STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE: A CASE OF ETHICS AND ANTICORRUPTION COMMISION NAIROBI HEADQUATERS, KENYA.

BY

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SEPTEMBER 2022
DECLARATION

This research project is my original work and has not been presented for a degree on any other award

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DEDICATION

I dedicate this work to my loving parents for their unconditional support. They have seen me through since I started my schooling. They continued support, dedication and commitment is unmatched. To my brothers and sister my deep appreciation goes to you for your continued support and encouragement.
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First, I thank God for the gift of life, strength and grace that he has granted me as I write this project. I would also like to thank my supervisor Dr Njuguna for his guidance, support and encouragement when writing this research paper. Special thanks to Kenyatta University fraternity for giving me an opportunity to do this research paper. The library, various departments and all those who continue to provide me with study materials and reference. I also pass my gratitude in a special way to my family and friends for the moral support and all the help as I continue writing this research paper. Thank you for your continued support may Almighty God blesses you abundantly.
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LIST OF ACRONYMS AND ABBREVIATIONS

EACC - Ethics and Anti-Corruption Commission

RBV - Resource Based View

KACA- Kenya Anticorruption Authority

KACC- Kenya Anti-Corruption Commission

SPSS- Statistical Package for Social Sciences
OPERATIONAL DEFINITION OF TERMS

Leadership

Is the process of according direction and governance in an institution towards attainment of specific goals.

Organizational Structure

This is grouping of tasks and individuals into smaller layers and clusters for effective and efficient task execution.

Organizational Performance

This refer to measure of the actual output of the organization against the set targets.

Strategic Management

Refers to the formulation & implementation of the organization’s practices vision and strategy by the top management in consideration of both the internal and external environment in which the firm operates.

Stakeholder Involvement

Process in whereby the grievances, needs and values of the public are incorporated into decision-making.

Communication

The imparting or exchanging of information by speaking, writing, or using some other medium.

Work allocation Strategy

This is the framework leveraged to inform decisions as to who to execute which tasks for successful project completion and distribution of work among team members.
ABSTRACT

The capacity to introduce new organizational practices is crucial if an establishment is to record continuous superior performance. The study’s main objective was to examine the effect of strategic management on organizational performance at the ethics and anti-corruption commission. Specifically, the investigator sought to explore the influence of leadership, stakeholder involvement, work allocation strategy and communication on organizational performance at EACC, Nairobi Headquarters. The investigator conducted both empirical and theoretical review where the concept of strategic management was analyzed. This research adopted the descriptive research design. The study’s target population comprised all the employees at the EACC who a total of 655 employees. The study employed stratified random sampling to select the representative sample. A sample of 87 was selected yielding a response rate of 74.7% Self-administered questionnaires were utilized for data collection. A pilot study was undertaken where 10 employees were selected randomly from EACC Nairobi headquarters. Content validity was sought through seeking expert opinions from research supervisor and other researchers to improve the questionnaire. To test reliability, the study employed the Cronbach’s alpha coefficient which ranges from zero (0) to (1). A Cronbach’s alpha value of 0.7 is considered acceptable. Form the results the research instrument was found to be reliable as the scores for all the scores were above 0.7. The data collected was analyzed using both inferential and descriptive statistics. The study found a significant and positive association between strategic management practices and organizational performance as evidenced by a p value of 0.000. The coefficients for leadership, task allocation strategy and communication were found to be positive and statistically significant whereas communication was found to have a positive but statistically insignificant effect on performance. The study concludes that it was imperative for the organization to adopt strategic management practices to spur organizational performance. The investigations draws recommendations including benchmarking with well performing institutions on the adoption and implementation of various strategic management practices and undertaking monitoring and evaluation to measure the impact of various interventions.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational change is prevalent among modern entities as firms strive to adjust to unstable environments of global political and economic world. There are numerous strong forces environments: technological innovations, competition, demographics and professionalism which shape the organization’s ability to adapt. Subsequently, the organization may shift focus, revise goals, restructure responsibilities and roles and advance new forms. This kind of change is important to the organization as it enables the business to maintain its competitive advantage and meet the needs of the customers, employees, suppliers, shareholders and the government.

According to Barnely & Hesterly (2008), a good strategy is the one which yields competitive advantage that distinguishes the firm from others by according it a sustained competitive edge that is rare, valuable and not imitable. Therefore, the strategy adopted should thus be distinct to create competitive advantage. Porter (1998) states that competitive advantage enables the firm to properly position itself in the market. According to Thompson and Strickland (2003) a strategy consists of the approaches and moves put forth by the management to yield desirable organizational performance while Hunger and Wheelen (2008) defined strategy as a plan which outlines the road map to which the organization will attain its objectives and mission.

Proper strategic management practice enables the firm to avoid the disconnect with the surrounding by creating a nexus between the organization and the environment in line with the goals, resources, external environment, values, organizational systems and structures. Strategy enables the organization to formulate and implement different tasks to remain competitive in the
dynamic environment. An organizational strategy defines its unique image, outlines its direction and purpose to its undertakings and to all actors associated with the establishment (Grant, 1998).

In a world of new technologies, shifting demographics, changing economies, fluctuating consumer preferences, reforming governments as well as dynamic competition organizations have no choice but to adopt the correct strategies. (De Wit & Meyer 2010). Kalshoven (2011) argues that we are in a world that changes constantly just like the establishments we work for. The society usually faces both planned and unprecedented environmental changes. Organizational change seeks better alternatives of utilizing the capabilities and resources so as to enhance the organization’s ability of increasing productivity and improve stakeholder returns (Gordon, 2011).

1.1.1 Strategic management practices

Strategy is a plan or pattern that incorporate a firm’s key goals, action and policy framework into one clarifying how and when the long-term objectives of the organization will be achieved (Burnes, 2004). It is a long-term oriented focused towards future growth projections, holistic, substantial and predominantly associated with the greatest level of management which determine the mission, vision and traditions of the business (Pillania, 2008). It is a framework for specifying the organization’s objectives and policy to achieve those objectives, evaluate the strategy and allocate resources.

According to David (2003), strategic management entails three stages namely strategy formulation, implementation and evaluation. Strategic management encompasses diverse strategic decisions and actions whose outcomes are strategy formulation and implementation to aid the attainment of the organizational objectives (David, 2003). Thompson, Gamble & Strickland (2007), described strategic management as the firm’s long-term roadmap where
managers set goals and advance strategies to attain these objectives in cognizant of the prevailing internal and external circumstances (Thompson, Gamble & Strickland, 2007). Strategic management entails analysis of decisions and actions to be undertaken by the firm to attain a competitive edge (Dess, Lumpkin, & Eisner, 2003).

Strategic management is long-term orientation, fronted towards the organization’s future growth potential, holistic, substantial and largely linked to the top management which dictate the mission, vision and the organization’s culture (Pillani, 2008). According to Thompson, Strickland & Gamble (2007), strategic management refers to the process whereby the top leadership establishes the firm’s long-term strategy, set objectives and design a roadmap to achieving the goals in cognizance of prevailing internal and external factors (Thompson, Strickland, & Gamble, 2007). Strategic management consists of analysis, actions and decisions used by the firm to attain a competitive edge (Dess, Eisner & Lumpkin, 2003). The survey will focus on four key strategic management practices namely leadership, stakeholder involvement, work allocation and communication.

