via political parties and support candidates and parties that reflect their views and interests. While the debate over whether political parties make democracy more democratic continues, in most countries political parties are identified as instrumental in the recruitment, nomination and election of candidates for public office, socialization of prospective political representatives and leaders, disseminating political information and exposing citizens to democratic politics (International IDEA, 2007).

In East Africa, political parties are characterized by a top-down organizational structure where power and decision making is highly centralized. This leaves little room for deliberative decision making processes involving party membership as well as strategy implementation. This rigid organizational structure is in part inherited from the colonial legacy where colonial administrators and political elites dictated to, and made decisions on behalf of the native populations without consultation (Kanyongolo and Malyamkono, 2008). Political parties therefore tend to be autocratic or oligarchic in their organizational structures where conformity is preferable to critical debate of issues, and is enforced through covert and overt pressure, and illegal sanctions including suspension and even expulsion from the party. These practices lead to severe limitations on processes of inclusiveness and transparency while breeding patrimonialism and hence compromising intra-party democracy as well as affecting implementation of strategies.

Political parties in Kenya have tended to behave more like factions than parties. Although political parties are expressions of social structural conflict situations (cleavages), they more than any other democratic institution have the capacity to generate positive crosscutting cleavages by aggregating diverse interests rather than articulating specific ones (Chege, 2007). Political parties in Kenya have failed to articulate socio-economic or any other democratically acceptable ideological cleavages and have tended to articulate interests on the basis of ethnicity, thereby, intensifying already existing societal divisions, tensions and conflicts (Oloo, 2007). Political parties in Kenya are characterized by poor strategy implementations which have led to continuous internal wrangles.

While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts (Cater and Pucko, 2010). According to Bell, Dean, and Gottschalk (2010), strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis, strategy implementation is a connecting loop between formulation and control. Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. Factors that they identified to affect strategy implementation include leadership style, information availability and accuracy, uncertainty, organizational structure, organizational culture, human resources, and technology. According to Yabs (2007), a number of factors must be looked into when implementing a strategy. These are prerequisites' for implementation, resources for implementation, leadership skills, leadership qualities and temperamental characters. In a study involving 172 Slovenian companies, Cater and Pucko (2010) demonstrated that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy implementation and executionis poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance.

Concept of Strategy

Pearce and Robinson (2009), define strategy as a set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. They argue that by strategy, managers mean their large-scale, future-oriented plans for interacting with the competitive environment to achieve company objectives. They further define strategy as a company's game plan that provides a framework for managerial decisions, and reflect a company's awareness of how, when and where it should compete, against whom it should compete and for what purposes it should compete. Johnson, Scholes and Whittington (2010), sum up the definition of strategy as the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill stakeholder expectations.

The term strategy is used in connection with political parties in multiple ways. According to Boas, Hidalgo, and Richardson (2014) the first, is a party's strategy to maximize its votes in an election. In this sense, strategy is closely related to campaigning; that is, reaching the electorate and convincing as many voters as possible to vote for party X. Another strategy related to political parties is the organizational strategy which is associated with integrating an organization's functions and units into a more cohesive, broader strategy. This kind of strategic management involves the ability to improve the party organization as a whole under conditions of complexity and uncertainty (Boas et al., 2014). More specifically, political parties often face changing landscapes. Constitutional and other legal reforms affect their organizations' requirements in areas such as the number of local branches a party must have, its membership base or its financial reporting. A good organizational strategy places the party in a better position to successfully campaign and grow electorally (Baldwin 2013).

Strategy implementation is the action aspect of the strategic management process through which strategy is a translated into action and involves change (Pearce and Robinson, 2009). According to Bhasin (2009), strategy implementation is the process through which a chosen strategy is put into action. It involves the design and management of systems to achieve the best integration of people, structure, processes and resources in achieving organizational objectives. Strategy implementation has a multiplicity of tasks that need to be performed right from the top to every unit of the organization making the job of the strategy implementer very complex and time consuming (Bhasin, 2009). There is the overriding need to align the organization's internal processes with the strategy. To achieve this, the strategy implementer must unite all units and ensure that they share a common vision in bringing about the necessary changes. Thomson and Strickland (2008) observe that strategy implementation has to be custom-tailored to the organization taking into account the organization's setting. However, irrespective of the nature, size and type of organization, certain common elements in the strategy implementation process have been identified in organizations that were more successful in their implementation.

