

# **DRIVING STRATEGY INTO ACTION: HOW PARTY STRUCTURES SHAPE STRATEGY IMPLEMENTATION OF SELECTED POLITICAL PARTIES IN KENYA**

**Langat Jonathan Kipronoh.**

Kenya Methodist University, Kenya.

**Dr. Peter Kihara.**

Kenya Methodist University, Kenya.

**Nzili Mbele James.**

Kenya Methodist University, Kenya.

©2026

**International Academic Journal of Innovation, Leadership and Entrepreneurship (IAJILE) | ISSN 2518-2382**

**Received:** 10<sup>th</sup> June 2026

**Published:** 22<sup>nd</sup> June 2026

Full Length Research

**Available Online at:** [https://iajournals.org/articles/iajile\\_v3\\_i1\\_95\\_111.pdf](https://iajournals.org/articles/iajile_v3_i1_95_111.pdf)

**Citation:** Kipronoh, L. J., Kihara, P., Nzili, M. J. (2026). Driving strategy into action: how party structures shape strategy implementation of selected political parties in Kenya. *International Academic Journal of Innovation, Leadership and Entrepreneurship*, 3(1), 95-111.

## **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 aim of the study was to establish the effect of party structure on strategy implementation of political parties in Kenya based on Thompson and Strickland Model. Descriptive research design was adopted in the study targeting 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 of fifty-five respondents. Primary data was collected using questionnaires and was analyzed using descriptive statistics and inferential

statistics. The study established that that party structure significantly influenced strategy implementation. The study found that stringent control systems, clear mission and vision, functional autonomy, coordination of roles, and documented procedures supported strategy implementation in political parties. Regression results further indicated that party structure had a positive and significant effect on strategy implementation, with a unit increase in party structure leading to a 0.845 increase in strategy implementation. The study concluded that effective party structures are critical in transforming political strategies into coordinated action. The study recommended that political parties should strengthen control systems, clarify strategic mission and vision, improve coordination among functional units, document operational procedures and reduce unnecessary hierarchical delays in decision-making.

**Keywords:** Party Structure, Strategy Implementation, Political Parties, Control Systems, Electoral Performance.

## **INTRODUCTION**

Political parties are not only electoral vehicles but also formal organizations that require clear internal structures to translate strategic intentions into action. Although parties develop manifestos, policies, campaign plans and administrative programmes, the effectiveness of these strategies depends largely on how authority, responsibilities, communication channels and control systems are organized within the party. Strategy implementation therefore requires more than leadership commitment; it also depends on whether the party has a structure that

supports coordination, accountability, communication and timely decision-making (International IDEA & NIMD, 2013).

At the global level, political parties remain central institutions in representative democracy because they mobilize citizens, aggregate interests, develop policy alternatives, recruit political leaders and provide a platform through which citizens participate in governance (Catón, 2007). However, the ability of political parties to perform these functions depends not only on their public visibility but also on their internal organizational capacity. Parties with clear reporting lines, defined mandates, functional departments, internal communication systems and participatory decision-making structures are better positioned to coordinate strategy implementation. Conversely, parties with unclear authority patterns, weak internal procedures and excessive centralization may experience delays, duplication of roles, poor accountability and limited ownership of strategic decisions.

In many African political systems, party organization has often been affected by highly centralized decision-making, personality-driven control and weak institutionalization. Maiyo (2008) observes that political parties in East Africa have often tended to operate through autocratic or oligarchic organizational arrangements, where conformity is preferred to open debate and inclusive participation. Such structural weaknesses may limit the ability of members and lower-level party organs to participate meaningfully in strategy execution. Where decisions are concentrated at the top, party branches and functional units may become passive recipients of instructions rather than active participants in implementing party programmes. As a result, strategy implementation may be slowed by poor coordination, weak communication, limited autonomy and unclear operational procedures.

In Kenya, political parties operate within a legal and institutional framework that requires them to maintain identifiable structures, governing bodies, membership systems and operational procedures. The Political Parties Act, No. 11 of 2011, provides the legal basis for the registration, regulation and funding of political parties in Kenya, while also recognizing party organs, branches, office holders and governing bodies as part of party organization (Republic of Kenya, 2022). The Office of the Registrar of Political Parties further notes that political parties are expected to promote democratic participation, mobilize citizens, express citizens' interests and operate within legally recognized organizational structures (Office of the Registrar of Political Parties, 2023). However, the existence of formal structures does not automatically guarantee effective strategy implementation.