Leadership plays a key role in creating a vision, mission, determination and identification of objectives effectively along with coordinating the undertakings of the organization (Xu&Wang, 2008). Stakeholders are any group or individual who are affected by an organization’s plans and consequently require all the managers to recognize claimants of stakeholder status (Jawaranda & McLaughlin, 2011). On the other hand, work allocation entails fair distribution and balancing of work across team members to produce optimum results. Work allocation ought to be carried out fairly to ensure that the principle of equality prevails (Robert, 2009). Similarly, through communication, the management conveys knowledge and skills to members to execute their strategic tasks. Communication is a crucial activity in the firm since the employees recognize their role in the system and their obligation to the different stakeholders.
1.1.2 Organizational Performance

Organizational performance is the measure of the firm’s actual output against set targets with respect to metrics such as time, speed, accuracy and completeness (Alisa, 2017). Euske & Lebans (2006) describe organizational performance as a combination of both the financial and non-financial measures which allude to the extent of attainment of objectives or goals. The scope of the objective may be short term, long term or strategic. Organizational performance measurement imply continuous data collection from the particular functional areas in the firm (Cantens, 2011). The organizational performance process entails the current monitoring and reporting activities implemented by the firm for attainment of organizational goals (Yasui, 2011).

Gavrea, Stegerean and Ilies (2011) present chronological perspective of the concept of organizational performance. They argue that in the 1950s, the concept was viewed as the degree to which enterprises, previously perceived as a social system attained their goals. During this period, the performance evaluation was inclined to individuals, work and organizational structure. The perception evolved in the 1960s and early 1970s to the ability of the organization to exploit its environment for utilizing limited resources. Nineteen eighties and 1990s saw the advancement of the concept that the firm is successful if its goals are accomplished (effectiveness) using the least resources (efficiency). Therefore, the notion that successful enterprises are those that achieve their objectives amidst limited resources.

For the study, the balanced scorecard will be used to measure performance. The balance scorecard is a comprehensive set of measures that considers both financial measures and non-financial indicators in an organization. In using the balance scorecard, approach performance is tracked and measured in different angles for instance financial performance, customer service, social responsibilities and employee stewardship. The balance scorecard therefore brings together, in a single management report, performance elements that were previously in separate
reports, enabling senior managers consider all important performance measures together and provides a holistic view of an organization’s performance.

1.1.3 The Ethics and Anti-Corruption Commission

Efforts to fight corruption in Kenya are traceable to the colonial period when the prevention of corruption act, chapter 65 was passed in 1956. Though the act provided a legislative framework of tackling corruption, little enforcement was done in the post-colonial period. This act was thereafter amended in 1991 to allow for more punitive measures for those found culpable of corruption. This formed the basis of the establishment of a police wing whose mandate was to exclusively combat corruption in 1993. Later in 1997, the enactment of the Prevention of Corruption Act paved way for the establishment of KACA. Unfortunately, the authority was disbanded in year 2000 after being declared unconstitutional and its mandate taken over by the Anti-Corruption Police Unit (Matemu, 2012-2013)

In 2003, the Kenya Anti-Corruption Commission (KACC) was founded through legislation, the Anti-Corruption and Economics Crimes Act (2003), whose sole mandate was to steer the fight against corruption in Kenya. However the Commission’s mandate was limited and lacked the appropriate constitutional backing. The EACC was established under the EACC Act NO 22 of 2011 enacted on 27th August 2011. The promulgation of the new constitution in 2010 gave the EACC an enlarged mandate to include; a functional autonomy, extended mandate, properly defined functions and power to collaborate with other state agencies to fight corruption. To discharge its mandate and duties the body collaborates with other agencies such as the directorate of public prosecutions, Interpol, Kenya police service, Parliamentary investment committee and the procurement oversight authority among others.
In Kenya, the investigation and prosecution of cases remains a contentious subject. Corruption is an almost insurmountable challenge with the parties engaging in the vice and amounts involved growing after every expose (Olola, 2011). Despite the spirited campaign by the government to rule out the vice over the last few decades, corruption has grown remarkably in both real numbers and perception. The growing number of legislation to fight corruption has proven to be insufficient putting the viability of the country’s development initiatives at risk (EACC, 2017). While a lot of efforts and resources have been directed in detecting and investigating corruption cases in Kenya, few gains have been made. Majority of the anti-corruption reforms have failed in the stage of implementation stage or effectively implemented (Kloop and Lumumba, 2017).

1.2 Problem Statement

Kenya’s political, social and economic development is largely impeded by corruption. Vision 2030 under Medium Term Plan III (2018-2022) envisions corruption as a major set-back towards the realization of social-economic transformation. Corruptions distorts growth and investment and has dictionary impact on all the service and productive sectors in the economy. Kenya obtained a score of 31 out of 100, in the global corruption index, a fall from a score of 28 points in 2019 in an index of 0 to 100 whereby 0 is mostly corrupt and 100 is corruption free (Transparency International- Kenya, 2021). A score of below 50 indicates serious levels of public sector corruption.

Over the last one decade, the fight against corruption has experienced tremendous changes in the legal framework that has seen the organization that is charged with the sole responsibility of enforcing anticorruption laws undergo changes in both its leadership and organizational structure. The challenge however is that strategy implementation in resource intensive requires goodwill by those who are to be involved in the implementation and effective leadership. Lack of necessary skills among public servants charged with implementing strategies is also a great
impediment to successful strategy execution (Allan, 2016). Kiraithe (2011) argues that the ethics and anti-corruption commission is largely considered to be resistant to change mainly due to its outdated organizational culture that impedes the change efforts. Among the challenges recognized are poor leadership, poor technology, rigid and outdated organizational culture, poor leadership and governance structures, and lack of proper communication, poor work allocation strategies and organizational structure.

In recent times, the issue of strategic management has attracted much attention. Waiganjo (2013) carried out a study that examined the effect of competitive strategies on the relationship between strategic Human Resource Management and firm performance of Kenya’s corporate organizations. Dimba and K’Obonyo (2009) examined the moderating role of employee cultural orientations on the association between strategic HRMP and firm performance of manufacturing multinational companies in Kenya. Iravo, Karanja and Namusonge (2011) assessed the role of conflict management in organizational performance in Kenya. Uzel, Namusonge and Obwogi (2014) investigated the effect of strategic management drivers on performance of the hotel sector at the Kenyan Coast. Ultimately, the effect of strategic management on performance has not been undertaken in the ethics and anticorruption commission (Galbreath, 2010). It is against this backdrop that this research will be undertaken.

1.3 Objectives of the study

1.3.1 General Objective

The main objective of the study was to investigate the influence of strategic management practices on performance at the ethics and anticorruption commission.

1.3.2 Specific objectives
i. To establish the effect of leadership on performance at the ethics and anticorruption commission

ii. To investigate the influence of stakeholder’s involvement on performance at the ethics and anticorruption commission

iii. To establish the effect of work allocation strategy on performance at the ethics and anticorruption commission in Kenya.

iv. To establish the effect of communication on performance at the Ethics and Anti-Corruption Commission

1.4 Research questions

i. How does leadership affect performance in the ethics and anticorruption commission in Kenya?

ii. How does stakeholder involvement affect performance at the ethics and anticorruption commission in Kenya?

iii. How does work allocation strategy influence performance at the ethics and anticorruption commission in Kenya?

iv. How does communication affect performance at the ethics and anti corruption commission of Kenya?

1.5 Significance of the study

This study may be useful in different ways. The findings of this study may assist public institutions in effective assessment of their strategies in order to achieve their objectives and to realize their mission, vision and core values. Management of the various government agencies
can draw applicable lessons from this report, while the management of other organizations may find this report useful in understanding how well they can adopt strategic management to enhance organizational performance.