The implementation process may involve significant changes in the organization structure, culture and systems (Zand, 2010). Implementation challenges arise in organizations as a result of failure to match these elements to the strategies. Freedman, (2013) lists out a number of strategy implementation pitfalls: strategic inertia, lack of stakeholder commitment, strategic drift, strategic dilution; strategic isolation, failure to understand progress, initiative fatigue, impatience and not celebrating success. Koske (2008) identified additional challenges to strategy implementation as: inappropriate resource allocation; separation of strategy formulation from implementation; lack of fit between strategy and the organization culture; failure to predict implementation time and problems likely to be encountered; poor forecasting and insufficient flexibility.

Seltzer (2010) mentioned that human resources management plays an important role in the effective implementation of strategic plans. It is important for both organization departments and employees to be enthusiastic about the strategy implementation. Getting people involved and having a motivating reward system will have a positive influence on the implementation of strategy. In summary, successful implementation of a strategy depends on the following major factors, the action plan which stipulates the steps and specific individual tasks and responsibility for accomplishing each of the activities in action plan. Secondly, skilled human resource is another major factor in enabling the implementation of the strategies. Thirdly, the strategy should fit in the current organization structure. Fourthly, availability of adequate funds to fund the intended strategies through the annual business plans (Cole, 2007). Lastly, successful implementation of the strategy will depend on monitoring, controlling and evaluation of the strategy under implementation. This is to make sure the strategy is being implemented within the allocated resources and time frame.

In political parties, strategy implementation is concerned with how the party integrates the diverse opinions of members into a cohesive party offering (Ormrod, 2011). In this case, the offering is not just the policy portfolio but also consists of, for example, changes to the voting structure within the party or agreement on the interpretation of specific party symbols. As all members have the potential to be ambassadors for their party, a consistent knowledge of the nature and content of the party's offering is essential (Boas et al., 2014). The communication of the strategy can occur via formal and informal channels, for example, manifestos and social interactions, and directly and indirectly, for instance, public meetings with local representatives and through the mass media.

Political Parties in Kenya

Political parties are the vehicles of representative democracy. They play several critical roles to make representative democracy a reality. These roles include: representing societal interests within the state by participating in Parliament; socializing political leaders on the principles of democracy and democratic participation; carrying out political education and communication by providing information on which the voters may base their selection of candidates before them;

carrying out political mobilization and encouraging the public to cast their votes in elections; recruiting political leaders; aggregating and articulating interests; promoting pluralistic debates by presenting alternative policy platforms; and integrating the diverse groups within a country into a cohesive nation (Kenya Political Parties Act, 2012). Although it is widely accepted that in most countries political parties are central to representative democracy and to the process of democratization, they are also perceived to be increasingly weak and have numerous imperfections in performing the functions that are essential to a healthy democracy. These include institutional, structural and ideological values and cultures which can cause parties to act in ways contrary to democracy (Kanyongolo and Malyamkono, 2008).

In Kenya political parties are regulated by Political Parties Act, 2011, Political parties may, subject to the provisions of the Constitution and this Act, be formed in Kenya to further purposes which are not contrary to the Constitution or any written law. An association of persons or an organization shall not operate or function as a political party unless it has been registered in accordance with the provisions of this Act (Kenya Political Parties Act, 2012). The importance of political parties in the democratic process cannot, therefore, be overemphasized. The agitation for the repeal of section 2A of the constitution, which prohibited the existence of parties other than the Kenya African National Union (KANU), was at the core of the struggle for democratization, which preoccupied Kenyans in the late 1980s and early 1990s. This struggle for the right to have many political parties was labeled the second liberation the first being liberation from colonialism. In the context of dissent and diversity in the social order and body politic, parties are supposed to be parts of a whole and should pursue the interest of their members and the national interest within agreed principles. This is in contradistinction to factions which engage in vicious and selfish struggles for control of government positions and benefits.