Political parties may have constitutions, national offices, branch networks and committees, yet still face implementation challenges if these structures are rigid, poorly coordinated or dominated by a few decision-making centres. Therefore, beyond legal registration and formal existence, the practical effectiveness of party structures depends on how well they support coordination, functional autonomy, accountability, internal communication and timely decision-making. This is important because strategic planning in political parties is intended to strengthen organizational capacity, improve internal coordination and enable parties to move

beyond short-term electoral activity toward more systematic institutional development (International IDEA & NIMD, 2013).

Strategy implementation in political parties requires structures that connect national leadership, technical departments, regional organs, grassroots branches and ordinary members. A well-designed party structure enables duties to be allocated clearly, resources to be directed to priority activities, decisions to be communicated efficiently, and performance to be monitored against strategic objectives. In contrast, weak or overly hierarchical structures may hinder implementation by creating delays, role conflict and poor feedback between the centre and lower party organs. This is consistent with the findings in the current study, which showed that party structure significantly affected strategy implementation, particularly through control systems, mission and vision clarity, functional autonomy, coordination of roles and documented procedures .

This study therefore focused on the influence of party structure on strategy implementation among selected political parties in Kenya. The study was guided by the view that the structure of a political party shapes how decisions are made, how responsibilities are shared, how internal units coordinate activities, and how strategic objectives are translated into practical outcomes. By focusing on party structure, the study contributes to the understanding of strategy implementation in political parties from an organizational perspective rather than from leadership alone.

### **Political Parties in Kenya**

Political parties are the vehicles of delegate popular government. They assume a few basic parts to make agent majority rule government a reality. These parts include: speaking to societal interests inside the state by partaking in Parliament; mingling political pioneers on the standards of popular government and vote based support; doing political training and correspondence by giving data on which the voters may base their determination of competitors before them; doing political activation and urging people in general to cast their votes in races; enlisting political pioneers; amassing and articulating interests; advancing pluralistic level headed discussions by exhibiting elective approach stages; and incorporating the different parties inside a nation into a durable country (Kenya Political Parties Act, 2012). In spite of the fact that it is broadly acknowledged that in many nations political parties are key to agent vote based system and to the procedure of democratization, they are likewise seen to be progressively powerless and have various blemishes in playing out the capacities that are basic to a sound majority rule government. These incorporate institutional, auxiliary and ideological esteems and societies which can make parties act in routes in opposition to vote based system (Maiyo, 2008).

In Kenya political parties are directed by Political Parties Act, 2011, Political parties may, subject to the arrangements of the Constitution and this Act, be shaped in Kenya to additionally purposes which are not in opposition to the Constitution or any composed law. A relationship of people or an association might not work or capacity as a political party unless it has been enlisted as per the arrangements of this Act (Kenya Political Parties Act, 2012). The

significance of political parties in the popularity based process can't, along these lines, be overemphasized. With regards to dispute and assorted variety in the social request and body politic, parties should be parts of an entire and should seek after the enthusiasm of their individuals and the national enthusiasm inside concurred standards. This is in contradistinction to groups which take part in horrendous and narrow minded battles for control of government positions and advantages.

Parties could be seen as associations that challenge races and take part in other open exercises intended to partake in staffing government and in affecting strategy (Kenya Political Parties Act, 2012). They have an identifiable mark and create a framework of supporters. A few experts see parties as first class claimed instruments for looking for and keeping up political power. However, this may not really dependably be right. In a majority rule government, parties are not customized, and constrained to serving just the interests of the first class. Or maybe, they have structures, rules, systems, standards and standards (Oloo, 2007). Likewise, they are regulated coalitions, not only for elites but rather for the mass of individuals also. Their formal hardware or structures are found at all levels of political action national, local, region, voting public, ward, and for sure the distance down to the grassroots. They work inside determined legitimate structures that characterize their enrollment, organization, parts and capacities, budgetary base, and operational principles and teach.