Policy makers will utilize the study’s findings to understand the gaps at the directorate of criminal investigations and formulate policies that will enhance the overall performance of the sector. The results from this project will provide insight into strategic management practices impacting performance at the directorate of criminal investigations. This will allow the management to learn how to improve their organizational performance. The study will also provide new concepts and educational resource to improve their strategic insights about organizational performance in their organizations. The study findings will be used by future researchers in the field of academia to identify study gaps arising from the study on the subject of strategic change management practices and performance and thus a reference point for future studies.

1.6 Scope of the Study

The survey will seek to investigate the impact of strategic practices at the ethics and anticorruption commission in headquarters in Nairobi, Kenya. The strategic management practices to be covered include; leadership, stakeholder involvement, work allocation strategy and communication. The strategic management practices will be the independent variable while the dependent variable will be organizational performance. The research is will be conducted in between December 2020 and April 2021.

1.7 Limitations of the Study

In executing this research, the investigator might encounter limitation associated with respondents who are unwillingness to give information on grounds of confidentiality. This will
be addressed by assuring the respondents that the information shall fully be utilized for academic reasons. Furthermore, the investigator will seek a research permit from the respective directorates to be interviewed.

1.8 Organization of the Study

The first section will include an introduction of the study by providing the background and statement of the research problem. Chapter two covers both the theoretical and empirical literature review, outlining the research gaps. The third chapter outlines the methodology to be adopted in the study while chapter four will elaborate on data analysis and presentation of the findings and finally, the summary, conclusions and recommendations of the study will be presented in chapter five.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section identifies and analyzes the studies undertaken by other scholars and researchers pertaining the variables of the study. The reviews provide comprehensive discussions of what has been carried out and act as the basis upon which the results will be interpreted and also overcome the limitations of previous studies. The section commences by discussing the theories informing these concepts, the conceptual framework and empirical literature review on the variables depicting similarities, contradictions, critique of existing literature and finally stating the research gaps.

2.2 Theoretical Framework

The section highlights and examines the theories presumed to steer strategic change management within an organization. In this section the author considers the contributions on two theories namely Mckensey 7S framework and the dynamic capabilities theory.

2.2.1 Dynamic Capabilities Theory

This theory was advanced by Teece and Pisano (1994). The theory emphasizes on the firm’s ability to attain new sources of competitive advantage by adapting and surviving in the dynamic business environment (Teece et. al, 2007). The adaptation of the capacities is undertaken to address the organization’s operating environment which is usually uncertain. Capabilities distinguish an organization from others and therefore include the procedures and processes that enhance the organization’s core competencies. Capabilities are dynamic since the organization
must continue building on them, adjust and reconfigure the firm’s internal and external capabilities in order to rapidly adapt to the changing environment (Teece, 1997).

Changes in the operational environment of the organization have since increase in competition, locally, regionally and internationally. The increased competition requires businesses including public sector entities and organizations to align internal assets and other resources and capabilities to adapt to harsh operating environment, which consequently contributes to attainment and sustenance of competitive advantage. The modern public sector managers find themselves increasing demand placed on the firm from outside and decreasing internal flexibility of the organization thus unable to react and respond and tackle immediate needs (Ambrosini & Bowman, 2009).

The dynamic capabilities theory has been criticized for incomplete explanations, logical inconsistencies and halo effects of previous studies (Arend and Bromiley, 2014). This is majorly attributed to there is no universally accepted definition of DCT and its main variables (Pavlou & El Sawy, 2011). According to the authors, the dynamic capabilities portray laxity in the theoretical foundation and thus the field should deviate from the dynamic capabilities perspective. The theory is useful in the study since it informs firms on the need for allocating adequate resources to various strategic management functions that are required in the highly vital and sensitive sector which in this context refers to improved service delivery at the ethics and anti-corruption commission.

2.2.2 McKinsey 7S Framework

This McKinsey 7S Framework model was advanced by Waterman and Peters (1980). The model is based on the assertion that there exists seven internal organizational aspects that need to be streamlined for success to be realized which are structure, strategy, system, style, skills, staff and
shared values. The 7-S framework is applicable in diverse scenarios where business processes sequencing is useful for instance to assist strategist, grow the company’s performance, align processes and departments during acquisition and merger, foresee the implications of future organizational changes and settle on the best criteria to implement a proposed strategy.

The framework is applied as a strategic planning tool by strategists to show how seemingly disparate components of the organization are interrelated and reliant upon one another to best attain overall success. According to the framework master plan, structure and systems are hard elements whereas skills, style, shared values and staff are termed as the soft elements. In which hard elements focus on matters an organization can influence directly while the soft elements are seen in a firm in a more abstract way and can be found in the culture of the company. Jointly, these elements can predict where the company is going.

The premise of the model is that for excellent organizational performance to be realized, seven elements must be mutually aligned and reinforced. The framework can be used to establish the elements that should be realigned to improve and maintain good performances. This model argues that successful strategy implementation entails focusing on the seven key elements. The model has been underscored for inadequate empirical evidences. The model is deemed to lack flexibility. The concept fails to provide comprehensive information on the principle of organizational effectiveness and performance. The model is deemed relevant to the study as it elaborates on the need for concerted effort and collaboration among the different functions of the organization for it to function effectively. The theory’s focus on the human resource function as opposed to mass production tangibles make it useful to the study since the speed of expediting cases at the ethics and anti-corruption commission is largely dependent on the human resource component.
2.3 Empirical Review

2.3.1 Leadership and Organizational Performance

Asghar & Oino (2018) looked into the impact of leadership Styles on job satisfaction of specific retail outlets of Slough, UK. The study used a questionnaire for data collection. A response rate of 85% was obtained from a sample of 270 respondents. The findings revealed that transformational leadership has a positive impact on job satisfaction while the transactional leadership style has a negligible influence on job satisfaction. Thus, it can be alluded that the transformational leadership style is largely applicable in Slough’s retail sector.

Saleh, Nusari, Habtoor, & Isaac, O. (2018) explored leadership style and organizational performance of manufacturing companies in Yemen. The coverage of the study was confined to four regions of safe civil war. Further, the study adopted the quantitative whereby a 78.5% response rate was obtained. For hypothesis testing, SPSS was used to execute the CFA and EFA structural equation models. The findings revealed a positive impact of leadership on firm performance and further established that organizational commitment had an indirect mediating effect on performance.

Kieu (2010) undertook a survey on leadership style and organizational performances. The sample was drawn from web based survey where 151 IT experts from a famous communications firm in the US were interviewed. The Multifactor Leadership Questionnaire was used to draw insights where transformational was found to be a strong performance, commitment and satisfaction accelerator within firms by fostering commitment and empowerment as well as commanding a higher appreciation and regards for the leader. The findings established that leadership has a positive and significant effect on performance
2.3.2 Stakeholder involvement and Organizational Performance

Kenyoru (2015) analyzed stakeholder Engagement and Organizational Performance at Kenya Power. The key variables were employee investment, employee engagement in decision, performance management systems, customer recognition, product customization and customer relationship management on organizational performance. Stratified random sampling was employed obtain 215 clients and employees from a population of 718. multiple regression models and Pearson product moment correlation were employed and the findings indicated customer recognition, employee decision making involvement, customer relationship management, employee investment, performance management system and product customization to all have a positive effect on firm performance at 0.05 significance level. The study recommended that both the customer and employee ought to be considered as a crucial component in decision making process for realization of superior performance.

Tantalo and Priem (2016) identify the major categories of stakeholders to consist of employees, customers, shareholders and suppliers. They opine that the employees are likely to give effort and allegiance upon realizing that the form has their interest at heart and their opportunity cost is fully rewarded. This change in attitude is expected to lead to a rise in performance in the form of improved products that meet the low cost of production to guarantee customer’s value preposition. Green wood and Van Buren (2010) further note that the customers of an organization determined demand such that the demand increases with increase in the number of customers which enhances growth in sales and revenue which translates to increased profitability.