Parties could be viewed as organizations that contest elections and engage in other public activities designed to share in staffing government and in influencing policy (Kenya Political Parties Act, 2012). They possess an identifiable label and generate a cadre of supporters. Some analysts view parties as elite-owned instruments for seeking and maintaining political power. But this may not necessarily always be correct. In a democracy, parties are not personalized, and limited to serving only the interests of the elite. Rather, they have structures, rules, procedures, norms and principles (Oloo, 2007). Also, they are institutionalized coalitions, not just for elites but for the mass of members as well. Their formal machinery or structures are found at all levels of political activity- national, regional, district, constituency, ward, and indeed all the way down to the grassroots. They operate within specified legal frameworks that define their membership, composition, roles and functions, financial base, and operational rules and discipline.

STATEMENT OF THE PROBLEM

Political parties are like private corporations in some respects, in that they are primarily privately funded and operate in a highly competitive and often uncertain environment. In other respects, however, such as the manner in which they are regulated by law and the absence of an

overarching commercial purpose, they are more like public organizations. Moreover, in the public eye, they are part of the political-legal arrangements of the state and are ultimately oriented to public policy (Boas et al., 2014). Democratic theorists and policy makers generally concur on the critical role that that political parties play in providing a link between their membership and elected representatives (Chege, 2007). In addition, it is incontrovertible that no contemporary democracy has excelled without political parties (Teorell, 2009). This notwithstanding, political parties across the globe continue to grapple with institutional and structural challenges attributable to lack of proper strategy implementation with the potential to compromise their legitimacy, effective functioning and eventual survival. These challenges include declining membership, poor institutionalization, weak internal organization, serious internal conflicts and inferior electoral performance (NIMD, 2011). Consequently, the popularity of political parties may be waning, characterized by declining membership, general public disaffection and the rise of partisan identification (Hopkin, 2014). There is however a wide gap between the existence of formal organizational structures of political parties and actual democratic practice in Kenya (Oloo, 2007). This is generally symptomatic of emerging democracies globally, characterized by a variance between the established formal rules stipulated in party documents and the practical strategy implementation of various policies that affect the functioning of political organizations (Boas et al., 2014). This among other intervening factors contributes to the persistent lack of cohesion and continuous internal disunity, discord and disintegration, diminishing popularity and electoral losses among political parties (Meinhardt and Patel, 2013). Despite several studies on political parties, globally and regionally, no study, known to the researcher, has ever been done on factors affecting strategy implementation in political parties in Kenya; this implies that there is scarce literature on the factors affecting strategy implementation of political parties in Kenya. This study aimed to fill this gap. There is also little information addressing strategy implementation by political parties as being influenced by party leadership, party resources, strategic planning and party structure, posing a knowledge gap. This study sought to address these factors as affecting strategy implementation in political parties in Kenya.

GENERAL OBJECTIVE

The main objective of the study was to establish the factors affecting strategy implementation of political parties in Kenya.

SPECIFIC OBJECTIVES

1. To establish whether party leadership affects strategy implementation of political parties in Kenya.
2. To examine the effect of party resources on strategy implementation of political parties in Kenya
3. To establish how party structure influences strategy implementation of political parties in Kenya

4. To determine how party culture affects strategy implementation of political parties   in Kenya

THEORETICAL REVIEW

Resource Based View Theory

The resource based perspective rests on two major theories; TGF; "The Theory of the Growth of the Firm", (Penrose 1959) and RBV; "The Resource Based View" (Wernerfelt, 1985 and Barney, 1991). Compared to theories of market based strategies, these theories are seen as focusing internal strengths and weakness in organizational resources, showing how processes are managed and how the resources are allocated and deployed, all in order to obtain a sustainable or sustained competitive advantage. Resource-based view (RBV) theory views the firm as a bundle of resources and emphasizes that competing firms possess heterogeneous resource bases (Song, Benedetto & Nason, 2007). It explains the importance of developing resources and capabilities which are valuable, rare, inimitable and non-substitutable. The attainment of such advantages will enable the firm to improve its short-term and long-term performance (Newbert, 2008).