### **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). Skilled human resource is another major factor in enabling the implementation of the strategies. 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). 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. Consequently, the popularity of political parties may be waning, characterized by declining membership, general public disaffection and the rise of partisan identification (Hopkin, 2014). Despite several studies on political parties, globally and regionally, no study, known to the researcher, has ever been done on structure factors affecting strategy implementation in political parties in Kenya; this implies that there is scarce literature on the structural factors affecting strategy implementation of political parties in Kenya. This study aimed to fill this gap.

### **Objectives of the Study**

The purpose of the study was to establish how party structure influences strategy implementation of political parties in Kenya

## **THEORETICAL REVIEW**

As indicated by Thompson and Strickland Model (2008) usage procedures and exercises or utilization sets up forms that can be utilized to outfit an association towards set the set targets. As per this model, a few stages that an association ought to embrace so as to have an effective vital arrangement usage have been proposed. Each progression has exceptional errand that ought to be attempted. In the initial step, as indicated by Thompson show, an association ought to have structure that backings procedure execution i.e. suitable individuals to errand in the association, strengthening significant aptitudes and abilities in an association through limit building and preparing. It additionally goes further and expresses that an association ought to give satisfactory monetary assets that will empower the methodology to be executed on the grounds that for a procedure to be executed adequate assets ought to be accessible.

It has well-ordered plans with particular assignment that association can follow to impact their abilities. The accompanying measurement of this model were chosen and considered significant to this investigation: Creating a domain which can actualize systems. This measurement is suitable this investigation while taking a gander at the party structure. It has extraordinary undertakings that ought to be embraced to impact methodology execution. Performing administration measurement to be considered on the grounds that it demonstrates association authority ought to go about in its attempts to impact technique execution in an association. It indicates how authority prompts esteems arrangement, culture advancement, strife determination, and inspiration in an association giving money related assets (planning). This measurement is considered in light of the fact that it indicates party asset distribution is significant to the commitment of system execution in political party associations.

While the methodology ought to be picked in a way that it fits the association structure the way toward coordinating structure to system is mind boggling (Bryson, 2009). The structure that served the association well at a specific size may never again be fitting for its new or arranged size. The current structure and procedures in the association bolster in various routes, there is probably going to be issues should the current structures be utilized to actualize the progressions (Mapetere et al., 2012). The present structures should twist and weaken the expected methodology to the point where no noticeable change happens. As indicated by Lingard, Francis, and Turner (2012) making that structure for chiefs is the determination of the association structure and controls that will execute the picked techniques viably.

Zaribaf and Bayrami (2010) uncovered that technique is defined by top administration solely and center level administrators just actualize the methodology unless an extensive variety of changes is required before usage (structure arrangement with procedure). Bhimani and Longfield-Smith (2007) concentrated their investigation on how hierarchical structure impacts procedure usage and found the procedure of methodology execution to be organized and formal. They additionally reasoned that amid the procedure improvement process more prominent accentuation is put on money related data, however amid the execution stage both monetary and non-budgetary data are underlined. In an exploratory investigation including

corporate correspondence and system execution, Forman and Argenti (2005) found that the inside correspondence inside an organization has an all-encompassing hand in making procedure, as well as in effectively actualizing methodology.

As needs be, if the political party were to offer political technique execution preparing, at that point it would be dependent on the formal and casual systems to additionally course the political vital data inside the parties that is essential for usage of methodology (Gibson & Ward, 2009). This makes various potential issues. To begin with, there is a threat that the more extensive parties would see political showcasing as a midway forced activity that may fuel disdain and detachment maybe to the whole procedure. Second, since political methodology execution is probably going to be another thought, the political promoting system may not be reliably actualized in view of an absence of abilities and resourcing. Third there is a threat that those people who don't comprehend political advertising may feel estranged, and trust that they can't any more drawn out make a full commitment to the parties. In this manner the execution of political showcasing inside political parties confronts various likely threats in light of budgetary and human asset restrictions. Because of such resourcing impediments, the requirement for successful political key administration is basic (Reeves, 2011).