Aregbeshola and Munano (2012) in their study found that lack of stakeholder involvement results to poor performance due to lack of –luster implementation of the proposed plan thus the stakeholders buy-in is essential in the success of a strategy. Various stakeholders’ exhibit
knowledge on the information, knowledge and experience and their effective utilization of this knowledge is useful in the development of the organizational plan. Dess et al (2012) suggests that the involvement of stakeholders at the early planning stage of the development strategy ensures effective programs developed and realization of the organizational goals. Paris (2013) alludes that the stakeholder involvement in the strategic planning process creates external advocacy of the organization.

2.3.3 Work allocation Strategy and Organizational Performance

Feng, Jingang & Guangjie (2014) documented that a complex task can be first allocated to different clusters and further scheduled on all members of the cluster depending on the characteristics of the members of the group. The ideal task allocation strategy should also be one that saves the organizational resources. It can thus be speculated that successful strategic project completion is largely dependent on the effectiveness with which the organizational activities and resources are planned. The primary project management activities include task allocation, managing resources and tracking time and resources in the best way.

Krynke, Mielczarek & Vasko (2019) delved into staff allocation to workstations and organizational performance. The study examined the personnel allocation challenge which occurs in a typical company. Work normalization plays a key role in the management of the entire enterprise. It facilitates the computation of production cycles, allocation of activities and tasks for every team, evaluate the number of employees required in cognizant of their qualifications and skills, ascertain the equipment and machinery required and to compute labor costs and related dynamics.

Wang, Dang, & Wu, J. (2018) examined how task allocation strategy influences team performance. The study used a computational experiment approach to ascertain the task
allocation programs based on various teams’ requirements. The way the tasks are allocated to teams influences task processing and subsequently the team after processing of the task. Bearing in mind that knowledge requirement is the accelerator and that exchange of knowledge exchange is crucial, the KIT system model and a team performance measurement scale evaluate how divergent TASs influence various performance benchmarks of KITs. The findings reveal that the ideal TAS fluctuates depending on the conditions including team structures, knowledge of the members and tasks to be allocated precisely when the team member’s requirements are different.

2.3.4 Communication and Organizational Performance

Ngozi & Ifeoma (2015) explored effective communication and firm performance at NnadiAzikwe University, Awka. The study adopted the survey approach where both secondary and primary data was utilized. The study’s population was drawn from the selected university’s non-academic and academic staff where 130 Academic Staff and 170 non-academic were interviewed where 166 was selected using stratified random sampling and Taro Yamane technique. Chi-square x2 was used to analysis the hypotheses. The findings revealed that there exists a significant association between effective communication and performance of employees at UNZIK.

Husain (2013) identified the role of communication in business organizations as crucial for recommended change management. To encourage employees to advocate for change, organizations should address apprehensions and issues related to the entity. The desire for change and its benefits will encourage the staff to initiate change and execute it. Kibe (2012) explored the impact of communication strategies on firm performance. The study’s findings revealed the relevance from both the practical and theoretical perspectives. It affirmed that open communication environment is compulsory for organizational performance to remain effective.
Berry, Otieno, Njeru & Waiganjo (2015), examined the impact of communication on organizational performance at Kenya’s horticultural industry. The findings revealed that the exchange of information and ideas within the entity enhances operational efficiency and firm performance. Ngozi and Ifeoma (2015) examined effective communication and organizational performance. The findings revealed that there exists a significant association between effective communication and performance of employees at UNZIK. The study advocated that firms should consider communication as an important aspect in its management and map out strategies for storing information to mitigate loss of crucial information and minimize organizational conflict.

2.4 Research Gaps

Foster (2007) argues that many studies in strategy have focused on the scope of the organization and its performance indicators. It is important to note that strategic management answers the questions as to why some firms succeed while others fail, and in most cases, it delves into the causes for firm success and failure. Previous studies on strategic management have shown that it is a crucial tool in determining strategy and assessing on how plan of action is to be implemented to attain maximum benefit. Recent research shows that organizations that exercise strategic management drive firms towards superior organizational performance. Sifuna (2016) studied strategic management and performance of Kenya commercial Bank; the findings revealed that leadership, market focus and differentiation had a notable effect on organizational performance. Apart from the contextual gap presented by the study, the study variables were derived from the porter’s generic model which limits the scope to only competitive forces yet strategic management is a broad issue encompassing various components which the current study seeks to articulate. Kitsios (2017) investigated strategic management in public sector transformation in Greece. The findings reveal that employees in the public sector have experienced several changes but there is inadequate management support, training, clear vision and commitment among the
top management. The above study did not link the impact of strategic management to any performance indicators which will be addressed by the current study through introducing performance to determine that strategic management indeed has a quantifiable effect on performance. Similarly, Mbula (2018) delved into strategic management practices and performance of standard group limited. The findings revealed that strategic management performed an important role in enhancing performance at Standard group. The study focused more on the strategic planning processes and the activities that support strategy implementation. The current study will be more specific on the strategic management practices that support performance on the context to which the study is anchored (EACC). From the above analysis, it is evident that the subject of strategic management has largely been evaluated in other contexts and not the ethics and anticorruption commission of Kenya. With the current economic and financial crisis experienced in the country and the world at large, financial management and accountability ought to be exercised to the latter. The ethics and anti-corruption commission of Kenya has been hauled for lack of efficiency and slow prosecution of guilty parties. Lack of sufficient evidence has often been mentioned as the main impediment to prosecution and ultimate recovery of public funds. The study seeks to establish whether adequate deployment and management of strategies will result to increased organizational performance at the ethics and anti-corruption commission.

2.5 Conceptual Framework

The conceptual framework is a graphical representation between the independent and the dependent variables. The framework clearly demonstrates the existing association between the dependent and independent variables. The dependent variable was organizational performance whereas the independent variables was strategic management practices which include leadership, stakeholder involvement, work allocation strategy and communication.
Figure 2.1 Conceptual Framework

Source: Author, 2022
CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the research methodology used by the researcher in conducting the study. It discusses the target population, sample size and sampling technique, data collection procedure, data analysis and data presentation.

3.2 Research Design

The research adopted the descriptive research design. This design enabled the investigator to describe and explain the association between the variables under study. Research studies are designed to gather information that is pertinent regarding the current phenomenon and arrive at deductions. The descriptive design is deemed suitable as it describes the characteristics of the constructs under scrutiny (Cooper and Schindler, 2009). Descriptive survey describes the features of phenomenon or subjects, attitudes, preferences, perceptions and opinions of individuals with the researchers’ interest. It also gathers information from the sample which the investigator presents the findings of the entire population (Kothari, 2004)

3.3 Target Population

Burns and Burns (2008) defines target population as the characters of interest from which a researcher can draw deductions. According to Kothari (2004), population is a group of individuals, group of things, elements, events, services or households that are well-defined and which are being examined. The study’s target population comprised all employees in the ethics and anti-corruption commission in Nairobi headquarters a total of 655 employees that fall under
different directorates. The number of employees in each directorate is shown in the table 3.1 below.