A resource-based perspective means that there is a certain focus on resources owned by the company or by its partners; and the various resources (and capabilities) that can explain company performance and long term growth or decline. A resource perspective aims to give a picture of company resources before and during decision-making processes in company and business strategies. It also aims to describe potential need for changes in company organization, that is, in systems, strategies and structures in order to be able to implement value creating business strategies. A resource-based perspective also has a certain focus on management, its limited access to information and its capability to work efficiently and effectively with business strategy (Newbert, 2007). To obtain competitive advantage, resources have to be strategic and, according to Barney, valuable, rare, inimitable, immobile and in some contexts not even tradable. The resource based perspective in a contemporary view should also include company elements such as structure, control system and strategic policies in order to fully ensure proper resource exploitation (Barney, 1997). Resource based view theory shows that factors such as party resources, strategic planning affects strategy implementation in political parties.

Thompson and Strickland Model

According to Thompson and Strickland Model (2008) implementation processes and activities or consumption sets up processes that can be used to gear an organization towards set the set objectives. According to this model, several steps that an organization should undertake in order to have a successful strategic plan implementation have been proposed. Each step has special task that should be undertaken. In the first step, according to Thompson model, an organization should have structure that supports strategy implementation i.e. appropriate people to task in the organization, reinforcing relevant skills and capabilities in an organization through capacity

building and training. It also goes further and states that an organization should provide adequate financial resources that will enable the strategy to be executed because for a strategy to be executed sufficient funds should be available.

The third step states that organization should have inter-support units which promote development of policies and procedures that will enable the organization to run smoothly and focus their energy towards one direction. It sets objectives and goals. Leadership in an organization according to this model influences, motivate the staffs to be innovative promote teamwork in an organization. Organization that have certain culture do have a special way of relating to stakeholders, every organization should have a culture of how they want to be perceived hence leadership influences value formation, conflict resolution shared values that are seen throughout the organization.

The factors in this model are relevant to this study because they show what a political party should undertake in order to have successful strategy implementation.

It has step by step plans with specific task that organization can follow in order to influence their capabilities. The following dimension of this model were selected and considered relevant to this study: Creating an environment which can implement strategies. This dimension is appropriate this study while looking at the party structure. It has special tasks that should be undertaken to influence strategy implementation. Providing inter-support unit is considered relevant to the study because it shows that the party can go about setting the relevant policies, procedures and rules that can influence proper administration and operational functioning that can lead to good strategy implementation. Performing leadership dimension to be considered because it shows organization leadership should go about in its endeavors' to influence strategy implementation in an organization. It shows how leadership leads to values formation, culture development, conflict resolution, and motivation in an organization providing financial resources (budgeting). This dimension is considered because it shows party resource allocation is relevant to the contribution of strategy implementation in political party organizations.

Ricky Griffin's Model

According to Griffin (2007), the main focus in implementation is identifying perspective and effective factors about implementation of strategies. The main factors that influence performance according to this model are: Leadership, which provides direction, communication, motivation of staffs and setting up of culture and value chain in an organization. By doing this, leaders offer direction and influences organization performance.

Another factor is organization structures which, according to this model, are division of labor, decentralization of functions and setting up simple organization structures that will make decision making faster. The third factor is Technology. Proper use of technology, job designing can influence organization performance. Information control system, proper control system

which includes financial budgeting, information system, proper rules and procedures will influence organization performance. Human Resource, recruitment of qualified personnel promotion, job enrichment will enhance organization performance (Griffin, 2007). This model is relevant to this study because it shows leadership ways in which a political party can do in order to influence strategy implementation. It has five basic functions that an organization should look into, they are leadership, structures, technology, information control system, human resource each of this functions have sub functions that should be done.

RESEARCH METHODOLOGY

Research Design

The study used a descriptive survey design to establish the factors affecting strategy implementation of political parties in Kenya. Descriptive research design shows an accurate profile of persons, events, or account of the characteristics, for instance, behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group (Cooper & Schindler, 2011). The descriptive research design was chosen in the study since it ensures complete description of the situation, ensuring that biasness is minimized in data collection.