Whilst the strategy should be chosen in a way that it fits the organization structure the process of matching structure to strategy is complex (Bryson, 2009). The structure that served the organization well at a certain size may no longer be appropriate for its new or planned size. The existing structure and processes in the organization support in different ways, there is likely to be problems should the existing structures be used to implement the changes (Mapetere et al., 2012). The current structures may as well distort and dilute the intended strategy to the point where no discernible change takes place. 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.

Zaribaf and Bayrami (2010) 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). Bhimani and Longfield-Smith (2007) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and 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.

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). Political parties have traditionally developed training, guidance, support systems, and communication

systems most notably e-communication systems around the idea of campaigning (Gibson & Ward, 2009).

According to Akinyele (2011) the organizational structure and strategies adopted by oil and gas marketing companies affect market share positively. Lavie's (2006) gave evidence that the level of organizational structure and strategies is positively related to company effectiveness. Reeves (2011) reported that more successful companies have well defined organizational structures in sharp contrast to less successful companies. There is a positive relationship between the unstructured organizational patterns and large firm financial performance. Organizational structure is normally described as the way responsibility and power are allocated, and work procedures are carried out among organizational members.

Robbins and DeCenzo (2015) argue that the OS performs a significant role in the achievement of organizations set objectives and accomplishment of its strategic goals and direction. Organization's structure becomes more relevant when it is in harmony with the objective mission, competitive environment and resources of the organization. They believe "One cap fits all" is non-existence in an organizational structure design as no two firms are entirely similar and as such faces different challenges from its environment. Mansoor et al. (2012) reportedly assert that performance effect of OS is moderated by changes in the environment and hence, conclude that to attain desired superior performance by an organization adequate attention is required to have OS that can match the prevailing environment dynamism in place. These structures are characterized with different attributes such as control, communication, organizational knowledge, task, prestige, governance and values. Hajipour, Mohammad and Arash (2011) studied on relationship between industry structure, strategy type and organizational characteristics. Results indicate industry structure determines organizational characteristics.

Mansoor et al. (2012) contend that ideal organizational structure is a recipe for superior performance. Organizational structures are discussed in the extant literature with reference to two key factors; formalization and centralization (Bucic & Gudergan, 2014). Organizational structure includes the nature of layers of hierarchy, centralization of authority, and horizontal integration. It is a multi-dimensional construct in which concerns: work division especially roles or responsibility including specialization, differentiation or departmentalization, centralization or decentralization, complexity; and communication or coordination mechanisms including standardization, formalization and flexibility. The main feature of new organizational structures is the flexibility and the ability to acclimatize to the changing environment (Lenz, 1980).

Adeoye and Elegunde (2012) indicated that an organic structure, with its low degree of formality and high degree of information sharing and decentralization, improves an organization's flexibility and ability to adapt to continual environment change. Organizations having different levels of adaptation would utilize different strategies to match their structural arrangements. According to Miles and Snow's (1978) strategy typology organizations with

ahigh-level of adaptation would exhibit a prospector strategy and organic structure while organizations with a low-level of adaptation would adopt a defendant.

Oyewobi et al. (2013) study on impact of organizational structure and strategies on construction organizations performance, found that organization structure has no direct impact on both financial and nonfinancial performance. Hao, Kasper, and Muehlbacher (2012) study in Austria and China found that organizational structure influence performance directly and indirectly. According to Robbins and DeCenzo (2015) organization structure has two essential functions which are control and coordination. Controls involve making sure that decision makers at all levels use the managerial or hierarchial constrains as of one of the criteria in making their decisions. According to Bucic and Gudergan (2014) there are four generic types of control mechanism which include centralization, formalization, outputs and cloning. Robbins and DeCenzo (2005) defines formalization as degree to which jobs are standardized while defines centralization as a situation where decisions are made at the top of the organization. Bucic and Gudergan (2014) consider decentralization as pushing decision authority downward to lower-level employees. There are different types of organizational structure which include divisional structure, functional structure geographical structure, horizontal structure, hybrid structure and matrix structure. Waweru (2014) study on large private sector in Kenya found that there was weak correlation of strategy and performance.

## **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 in Kenya.

### **Sampling and Sampling Design**

Sampling is 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, 2000). 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.