**Table 3.1: Target Population**

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate of investigations</td>
<td>190</td>
</tr>
<tr>
<td>Directorate of Ethics and Leadership</td>
<td>56</td>
</tr>
<tr>
<td>Directorate of legal services</td>
<td>101</td>
</tr>
<tr>
<td>Directorate Preventive Services</td>
<td>28</td>
</tr>
<tr>
<td>Directorate of Field Services</td>
<td>236</td>
</tr>
<tr>
<td>Directorate of Finance and Administration</td>
<td>44</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>655</strong></td>
</tr>
</tbody>
</table>

Source: EACC Nairobi Human Resource, 2019

**3.4 Sample and Sampling procedure**

A sample is an extract from the population which is studies to draw inference of the entire population (Kothari and Gaurav, 2014). Stratified random sampling technique was adopted by the study to obtain the sample. This enabled the researcher to obtain a sample size from every stratum which is proportionate to the population size of the stratum such that each stratum has an equal sampling fraction. This accorded every member of the population an equal opportunity to participate and therefor higher statistical precision (Mugenda & Mugenda, 2013). The stratification was based on different departments at EACC see Table 3.1. For the study a significant sample of 87 were reached at using the Taro Yamani formula since it is scientific and can be used in cases of large population.
\[ n = \frac{N}{1 + N(e)^2} \]

Where; \( n \) = desired sample size

\( N \) = is the target population

\( e \) = acceptable margin of error estimated at 0.10 (standard value 0.10)

\[ d^2 = (0.10)^2 = 0.01 \]

\[ n = \frac{655}{1 + 655(0.01)} \]

\( N = 87 \)

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Population Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directorate of investigations</td>
<td>190(190/655*87)</td>
</tr>
<tr>
<td>Directorate of ethics and leadership</td>
<td>56(56/655*87)</td>
</tr>
<tr>
<td>Directorate of legal services</td>
<td>101(101/655*87)</td>
</tr>
<tr>
<td>Directorate of preventive services</td>
<td>28(28/655*87)</td>
</tr>
<tr>
<td>Directorate of field services</td>
<td>236(236/655*87)</td>
</tr>
<tr>
<td>Directorate of finance administration</td>
<td>44(44/655*87)</td>
</tr>
<tr>
<td>Total</td>
<td>655</td>
</tr>
</tbody>
</table>

3.5 Data Collection

According to Jensen (1976), data collection involves obtaining and measuring information of interest in a systematic manner in order to enable a researcher come up with answers for the research questions. The study will rely on both secondary and primary data Sources. The primary data was derived from the employees working for the different directorates at the ethics and anticorruption commission, while the secondary data was extracted from reports and publications on scorecard of proposed strategies and performance. On the questionnaire, Section A contained
the bio-data about the respondents and their businesses; section B covered the different strategic change management practices while section C measured organizational performance at EACC.

3.6 Pilot Testing

Kothari (2013) describes pilot testing of research instruments as an activity that seeks to reduce the ambiguity and complexity of research instruments sight that the items can be easily comprehended by the respondents. The pilot test ascertained whether the research instrument was be administrable during the actual study. Any complex, biased and ambiguous items in the instruments is modifies accordingly before proceeding to the field for the actual study. To conduct the pilot study 10 respondents were selected randomly from EACC Nairobi headquarters, the respondents had similar attributes as those of the respondents sampled for the actual study participated in the pilot study, however, the 10 did not participate in the final study.

3.6.1 Validity

Validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda & Mugenda, 2003). An instrument is said to exhibit validity when it measures what it intended to measure. In this research, to ensure the validity of the data collection instrument, the instrument was re-examined to ensure that it addresses the objectives. The researcher ensured content validity by seeking expert opinions from research supervisor and other researchers to improve the questionnaire.

3.6.2 Reliability

According to Mugenda and Mugenda (2003), reliability is the evaluation of the extent to which a research instrument produces similar results after several trials. Reliability allows the investigator to identify ambiguities and inadequate items in the research instrument and make appropriate corrections to enhance the reliability of the data. The study employed the Cronbach’s alpha
coefficient which ranges from zero (0) to one (1) to test reliability. According to (Kipkebut, 2010), reliability depicts the degree to which a group of test items can be treated as measuring a single latent variable (Croban’s 1951). A value of 0.7 is acceptable as recommended by Field et al., (2012). A crobanch’s value of below 0.7 demonstrates low internal consistency.

3.7 Data Analysis

According to Saunders, Lewis and Thornhill (2009), the data collected must be processed in so as to obtain more useful information. Mugenda and Mugenda (2003) indicated that the data collected must be cleaned, coded to facilitate the data analysis process. The primary data obtained from questionnaires was coded and fed into the SPSS computer software version 24. The study’s descriptive components were analyzed using descriptive statistics in form of percentages and frequencies. Regression analysis was executed by the investigator to establish strategic management practices that affect the organizational performance at the Ethics and anticorruption commission. Regression analysis was utilized to determine the association between the dependent variable (organizational performance) and the independent variables which are leadership, stakeholder involvement, work allocation strategy and communication.

The regression model of the study will be as depicted below;

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \]

Where; \( Y = \) Organizational Performance

\( \beta_0 = \) Constant (coefficient of intercept)

\( X_1 = \) Leadership
X2= Stakeholder involvement

X3= Work allocation strategy

X4= Communication

ε= Error term

3.9 Ethical Consideration

Before the study is undertaken, approval was sought from Kenyatta University Graduate School and Ethical clearance from Kenyatta University Research and Ethics Committee. The researcher applied for a research permit from NACOSTI to seek authority to conduct the study on the topic at the ethics and anti-corruption commission. The study adhered to confidentiality and anonymity for all relevant respondents by safeguarding their identity as well as adherence to plagiarism rules. All materials quoted or used from other authors are fully referenced.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results of the study on the effect of strategic management practices and performance at EACC. The findings are presented in five sections namely: the pilot test results, the demographic characteristics of the respondents, descriptive statistics on the strategic management practices, organizational performance, regression analysis and discussion of findings. The computation of frequencies, descriptive statistics and regression analysis is guided by research questions.

4.2 Response Rate

For the study, a total of 87 questionnaires were administered to the employees from different directorates at the EACC headquarters office. However, only 65 were fully filled and returned translating to a response rate of 74.71%. The overall response rate was presented in Table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>65</td>
<td>74.71%</td>
</tr>
<tr>
<td>Unreturned</td>
<td>22</td>
<td>25.29%</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Researcher (2021)
According to Mugenda and Mugenda (2010), a response rate of 70% and above is excellent for analysis and therefore the study was fit for drawing inferences and conclusions about the population.

4.3 Results from the Pilot study

A summary of scores of the Cronbach’s reliability coefficient is presented in Table 4.2

<table>
<thead>
<tr>
<th>Factor (Scale)</th>
<th>Number of Items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>8</td>
<td>0.82</td>
</tr>
<tr>
<td>Work-allocation Strategy</td>
<td>6</td>
<td>0.78</td>
</tr>
<tr>
<td>Stakeholder Involvement</td>
<td>10</td>
<td>0.89</td>
</tr>
<tr>
<td>Communication</td>
<td>8</td>
<td>0.91</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>10</td>
<td>0.96</td>
</tr>
</tbody>
</table>

Source: Researcher 2021

The alpha can take any value from zero (no internal consistency) to one (complete internal consistency). According to Mugenda and Mugenda (2007) the Cronbach’s Alpha for a variable should be greater than 0.7 for the instrument to be deemed as reliable. From the analysis, the Cronbach’s alpha values for leadership, work-allocation strategy, stakeholder involvement, communication and organizational performance were all above 0.70 (Table 4.2). The data collection instrument is therefore reliable and acceptable for the purpose of the study,

4.3 Demographic Characteristics

This section examines the biodata of the respondents. The aspects covered include the gender of the respondents, age of employees, education level and duration worked for the organization.
information provides a highlight of the characteristics of the work force in the organization and their understanding of the institution.

4.3.1 Gender

The study sought to establish the gender status of the employees. Understanding the gender ratio of the employees is key for ascertaining whether there is adequate representation of both genders in the organization. The findings were as shown in figure 4.1 below.