Target Population

Population is the entire group under study as specified by objectives of the research; it is the universe from which the sample is to be selected (Ghauri & Gronhaug, 2005). The target population was fifty four (54) registered political parties (See appendix v: List of all registered political parties in Kenya as at June, 2015).

Sampling and Sampling Design

Sampling is defined as the process of selection of the appropriate number of subjects from a defined population, whereby a sample is a representative group of a target population (Kothari, 2008). A sample is a representative of a target population. According to Mugenda and Mugenda (2003), a sample must be at least 10% of the target population. Therefore, the study used 30% of the population to get the sample Kombo and Tromp (2006), content that the sample size must at least be 30 subjects in a descriptive study, to arrive at accurate results. Hence, a sample size of 20% of the target population was used in this study which lead to 11 political parties being selected. The targeted respondents were executive director, director of strategy, director of membership recruitment and services, director of financial services and director of policy of these eleven political parties. Therefore the sample size was fifty five (55) respondents.

The study used purposive sampling technique to select the eleven political parties which include The National Alliance Party (TNA), United Republican Party (URP), Orange Democratic Movement (ODM), Wiper Party, Kenya African National Union (KANU), FORD-Kenya, Alliance Party of Kenya (APK), NARC Kenya, FORD people, United Democratic Movement

(UDM) and Labour Party of Kenya (LPK). The sampled political parties was purposely selected because it represents main stream political parties with considerable size of representatives in the bicameral parliament, that is, National Assembly and the Senate at the national government level and at the County Assemblies at the County government level. They therefore provide a good base to gather a representative sample of the diversity in political parties.

Data Sources and Instruments

The study collected data from primary sources. The primary data was used due to its nearness to the truth and ease for control over errors (Copper & Schindler, 2011). The researcher administered questionnaires containing mainly closed ended questions based on a Likert scale to the sample respondents. The Likert instrument has been shown to have acceptable levels of reliability and validity across a variety of settings. It is based on a scale of $1 - 5$ (a Likert 5 type rating scale), with 5 as the most effective level and 1 as the least effective level. Hence each respondent received the same set of questions in exactly the same way. The questionnaires was prepared in line with the objectives of the study hence ensured that only relevant information will be gathered. Questionnaires are most applicable where the population is literate and the information needed can be easily described in writing (Ghauri & Gronhaug, 2005).

Validity Test

Validity refers to the accuracy and meaningfulness of inferences which are based on the research results (Mugenda & Mugenda, 2003). It is the degree to which the results obtained from the analysis of the data actually represent the phenomenon under study. Hence, validity shows how accurately the data obtained in the study represents the variables of the study. Kothari (2008) suggested that the validity of the instrument is asking the right questions which are framed in the least ambiguous way. To ascertain the validity, the researcher used content validity through supervisor assistance.

Data Collection Procedures

The study utilized questionnaires to collect data. The selection of this tool was guided by the nature of data to be collected, time available and the objectives of the study. The tool was developed in a manner that the respondents were able to choose the easiest alternative and provide fewer opportunities for self-expression. Questions were mainly closed ended. For the precision of the study, the researchers delivered questionnaires to the respondents to be collected later. Clarifications were also made to the respondents on the information being sought.

Data Analysis and Presentation

Cooper & Schindler (2011) highlighted data analysis as inspection, cleaning, transforming and modeling data in order to highlight useful information to draw conclusions and to support decision making. The questionnaires were first be edited for completeness and consistency to

ensure that respondents complete them as required. Data collected from the questionnaires was edited, coded to enable responses be grouped into categories. This involves giving all statements numeric codes based on meaning for ease of data capturing. The data gathered was analyzed by use of descriptive and qualitative statistics. This was done with the aid of computer applications, specifically the SPSS software.