### **Reliability Test**

Reliability is the extent to which the measurement is random error- free and produces the same results on repeated trials (Cooper & Schindler, 2011). Cronbach alpha was used to ascertain the reliability of factors extracted from the Likert scale in the questionnaire because it determines the internal consistency or average correlation in a survey instrument. Cronbach alpha is a coefficient of internal consistency used as an estimate of reliability and it ranges in values from 0-1. A reliability test was conducted for indices of strategy implementation to enhance their credibility in the study. Most researchers consider an alpha at .70 to be an acceptable criterion for adequate scale reliability.

### **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 was also made to the respondents on the information being sought.

### **Data Analysis and Presentation**

Cooper and 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 use of percentages, means, modes and standard deviation was employed. For inferential statistics, a linear regression model was used to indicate the extent to which the independent variable affects strategy implementation in the political parties under study. The model is below

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where, Y represents the dependent variable (Strategy Implementation),  $\beta_0$  is a constant term,  $X_1$ -Party structure,  $\varepsilon$  is the error term.

## **RESEARCH FINDINGS AND DISCUSSION**

The target population of the study was fifty-four (54) registered political parties. 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. Out of 55 questionnaires administered as per the sample size of the study, a total of 43 questionnaires were filled and returned giving a response rate of 78.18% which is above what Mugenda and Mugenda (2003) prescribed as a significant response rate for statistical analysis and established at a minimal value of 50%.

### **Reliability Analysis**

Reliability analysis 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 the party structure was 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**

	<b>Cronbach's Alpha</b>
Party structure	.993

**Strategy Implementation**

The respondents were requested to show their level of agreement with the statements in relation to strategy implementation. The results are shown in Table 2.

**Table 2: Strategy implementation**

<b>Strategy implementation</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is an elaborate policy formation and measurement within our party	3.2558	.78961
Our party effectively implements various policies it formulates	4.1395	.94065
There is efficient utilization of resources in our party	3.3953	.62257
There is enough motivation for our party members and its officials	4.0000	1.04654
Our party monitors and evaluates the strategies they implement and merge them with results	4.1628	1.06749
Our party uses detailed project work plan to facilitate its effectiveness.	4.2093	.96506
The party measures performance to realize the key objectives set from the strategy	4.7674	.47994

The analysis showed that respondents greatly agreed that their party measures performance to realize the key objectives set from the strategy as shown by a mean score of 4.7674. They also agreed that their party uses detailed project work plan to facilitate its effectiveness as shown by a mean score of 4.2093. The respondents further agreed that their party monitors and evaluates the strategies they implement and merge them with results, effectively implements various policies it formulates and that their party provides enough motivation for their party members and its officials as illustrated by a mean scores of 4.1628, 4.1395 and 4.0000 respectively. Respondents were however neutral that their political parties have an elaborate policy formation and measurement within their party as well as efficient utilization of resources in their party as indicated by mean score 3.3953 and 3.2558 respectively.

**Party Structure and Strategy Implementation**

The study also sought to know how party structures affect strategy implementation of political parties in Kenya. Table 3 shows level of agreement of respondents to statements related to party structure.

**Table 3: Party Structure and Strategy Implementation**

Party Structure	Mean	Std. Deviation
1. The party has clear strategic mission and vision that create conducive environment to support strategy implementation.	4.1628	1.04495
2. Our party has well documented processes and procedures on how it is supposed to operate hence improved strategy implementation	3.8140	1.02947
3. The party has many hierarchical levels involved in decision making which influences strategy implementation	2.9767	1.10170
4. The party structure is flexible for quick decision making hence enabling successful strategy implementation	3.2558	1.11469
5. The party co-ordinate individual efforts and roles that facilitates smooth implementation of strategies.	3.9070	1.19152
6. There is autonomy of various functional units in our party 4.1628 that has enabled strategy implementation to be effectively carried out		.94944
7. There are stringent control systems in our party that ensure continuous improvement for efficient strategy implementation	4.4419	1.03054

The analysis showed that respondents agreed that there are stringent control systems in their party that ensure continuous improvement for efficient strategy implementation as shown by a mean score of 4.4419. They also agreed that their party has clear strategic mission and vision that create conducive environment to support strategy implementation as shown by a mean score of 4.1628. The respondents further agreed that there is autonomy of various functional units in their party that has enabled strategy implementation to be effectively carried out, their party co-ordinate individual efforts and roles that facilitates smooth implementation of strategies, their party has well documented processes and procedures on how it is supposed to operate hence improved strategy implementation as illustrated by a mean scores of 4.1628, 3.9070 and 3.8140 respectively. Respondents were however neutral that their party structure is flexible for quick decision making hence enabling successful strategy implementation and that their party has many hierarchical levels involved in decision making which influences strategy implementation as indicated by mean score 3.2558 and 2.9767 respectively.