Figure 4.1: Gender

![Gender Pie Chart]

The results presented in figure 4.1 above show that majority of the respondents (62%) were male while 38% were female. Although there are more male than female employees in the organization, the male to female ratio is acceptable as it meets the one third gender rule.

4.3.2 Age of the Employees

The study sought to establish the age of employees working at EACC. This was useful as the age of the employees is directly tied to experience and creativity. The respondents were asked to indicate their age bracket and the findings were as shown in 4.2 figure below
The results above show that majority (39.23%) of the respondents are aged between 31-40 years, followed by 31.36% aged between 41-50, then 18.36% above 50 years while the least, 10.93% are aged between 20-30 years. From the findings, it can be deduced that majority of the population is youthful thus highly effective and innovative. The existence of ageing employees is also an indication of presence of an experienced team which is important in leading the organization towards success.

4.3.3 Education Level

The study explored the education level of the employees. The respondents were asked to indicate the highest education level. The results were as presented in Figure 4.3 below
The study established that majority of the employees (59%) had acquired university education. On the other hand, 19% were masters holders while 14.24% and 8.23% were secondary school certificate and PHD holders respectively. From the results, it is evident that most staff at EACC are degree holders thus competent and knowledgeable on various aspects of the organization.

**4.3.4 Duration in the Organization**

The study sought to establish the duration in which the employees have been working for the organization. The results are as shown in figure 4.4 below

**Figure 4.4: Duration in the Organization**
The results above show that majority of the employees 45.56% have been in the organization or less than 10 years, followed by 29.98% for above 10 years while the least, 23.46% have worked for the organization for less than 5 years. The fact that most employees have been in the organization for more than five years is a good sign of sustainability in the organization.

4.4 Strategic Management Practices

4.4.1 Leadership

The study sought to establish the extent to which various leadership practices have been implemented in the organization. The respondents were presented with various statements related to leadership and asked to rate the extent adoption in a five-point Likert Scale of 1- Not at all, 2-Little extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. The results were as shown in Table 4.3 below.

Table 4.3: Leadership

<table>
<thead>
<tr>
<th>The decision-making organs in the organization are well defined</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>65</td>
<td>4.1846</td>
<td>.72656</td>
</tr>
</tbody>
</table>
The organization's resources are well deployed 65 4.215 0.6729
The activities of each department and person is clearly 65 3.738 0.9565
 monitored by the top management
The firm has motivational systems that ensures success 65 4.030 0.9995
of strategy implementation
**Average** 65 4.042 0.8389

From the findings in Table 4.3, it is evident that majority of the respondents agree that the organization’s resources are well deployed (M=4.215, SD= 0.6729). This is followed by the assertion that the decision-making organs in the organization are well defined (M=4.1846, SD= 0.7265). On the other hand, the respondents agree that the firm has motivational systems that ensure success in strategy implementation (M=0.0308, SD= 0.999) while most support to a moderate extent that the activities of each department and person are constantly monitored by the top management (M=3.738, SD= 0.956). Overall, leadership is ranked high as evidenced by a grand mean of 4.04 implying that the organization complies with recommended leadership practices to spur performance. This is founded on fact that leadership influences the culture of the organization which in turn influences organizational performance. These findings agree with Kiei (2010) that leadership has a positive and significant effect on performance. The mean standard deviation is 0.838 implying that the responses are clustered around the mean.

4.4.2 Work - Allocation Strategy

The study established the extent to which various work allocation strategy initiatives have been implemented at EACC. The respondents were presented with various attributes and asked to rate in a five-point Likert-scale of; 1- Not at all, 2- Little extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. The results were as shown in Table 4.4 below.

**Table 4.4: Work-Allocation Strategy**
Employee 's skillset and experience are strongly considered when allocating assignments 65 3.3385 1.17629
Most urgent and wanting cases are given consideration during allocation of assignments 65 3.6615 .92326
Team execution is preferred to personalized effort when investigating cases 65 3.7231 .89281
Tasks are allocated based on the availability of officers to prevent delays and backlogs 65 3.5692 1.08928

Average 65 3.5731 1.02041

The findings as presented in Table 4.4 above reveal that on average, the work allocation strategies have been implemented to a moderate extent as shown by a grand mean of 3.5731. The specific means and standard deviation on the attributes were; employee 's skill set and experience are strongly considered when allocating assignments (M- 3.3385, SD- 1.17629), most urgent and wanting cases are given consideration during allocation of assignments (M-3.6615, SD- .923), team execution is preferred to personalized effort when investigating cases (M-3.7231, SD- .89281) and tasks are allocated based on the availability of officers to prevent delays and backlogs ( M-3.5692 ,SD- 1.08928). The average standard deviation of 1.02 shows that the responses were concentrated within the mean.

### 4.4.3 Stakeholder Involvement

The study explored the degree to which the stakeholders were involved in decision making at EACC. The respondents were presented with various attributes and asked to rate in a five-point Likert-scale of; 1- Not at all, 2- Little extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. The results were as shown in Table 4.5 below

| The agency properly understands the change needs of its stakeholders | 65 | 3.9385 | .86380 |
The organization perform in collaboration with other agencies such as government, international community and other stakeholders 65  3.0615  1.33319
There is adequate involvement on matters dealing with threats and weaknesses that face the urgency 65  3.9231  .87156
The organization perform in collaboration with other agencies such as government, international community and other stakeholders 65  3.8769  .91015
Average 65  3.7  0.99468

From the table, the highest mean recorded was on the attribute the agency properly understands the change needs of its stakeholders (M- 3.938, SD- 0.863). Similarly, the respondents agree to a large extent that there is adequate involvement on all matters dealing with threats and weaknesses that face the urgency (M-3.923, S.D- 0.871). Additionally, the study established that the organization perform in collaboration with other agencies such as government, international community and other stakeholders (M-3.877, SD- 0.910). However, the respondents were uncertain as to whether the organization perform in collaboration with other agencies such as government, international community and other stakeholders (M- 3.0615, SD- 1.333). The overall mean of 3.7 demonstrate that stakeholder involvement has an impact on organizational performance. These findings are in line with Kenyoru (2015) who established that various stakeholders such as customers and employees are a crucial component in decision making for realization of the company’s superior performance.

4.4.4 Communication

The further assessed the extent to which different communication strategies had been implemented at EACC. The respondents were presented with various attributes and asked to rate in a five-point Likert-scale of; 1- Not at all, 2- Little extent, 3- Moderate extent, 4- Large extent, 5- Very large extent. The results were as shown in Table 4.6 below

Table 4.6: Communication
From the analysis, majority of the respondents agree that the facility offers proper strategic management initiatives (M-3.87, SD- 0.992) followed by there exists a clear structure for communicating the organizations strategic practices (M- 3.78, SD- 1.17). Similarly, communication plays a fundamental role in linking up human and change initiatives form change relationships and the organization embraces vertical and horizontal communication in the process of change management were rated relatively high as shown by means of 3.67 and 3.63 respectively while the respondents were moderate as to whether lack of proper communication reduces and affect implementation of strategies as shown by a mean of 3.0923 and standard deviation of 1.182. The average mean of 3.612 imply that organization has embraced good communication practices. From the results, it can be said that open communication environment is compulsory for organizational performance to remain effective. These results concur with Nozi & Ifeoma (2015) who established a significant link between effective communication and firm performance.