The descriptive statistics help in describing the data and determining the respondents' degree of agreement with the various statements under each factor. The use of percentages, means, modes and standard deviation could be employed. For inferential statistics, a linear regression model was used to indicate the extent to which each independent variable affects strategy implementation in the political parties under study. The model is below

$$Y = \beta_0 + \beta_0 (X_1 + X_2 + X_3 + X_{4)} + \varepsilon$$

Where: Y represents the dependent variable (Strategy Implementation); β_0 is a constant term; X_1-Party leadership; X_2-Party resources; X_3-Party structure; X_4- Party culture are the independent variables and ε is the error term.

RESEARCH FINDINGS

Reliability Analysis

Reliability analyses was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. Gliem and Gliem (2012) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7. This therefore depicts that the research instrument was reliable and therefore required no amendments.

Table 1: Reliability Analysis

	Cronbach's Alpha
Party leadership	.933
Party resources	.871
Party structure	.993
Party culture	.758

Regression Analysis

A linear regression model was used to indicate the extent to which each independent variable affects strategy implementation in the political parties under study.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.881	0.776	0.753	3.306

Table 2 is a model fit which establish how fit the model equation fits the data. The adjusted R2 was used to establish the predictive power of the study model and it was found to be 0.753 implying that 75.3% of the variations in strategy implementation of political parties in Kenya is explained by party leadership, party resources, party structure and party culture leaving 24.7% percent unexplained. Therefore, further studies should be done to establish the other factors (24.7%) affecting the strategy implementation of political parties in Kenya.

Table 3: ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1625.82	4	406.455	32.868	.000
	Residual	469.92	38	12.366		
	Total	2095.74	42			

The probability value of 0.00 indicates that the regression relationship was highly significant in predicting how party leadership, party resources, party structure and party culture affect strategy implementation of political parties in Kenya. The F calculated at 5 percent level of significance was 32.868 since F calculated is greater than the F critical (value = 2.619), this shows that the overall model was significant.

Table 4: Coefficients of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.351	0.432		3.127	.0032
	Party leadership	0.762	0.196	0.684	3.888	.0003
1	Party resources	0.683	0.113	0.609	6.044	.0004
	Party structure	0.845	0.148	0.672	5.709	.0000
	Party culture	0.591	0.162	0.582	3.648	.0007

The established model for the study was:

$$Y = 1.351 + 0.762\ X_1 + 0.683\ X_2 + 0.845\ X_3 + 0.591\ X_4$$

The regression equation above has established that taking all factors into account (party leadership, party resources, party structure and party culture) constant at zero strategy implementation was 1.351. The findings presented also show that taking all other independent variables at zero, a unit increase in the party leadership would lead to a 0.762 increase in the scores of strategy implementation and a unit increase in the scores of party resources would lead

to a 0.683 increase in the scores of strategy implementation. Further, the findings shows that a unit increases in the scores of party structure would lead to a 0.845 increase in the scores of strategy implementation. The study also found that a unit increase in the scores of party culture would lead to a 0.591 increase in the scores of strategy implementation. Overall, organization structure had the greatest effect on the strategy implementation, followed by party leadership, then party resources while party culture had the least effect on strategy implementation of political parties in Kenya. All the variables were significant ($p<0.05$).

DISCUSSION

Strategy Implementation

The study found that political parties' measures performance to realize the key objectives set from the strategy. The findings were in conjuction with Koske (2008) who argues that a brilliant strategy that cannot be implemented creates no real value. Strategy implementation has become the most significant management challenges which all kinds of corporations face at the moment. According to Barnat, (2005), essential questions in strategy implementation include; which decisions and activities can be accomplished by managers, who can organize decisions for parallel logic, activities, and defined contingencies? When these two questions are answered, decisions have to be made based on variable factors in the centre of the implementation process.

 Furthermore it was found that party uses detailed project work plan to facilitate its effectiveness. The analysis of the study revealed that party monitors and evaluates the strategies they implement and merge them with results, effectively implements various policies it formulates and that party provides enough motivation to their party members and its officials. This is in agreement with Barnat (2005) who noted that strategy implementation includes designing the organization's structure, allocating resources, developing information and decision process, and managing human resources, including such areas as the reward system, approaches to leadership, and staffing.