**Regression Analysis**

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

**Table 4: Model Summary**

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

Table 4 is a model fit which establish how fit the model equation fits the data. The adjusted R<sup>2</sup> 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 structure 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 5: ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1625.82	1	406.455	32.868	.000
	Residual	469.92	41	12.366		
	<b>Total</b>	<b>2095.74</b>	<b>42</b>			

The probability value of 0.00 indicates that the regression relationship was highly significant in predicting how party structure 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 6: Coefficients of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
				Beta		
1	(Constant)	1.351	0.432		3.127	.0032
	Party structure	0.845	0.148	0.672	5.709	.0000

The established model for the study was:

$$4.1 \ Y = 1.351 + 0.845 X_1$$

The regression equation above has established that taking all aspects of party structure into account 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 scores of party structure would lead to a 0.845 increase in the scores of strategy implementation. The variable was significant ( $p < 0.05$ ).

The research found that there are stringent control systems in the political parties that ensure continuous improvement for efficient strategy implementation. 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.

## Conclusions

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 facilitated smooth implementation of strategies. However, some of political parties' structure is not so flexible for quick decision making hence hinders successful strategy implementation.

### **Recommendations**

The study recommends that management team of political parties should identify and establish effective party structure which contain 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 their parties in order to facilitate smooth implementation of strategies. The study also recommends that management team of political parties should establish structures that are 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 speed up strategy implementation process.

### **REFERENCES**

- Adeoye, A. O., & Elegunde, A. F. (2012). Impacts of external business environment on organisational performance in the food and beverage industry in Nigeria. *British Journal of Arts and Social Sciences*, 6(2), 56–65.
- Akinyele, S. T. (2011). Strategic marketing: A panacea for success of Nigerian oil and gas industry. *Global Journal of Management and Business Research*, 11(2), 80–94.
- Bhimani, A., & Langfield-Smith, K. (2007). Structure, formality and the importance of financial and non-financial information in strategy development and implementation. *Management Accounting Research*, 18(1), 3–31. <https://doi.org/10.1016/j.mar.2006.06.005>
- Boas, T. C., Hidalgo, F. D., & Richardson, N. P. (2014). The spoils of victory: Campaign donations and government contracts in Brazil. *The Journal of Politics*, 76(2), 415–429. <https://doi.org/10.1017/S002238161300145X>
- Bryson, J. M., & Alston, F. K. (2011). *Creating your strategic plan: A workbook for public and nonprofit organizations* (3rd ed.). Jossey-Bass.
- Bucic, T., & Gudergan, S. P. (2004). The impact of organizational settings on creativity and learning in alliances. *Management*, 7(3), 257–273.
- Catón, M. (2007). *Effective party assistance: Stronger parties for better democracy*. International Institute for Democracy and Electoral Assistance.
- Cole, G. A. (2004). *Management theory and practice* (6th ed.). Thomson Learning.
- Cooper, D. R., & Schindler, P. S. (2011). *Business research methods* (11th ed.). McGraw-Hill/Irwin.
- Forman, J., & Argenti, P. A. (2005). How corporate communication influences strategy implementation, reputation and the corporate brand: An exploratory qualitative study.