4.5 Organizational Performance

The study sought to measure performance at EACC. Various questions were presented relating to different performance indicators. Responses were ranked in a five-point Likert scale of; 1-
Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly agree. The findings were as shown in Table 4.7

**Table 4.7: Organizational Performance**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The agency has been able to attain its</td>
<td>65</td>
<td>3.7077</td>
<td>1.16891</td>
</tr>
<tr>
<td>goals and execute its mandate even amid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>limited resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The agency has been able to leverage on</td>
<td>65</td>
<td>3.8154</td>
<td>1.11653</td>
</tr>
<tr>
<td>its employees to produce maximum outcomes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The quality of investigations undertaken</td>
<td>65</td>
<td>3.9538</td>
<td>1.09588</td>
</tr>
<tr>
<td>by the agency meets the expected thresholds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The agency has been able to undertake</td>
<td>65</td>
<td>2.4615</td>
<td>1.19996</td>
</tr>
<tr>
<td>investigations within the stipulated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>timeframes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The agency has the capacity to investigate</td>
<td>65</td>
<td>4.0615</td>
<td>1.24093</td>
</tr>
<tr>
<td>highly sensitive and complicated cases</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The stakeholders are satisfied with the</td>
<td>65</td>
<td>2.9615</td>
<td>1.39505</td>
</tr>
<tr>
<td>quality of services offered by the agency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>65</td>
<td>3.4936</td>
<td>1.20288</td>
</tr>
</tbody>
</table>

The results reveal that organization had not fully reached its performance targets as evidenced by an overall mean of 3.494, although some milestones have been made. Specifically, the means and standard deviations for different indicators were; the agency has been able to attain its goals and execute its mandate even amid limited resources (M- 3.708, SD- 1.169), the agency has been able to leverage on its employees to produce maximum outcomes (M- 3.815, SD- 1.116), the quality of investigations undertaken by the agency meets the expected thresholds ( M- 3.9538, SD- 1.096), the agency has been able to undertake investigations within the stipulated timeframes (2.4615, SD-1.199), the agency has the capacity to investigate highly sensitive and complicated cases (M- 4.06, SD-1.24) and the stakeholders are satisfied with the quality of services offered by the agency (M- 2.9615, SD- 1.395). The standard deviation of 1.2029 imply that the responses were dispersed around the mean response.

**4.6 Regression Analysis**
A regression analysis was performed in the study to determine the relationship between strategic management practices and organizational performance at EACC. Multiple regression analysis was performed and the results of the model summary, analysis of variance and regression coefficients are presented in the section below.

Table 4.7 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.702a</td>
<td>0.492</td>
<td>0.495</td>
<td>.80641</td>
</tr>
</tbody>
</table>

Predictors: Leadership, Work allocation strategy, Stakeholder involvement, Communication

From the model summary, the coefficient of determination ($R^2$) is 1.495. This means that 49.2 percent of change in organizational performance at EACC is attributed to leadership, work allocation, communication and stakeholder involvement. The remaining 50.8% variation in performance is due to other factors not included in the model. Further, the variation between R square and the adjusted R square is marginal (0.003) implying that the model is robust and consistent.

Table 4.8 : Analysis of Variance

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>37.843</td>
<td>4</td>
<td>9.461</td>
<td>14.548</td>
<td>.000a</td>
</tr>
<tr>
<td>Residual</td>
<td>39.018</td>
<td>60</td>
<td>.650</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>76.862</td>
<td>64</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| a. Predictors: (Constant), Leadership, Work allocation strategy, Stakeholder involvement, Communication |
| b. Dependent Variable: organizational performance |

ANOVA is computed to establish whether independent variables reliably predict the dependent variable. At 95% percent confidence level, the p value was 0.000 implying that the model adopted for the study is significant. Therefore, the selected strategic management practices can
used reliably, predict performance. The reliability of the model if further affirmed by the calculated F value of 14.548 which is greater than the F critical of 2.64.

**Table 4.9: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.245</td>
<td>.785</td>
</tr>
<tr>
<td>Leadership</td>
<td>.288</td>
<td>.101</td>
</tr>
<tr>
<td>Work allocation strategy</td>
<td>.306</td>
<td>.140</td>
</tr>
<tr>
<td>Stakeholder involvement</td>
<td>.161</td>
<td>.154</td>
</tr>
<tr>
<td>Communication</td>
<td>.412</td>
<td>.125</td>
</tr>
</tbody>
</table>

a. Dependent Variable: organizational performance

From the coefficients Table, the regression equation becomes:

\[ Y = 0.245 + 0.288X_1 + 0.306X_2 + 0.161X_3 + 0.412X_4 \]

Thus, when all factors are held constant, organizational performance at EACC would be 0.245. A unit increase in leadership would result to 28.8% improvement in organizational performance at EACC. On the other hand, a unit change in work allocation strategy will yield 30.6% positive and significant improvements in performance. Finally, if communication change by one unit, it will translate to 41.2 positive and significant changes in organizational performance.

From the regression analysis, the study established that there exists a statistically significant effect between strategic management practices and organizational performance at EACC. These findings are supported by Mohamud and Mohamed (2015) who found that strategic management practices significantly and positively influence organizational performance. The organization should therefore invest in strategic management practices to solve the performance problem.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The sections detail the summary of findings, conclusions and recommendations. The discussions are outlined based on the objectives. Further, the limitations of the study are outlined and areas for further study identified.

5.1 Summary

The study endeavored to establish the link between strategic management practices and performance at the Ethics and Anti-Corruption Commission (EACC). The study specifically to unravel the effect of: leadership on organizational performance, task allocation on organizational performance, communication on organizational performance and stakeholder involvement in organizational performance. Therefore, data analysis was performed based on the stated objectives. The study employed use of descriptive and inferential statistics. The descriptive statistics established that the leadership function was well and alive with properly defined decision-making organs and proper resource deployment. Similarly, the task-allocation strategies were somewhat well guided as the employees’ skill set and experience were considered as key factors when allocating tasks and most wanting cases accorded priority. On the other hand, the study established that the organization properly recognizes the change needs of its stakeholders and that there is adequate involvement of the stakeholders on matters dealing with the strengths and weaknesses of the stakeholders. Finally, the communication function was found to be well entrenched in the organization with proper communication structures in place.

5.1.1 Leadership and Organizational Performance
The study purposed to establish the relationship between leadership and organizational performance at EACC. The current study findings highlighted that leadership has a positive and significant effect on performance at EACC.

5.1.2 Task Allocation Strategy and Organizational Performance

The study purposed to unravel the relationship between task allocation and organizational performance at EACC. The current study findings highlighted that task allocation has a positive and significant effect on performance at EACC.

5.1.3 Stakeholder Involvement and Organizational Performance

The study purposed to establish the relationship between stakeholder involvement and organizational performance at EACC. The current study findings highlighted that stakeholder involvement has a positive effect on performance at EACC. However, the positive effect was not significant.

5.1.4 Communication and Organizational Performance

The study resorted to investigate the association between communication and organizational performance at EACC. The current study findings highlighted that communication has a positive and significant effect on performance at EACC.

5.2 Conclusion

The section provide the conclusions of the study based on the specific objectives which are; the effect of leadership on organizational performance, effect of task allocation on organizational performance, effect of stakeholder involvement on organizational performance and effect of communication on organizational performance.
5.2.1 Leadership and Organizational Performance

The study established a positive and significant link between leadership and organizational performance. It is therefore prudent that the organization adopts holistic leadership practices to spur performance. A crucial leadership strategy identified is the involvement of the employees in the decision-making function of the organization. This fosters ownership of the decisions arrived and enhance the commitment of the employees towards achievement of the goals. The study also concludes that good organizational strategies should be supported by adequate resources for successful implementation. According to the study, the implementation of strategies should be guided by well-established systems and proper leadership.