However it was found that political parties have efficient utilization of resources in their party as well as an elaborate policy formation and measurement within their party. According to Strickland (2011), strategy implementation is a step wise process with each activity having special tasks in pursuit of a common goal. Homburg et al. (2010) believes that the implementation of strategy is critical. Thus, while managers should be careful to develop an appropriate and effective strategy, they should assign the large portion of their attention and resources to activities and tasks which are related to implementation

Party Leadership and Strategic Implementation

In relation to party leadership the study established that party leadership has formulated a strong action plan for strategy implementation. This is in agreement with Joosti and Fourier (2009) that party leadership starts up the strategic thinking by providing vision then it establishes a culture in

which everyone knows what to do, what are the values of the firm. Basically values provide the direction .It is the duty of leadership to introduce the values or a corporate culture. It is the vision of leader that provides base line for strategy formulation and its commitment ensure the implementation of strategy (Sami, Qamar & Khalid, 2011).

The study again noted that leaders in of political parties are innovative and competent in helping the organization implement its strategies, leaders have the right qualities and attitude which supports employees and inspires them towards implementing various party strategies, leadership in the political parties have the requisite skills necessary for strategy implementation, the leadership in the political party are committed and supportive to the strategy implementation and that leadership style in political parties offers an environment that supports strategy implementation. However, respondents were not sure whether their leaders have adopted an open door policy for efficient communication needed for implementing party strategies. Menguc, Auh, and Shih (2007) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product. O'Reilly et al (2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly.

Party Resources and Strategy Implementation

The study established that the timeliness of funding of various innovative projects in the political party has enabled effective implementation of strategy. This is in accordance to Mankins and Steele (2008) study that resources deployment has to be discussed as early as possible in the whole implementation planning process, and these resources financial, human and time have to be included in the company's budget from the beginning. Grant (2010) observes that people's intellect creativity, skills, experience and commitment are necessary towards effective implementation. This is because people are the key strategic resource; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places

The analysis also showed that the resources allocated are utilized as per the set goals within the political parties in Kenya, there is adequate human resources in the political parties that supports strategy implementation, the party provides proper utilization of physical resources that are available which has enabled strategy implementation to be effectively carried out, there is an elaborate Information and Technology platform that makes party's strategy implementation a success. Lack of adequate resources namely funds, machinery /equipment, human capacity, skills and experience can hinder effective strategy implementation hence the adoption of proper or appropriate policies can be quite useful. Equally important is the adoption of an effective control system during strategy implementation (Pryor et al., 2009).

However, it was not clear whether political parties have a diversity of finance sources that enabled strategy implementation to be effectively carried out as well as having adequate allocation of financial resources to strategy implementation has enabled its success. According to Mehdi (2010) the limitation and competition for resources is a theme frequently relayed in relation to strategic change initiatives inside organizations.

Party Structure and Strategy Implementation

The research found that there are stringent control systems in the political parties that ensure continuous improvement for efficient strategy implementation. This correlates with Zaribaf and Bayrami (2010) who revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy).

The study also found that political parties have clear strategic mission and vision that create conducive environment to support strategy implementation. Furthermore, study came to understand that there is autonomy of various functional units in political parties that has enabled strategy implementation to be effectively carried out, political parties co-ordinate individual efforts and roles that facilitates smooth implementation of strategies, political parties have well documented processes and procedures on how it is supposed to operate hence improved strategy implementation. According to Lingard, Francis, and Turner (2012) creating that structure for managers is the selection of the organization structure and controls that will implement the chosen strategies effectively. It should be recognized that a political party is reliant on party members who typically have limited experience of implementing various strategies, other than where individuals have experience indirectly through education or through their careers (Reeves, 2011).

However, respondents were not sure if their political parties' structure is flexible for quick decision making hence enabling successful strategy implementation and whether their political parties have many hierarchical levels involved in decision making which influences strategy implementation. Forman and Argenti (2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy

Party Culture and Strategy Implementation

The study found those political parties' aggressiveness and dexterity approach has enhanced the strategy implementation process. According to Schein (2009) organizational culture is a collective behaviour of people that are part of an organization. It is formed by the organization values, visions, norms, working language, systems, and symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational

members as a way of perceiving, and even thinking and feeling. Organizational cultures affect the way people and groups interact with each other, with clients, and with stakeholders.