- Corporate Reputation Review*, 8(3), 245–264.  
<https://doi.org/10.1057/palgrave.crr.1540253>
- Ghauri, P., & Grønhaug, K. (2005). *Research methods in business studies: A practical guide* (3rd ed.). Pearson Education.
- Gibson, R., & Ward, S. (2009). Parties in the digital age: A review article. *Representation*, 45(1), 87–100. <https://doi.org/10.1080/00344890802710888>
- Gliem, J. A., & Gliem, R. R. (2012). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. *Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education*.
- Hajipour, B., Talari, M., & Shahin, A. (2011). An investigation of the relationships among industry structure, strategy type, organizational characteristics and organizational performance: A case study of the food and chemical industries of Iran. *African Journal of Business Management*, 5(16), 7085–7098. <https://doi.org/10.5897/AJBM10.846>
- Hao, Q., Kasper, H., & Muehlbacher, J. (2012). How does organizational structure influence performance through learning and innovation in Austria and China. *Chinese Management Studies*, 6(1), 36–52. <https://doi.org/10.1108/17506141211213717>
- Hopkin, J. (2004). The problem with party finance: Theoretical perspectives on the funding of party politics. *Party Politics*, 10(6), 627–651. <https://doi.org/10.1177/1354068804046911>
- International Institute for Democracy and Electoral Assistance, & Netherlands Institute for Multiparty Democracy. (2013). *Strategic planning for political parties: A practical tool*. International IDEA. <https://www.idea.int/sites/default/files/publications/strategic-planning-for-political-parties.pdf>
- Kombo, D. K., & Tromp, D. L. A. (2006). *Proposal and thesis writing: An introduction*. Paulines Publications Africa.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.
- Lavie, D. (2006). The competitive advantage of interconnected firms: An extension of the resource-based view. *Academy of Management Review*, 31(3), 638–658.
- Lenz, R. T. (1980). Environment, strategy, organization structure and performance: Patterns in one industry. *Strategic Management Journal*, 1(3), 209–226.
- Lingard, H., Francis, V., & Turner, M. (2012). Work-life strategies in the Australian construction industry: Implementation issues in a dynamic project-based work environment. *International Journal of Project Management*, 30(3), 282–295.
- Maiyo, J. (2008). *Political parties and intra-party democracy in East Africa: From representative to participatory democracy*. African Studies Centre Leiden.
- Mapetere, D., Mavhiki, S., Nyamwanza, T., Sikomwe, S., & Mhonde, C. (2012). Strategic role of leadership in strategy implementation in Zimbabwe's state owned enterprises. *International Journal of Business and Social Science*, 3(16), 271–276.
- Miles, R. E., & Snow, C. C. (1978). *Organizational strategy, structure, and process*. McGraw-Hill.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Acts Press.

- Office of the Registrar of Political Parties. (2023). *The political parties manual*. <https://orpp.or.ke/wp-content/uploads/2023/06/The-Political-Parties-Manual.pdf>
- Oloo, A. G. R. (2007). The contemporary opposition in Kenya: Between internal traits and state manipulation. In G. R. Murunga & S. W. Nasong'o (Eds.), *Kenya: The struggle for democracy* (pp. 90–125). Zed Books/CODESRIA.
- Oyewobi, L. O., Windapo, A. O., Cattell, K. S., & Rotimi, J. O. B. (2013). Impact of organisational structure and strategies on construction organisations' performance. In *Proceedings of the 38th Australasian Universities Building Education Association Conference*. Australasian Universities Building Education Association.
- Reeves, P. (2011). *Building a Political Brand: Ideology or Voter Driven Strategy*. Sage Publications.
- Republic of Kenya. (2022). *Political Parties Act, No. 11 of 2011: Revised edition 2022*. National Council for Law Reporting. [https://orpp.or.ke/wp-content/uploads/2023/06/Political\\_Parties\\_Act\\_11\\_of\\_2011\\_2022\\_Edition.pdf](https://orpp.or.ke/wp-content/uploads/2023/06/Political_Parties_Act_11_of_2011_2022_Edition.pdf)
- Robbins, S. P., & DeCenzo, D. A. (2005). *Fundamentals of management: Essential concepts and applications* (5th ed.). Pearson Prentice Hall.
- Thompson, A. A., Strickland, A. J., & Gamble, J. E. (2008). *Crafting and executing strategy: The quest for competitive advantage: Concepts and cases* (16th ed.). McGraw-Hill/Irwin.
- Zaribaf, M., & Bayrami, H. (2010). An effective factors pattern affecting implementation of strategic plans. *Academic and Business Research Institute Conference Proceedings*, 508–517.