5.2.2 Task Allocation and Organizational Performance

The analysis established a positive and significant link between work allocation strategies and organizational performance. It is imperative that the organization considers the employees’ skillset and experience when allocating tasks as this will have an impact on performance. The study further outlines the urgency of cases and availability of officers as key considerations during task allocation. Finally, the study concludes that team execution produces more desirable outcomes than individual effort.

5.2.3 Stakeholder Involvement and Organizational Performance

Although the results portray that the nexus between stakeholder involvement was not significant, the study concludes that the agency works in collaboration with other entities such as government, international bodies among others. This was in a bid to understand the change needs of the stakeholders and expedite investigations.

5.2.4 Communication and Organizational Performance
The investigation found that there exists a positive and statistically significant link between communication and organizational performance. The study concludes that proper communication reduces delays in implementation of strategies. As such the organization has made strides in ensuring proper communication of strategic management initiatives by enabling vertical and horizontal communication in change management initiatives.

5.3 Recommendations

Based on the conclusions, the study makes the following recommendations.

5.3.1 Leadership and Organizational Performance

The leadership structures of the organization should be effective for attainment of desirable performance. Top management officials should be taken through trainings to acquire skills on resource utilization and the limits on which they should stamp authority. Awareness programs for ordinary employees should be created to educate on the need for involvement in the decision-making functions of the organization. Further, the study recommends the organization to benchmark with successful establishments to borrow and learn from good leadership practices.

5.3.2 Task Allocation Strategy and Organizational Performance

The task allocation strategies employed by the organization were found to be useful in driving the organization towards the anticipated performance. However, the organization should establish measurable performance indicators to ensure that maximum gain is derived the organization of assignments and duties through proper monitoring and evaluation and reporting frameworks.

5.3.3 Stakeholder Involvement and Organizational Performance

It was established that the positive link between stakeholder involvement and organizational performance is insignificant, this beats logic and therefore further studies should be conducted on
the subject to ascertain whether the results will be consistent. Based on these results, it is important to segregate the stakeholders and determine those whose actions have the greatest impact on performance and design the best approaches to bring on board their contribution to spur performance.

5.3.4 Communication and Organizational Performance

The study established a positive and significant link between communication and organizational performance. The study thus advocates for the streamlining of the communication function of the organization to improve performance. This can be achieved through transitioning from the traditional top-down communication approaches to more seamless and inclusive modes such as email and involvement of staff in decision making. The agency should also provide adequate and timely information to all the stakeholders on the status of investigations and adequate facts during prosecutions to foster trust in the organization.

5.4 Limitations of the Study

This study only covered one institution, the EACC and may not give a clear indication of the effect of strategic management practices on performance due to smaller sample and likelihood of biases. More reliable findings would be obtained if several agencies both private and public were incorporated. Additionally, challenges were experienced in collecting the data as some respondents were reluctant to respond the questionnaire despite consent being sought which is justified through the 74% response rate. Finally, the raw data had to be coded to SPSS to achieve synchronized information that can be analyzed which considerable time.
REFERENCES


Harris, A. et al., 2007. Distributed leadership and organizational change: Reviewing the evidence.


APPENDICES

Appendix I: Introductory letter

Dear Sir/ Madam

I am a student at Kenyatta University pursuing a Master’s Degree in business administration. I am conducting a research on the effect of strategic change management practices on performance at the EACC. This letter therefore is to request you to help me in conduct the study by completing the attached questionnaire. The information you give will be used for academic purposes only and will be treated with utmost confidentiality. Answer the question by ticking or crossing on the box where your opinion lies

Your cooperation will be highly appreciated.

Thanks in advance

Yours faithful

ROBINAH OSORO

ADM NO. D53/CTY/PT/37591/2016
Appendix II: Questionnaire

Please respond by ticking the appropriate box below:

1. What is your gender?

   Male ( )

   Female ( )

2. In which age bracket do you fall in?

   20 – 30 years ( )

   31 – 40 years ( )

   41 – 50 years ( )

   Above 50 years ( )

3. What is your level of education?

   Primary ( )

   Secondary ( )

   University ( )

   Masters ( )

   PhD ( )

   Others specify………………………………………………………...
4. What is your length of service?

   Less than 10 years ( )

   Between 10 and 19 years ( )

   Between 20 and 29 years ( )

   Above 30 years ( )

SECTION B: Strategic Management Practices

4. Does the Company have a strategic plan?

5. In your view, has the company fully implemented the current strategic plan?
   Please explain.

6. Is there monitoring and evaluation on the control of strategy implementation at EACC?
   Elaborate

7. Does the company constantly review strategy management decisions?

8. Indicate the extent of agreement on the extent to which each leadership apply to the organization. For each statement use the Likert scale which ranges from 5-1 where 5= Not at all; 4 = Little Extent; 3 = Moderate Extent; 2 = Large Extent and 1 = Very Large Extent to rate the extent of agreement.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The decision-making organs in the organization are well defined.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization’s resources are well deployed</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The activities of each department and person is clearly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
monitored by the top management
The firm has motivational systems that ensures success of strategy implementation

9. Indicate the extent of agreement on the extent to which work allocation strategy apply to the organization. For each statement use the Likert scale which ranges from 5-1 where 5= Not at all; 4 = Little Extent; 3= Moderate Extent; 2= Large Extent and 1= Very Large Extent to rate the extent of agreement

<table>
<thead>
<tr>
<th>Work allocation strategy</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s skillset and experience are strongly considered when allocating assignments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most urgent and wanting cases are given consideration during assignment allocation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team execution is preferred to personalized effort when investigating cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tasks are allocated based on the availability of officers to prevent delays and backlogs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Indicate the extent of agreement on the extent to which each stakeholder involvement apply to the organization. For each statement use the Likert scale which ranges from 5-1 where 5= Not at all; 4 = Little Extent; 3= Moderate Extent; 2= Large Extent and 1= Very Large Extent to rate the extent of agreement

<table>
<thead>
<tr>
<th>Stakeholder involvement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The agency properly understands the change needs of its stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ownership of the justice process remains</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>with the stakeholders at all levels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is adequate involvement on matters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
dealing with threats and weaknesses that face the agency

The organization performs its duties in collaboration with other agencies such as the government, international community and other stakeholders

10. Kindly indicate the extent of agreement on the extent to which each of communication apply to the organization. For each statement use the Likert scale which ranges from 5-1 where 5= Not at all; 4 = Little Extent; 3= Moderate Extent; 2= Large Extent and 1= Very Large Extent to rate the extent of agreement.

<table>
<thead>
<tr>
<th>Communication</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization embraces vertical and horizontal communication in the process of change management</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>The facility offers proper communication on strategic management initiatives</td>
<td></td>
</tr>
<tr>
<td>There exists a clear structure for communicating the organizations strategic practices</td>
<td></td>
</tr>
<tr>
<td>Communication plays a fundamental role in linking up human and change activities form change relationships</td>
<td></td>
</tr>
<tr>
<td>Lack of proper communication reduces trust and affects implementation of strategies</td>
<td></td>
</tr>
</tbody>
</table>

SECTION C: Organizational Performance 2. Using a Likert scale of 1-Very low, 2-Low extent, 3- Moderate extent, 4- Large extent, 5-Very large extent., please indicate with a tick the extent to which the organization has achieved its goals.
Organizational Performance

The agency has been able to attain its goals and execute its mandate even amid limited resources.

The agency has been able to leverage on its employees to produce maximum outcomes.

The quality of investigations undertaken by the agency meets the expected thresholds.

The agency has been able to undertake investigations within the stipulated timeframes.

The agency has the capacity to investigate highly sensitive and complicated cases.

The stakeholders are satisfied with the quality of services offered by the agency.

Thank you for Participating