The findings also revealed that political parties have an adaptive culture with common values and beliefs which has facilitated strategy implementation, Owing to the popularity and diversity parties enjoys they are able to easily implement strategies, the party team orientation enhance efficient team relationships that is very key to strategy implementation, having enjoyed the goodwill that has seen political parties increase in size makes strategy implementation easier and that they have a culture that is encourages openness and transparency thus fostering strategy implementation. It was however neutral that by easily adopting to changes in political environment parties is able to teamwork and implement strategies efficiently. Ahmadi, Salamzadeh, Daraei, and Akbari (2012) studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and strategy implementation. Results of their study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

CONCLUSIONS

The study concludes that party leadership significantly affects strategic implementation of political parties in Kenya. This is enhanced by party leadership formulating a strong action plan for strategy implementation. Efficient strategic implementation within political parties in Kenya has been achieved by competent and innovative political leaders. However, most political parties have neglected an open door policy for efficient communication despite of having significant effects on strategy implementation.

Party resources were also affects strategy implementation of political parties in Kenya. The study concludes that adequate human resources in the political parties as well as proper utilization of physical resources that are available within political parties promote efficient strategy implementation of political parties. Hitherto, most political parties' posses elaborate Information and Technology platform that makes party's strategy implementation a success. However, political parties do not have a diversity of finance sources that enabled strategy implementation to be effectively carried out. They also lack adequate financial resources to strategy implementation.

The study also concludes that party structure significantly affects strategy implementation of political parties in Kenya. The study deduced that political parties have clear strategic mission and vision that create conducive environment to support strategy implementation. More so, proper co-ordination of individual efforts and roles within political parties has facilitates smooth implementation of strategies. However, some of political parties' structure is not so flexible for quick decision making hence hinders successful strategy implementation.

The study finally concludes that party culture influences strategy implementation of political parties in Kenya. The political parties' aggressiveness and dexterity approach enhances the strategy implementation process. The study concludes that a political party that adopts culture with common values and beliefs has a successful strategy implementation. Other aspect that affects strategy implementation of political parties in Kenya includes the party team orientation that enhances efficient team relationships, parties' goodwill, openness and transparency.

RECOMMENDATIONS

Based on research findings and conclusion the study recommends that management team of political parties should establish a strong and competent leadership to enhance proper implementation of strategy. The leadership should posses the right qualities and attitude that supports employees and inspires them towards implementing various party strategies. They should be committed and supportive to the strategy implementation as well as providing an environment that supports strategy implementation. The leadership of political parties should be tasked with formulation of a strong action plan for strategy implementation. The management team of political parties is also advised to adopt an open door policy for efficient communication for efficiency strategy implementation.

The study recommends that party resources allocated to the political parties should be well utilized as per the set goals within the political parties. The study also recommend to management team of political parties to have a diversity of finance sources that shall enable strategy implementation to be effectively carried out. They should also have adequate financial resources to strategy implementation.

The study recommends that management team of political parties should identifies and establish effective party structure which contains a positive effects on strategy implementation. The selected structure should possess stringent control systems that will ensure continuous improvement and efficient strategy implementation. Political parties should come up with clear strategic mission and vision that create conducive environment to support strategy implementation. The study further recommends that Political parties should continue to co-ordinate individual efforts and roles within political parties in order to facilitate smooth implementation of strategies. The study also recommends that management team of political parties should establish political parties' structure that is flexible for quick decision making and hence successful strategy implementation. They should also reduce the number of hierarchical levels involved in decision making within political parties to speedup strategy implementation process.

The study finally recommends that political parties should have an aggressive culture that enhances the strategy implementation process. The culture of the political party should be with common values and beliefs. The study also recommends that culture of political parties should

uphold party team orientation that enhances efficient team relationships and openness and transparency within the party.

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