THE NEXUS BETWEEN PARTY LEADERSHIP AND STRATEGY IMPLEMENTATION OF SELECTED POLITICAL PARTIES IN NAIROBI COUNTY, KENYA

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ABSTRACT

Political parties across the globe continue to grapple with institutional and structural challenges with the potential to compromise their legitimacy, effective functioning and eventual survival. These challenges include declining membership, poor institutionalization, weak internal organization, serious internal conflicts and inferior electoral performance which are mainly caused by lack of strategy implementation. Therefore, the main objective of the study was to establish the extent to which the party leadership influence strategy implementation of political parties in Kenya. The theoretical foundation of the study was based on the Ricky Griffin's Model. Descriptive research design was used in the study as it ensures complete description of the situation, ensuring that biasness is minimized in data collection. The study targeted fifty-four registered political parties in Kenya whose head offices are within Nairobi, whereby a sample size of eleven parties were selected through purposive sampling technique comprising of executive director, director of strategy, director of membership recruitment and services, director of financial services and director of policy making a sample respondent of fifty-five. The study used mainly primary data which was collected using questionnaires containing closed ended questions in a Likert scale. The data was analyzed using descriptive statistics and inferential statistics. For inferential statistics, regression analysis was conducted to show the relationship between the dependent and independent variables. Data collected from the questionnaires was checked for errors, coded and then analyzed with the aid of SPSS software. The study found that party measures performance to realize the key objectives set from the strategy. In relation to party leadership the study established that party leadership has formulated a strong action plan for strategy implementation. The study concludes that party leadership significantly affect strategic implementation of political parties in Kenya. Based on research findings and conclusion the study recommends that management team of political parties should establish a strong and competent leadership to enhance proper implementation of strategy.

Keywords: Political parties, Electoral performance, Strategy implementation, Party leadership.

INTRODUCTION

Political parties in any political system typically find themselves in a complex and uncertain environment. Change is constant within all parties and party organizations, and in their external surroundings (Omrod, 2011). These changes include new individuals taking up positions among the leadership, cadres and back office, and others leave; budgets change, sometimes for the better, sometimes for the worse; changes may be made to the constitutional arrangements,

legislation and other types of regulation concerning the political process and political parties (Zaribaf & Bayrami, 2010).

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

In East Africa, political parties are portrayed by a best down hierarchical structure where power and basic leadership is exceedingly brought together. This pretty much rules out deliberative basic leadership forms including party participation and additionally methodology execution. This inflexible authoritative structure is to a limited extent acquired from the frontier heritage where provincial chairmen and political elites directed to, and settled on choices for the benefit of the local populaces without interview (Kanyongolo & Malyamkono, 2008). Political parties in this manner have a tendency to be dictatorial or oligarchic in their authoritative structures where congruity is desirable over basic civil argument of issues, and is upheld through incognito and obvious weight, and illicit assents including suspension and even ejection from the party. These practices prompt serious constraints on procedures of comprehensiveness and straightforwardness while rearing patrimonialism and henceforth trading off intra-party vote-based system and influencing usage of methodologies.

Political parties in Kenya have had a tendency to carry on more like groups than parties. Albeit political parties are articulations of social auxiliary clash circumstances (cleavages), they more than some other just establishment have the ability to produce positive crosscutting cleavages by conglomerating various interests as opposed to articulating particular ones (Chege, 2007). Political parties in Kenya have neglected to express financial or some other equitably satisfactory ideological cleavages and have had a tendency to verbalize interests on the premise of ethnicity, in this way, heightening effectively existing societal divisions, pressures and clashes (Oloo, 2007). Political parties in Kenya are described by poor procedure usage which have prompted constant inner wrangles.

While planning a technique is typically a best down attempt, actualizing it requires synchronous best down, base up, and crosswise over endeavors (Cater & Pucko, 2010). As indicated by Bell, Dean, and Gottschalk (2010), system execution is regularly the most confounded and tedious piece of key administration, while methodology detailing is basically a scholarly and inventive act including examination and combination, technique usage is an associating circle amongst plan and control. Provide food and Pucko (2010) presumed that while 80% of firms have the correct methodologies, just 14% have figured out how to actualize them well. Components that they recognized to influence methodology execution incorporate

authority style, data accessibility and exactness, vulnerability, hierarchical structure, authoritative culture, HR, and innovation. As indicated by Yabs (2007), various elements must be investigated while executing a technique. These are essentials for execution, assets for usage, authority aptitudes, initiative qualities and volatile characters.

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 (Kanyongolo & Malyamkono, 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 factors affecting strategy implementation in political parties in Kenya; this implies that there is scarce literature on the factors affecting strategy implementation of political parties in Kenya. This study aimed to fill this gap. There is also little information addressing strategy implementation by political parties as being influenced by party leadership, party resources, strategic planning and party structure, posing a knowledge gap. This study sought to address these factors as affecting strategy implementation in political parties in Kenya.

Objectives of the Study

The main objective of the study was to establish the effect of party leadership on strategy implementation of political parties in Kenya.

Theoretical Review

The study was hinged on the Ricky Griffin's Model. As per Griffin (2007), the fundamental concentration in usage is recognizing point of view and successful factors about execution of techniques. The principal factors that impact execution as per this model are: Leadership, which gives guidance, correspondence, inspiration of staffs and setting up of culture and esteem chain in an association. By doing this, pioneers offer heading and impacts association execution.

Another factor is association structures which, as indicated by this model, are division of work, decentralization of capacities and setting up straightforward association structures that will settle on basic leadership quicker. The third factor is Technology. Appropriate utilization of innovation, work planning can impact association execution. Data control framework, appropriate control framework which incorporates money related planning, data framework, legitimate guidelines and strategies will impact association execution. Human Resource, enlistment of qualified staff advancement, work improvement will upgrade association execution (Griffin, 2007).

This model is important to this examination since it indicates authority routes in which a political party can do keeping in mind the end goal to impact system execution. It has five essential capacities that an association should investigate, they are administration, structures, innovation, data control framework, human asset each of these capacities have sub works that ought to be finished. This model aides the investigation to comprehend system usage. Shows what is should have been done keeping in mind the end goal to have effective execution.

Authority assumes a key part in the detailing and usage of procedures. It is the obligation of authority to present the qualities or a corporate culture. It is the vision of pioneer that gives benchmark to system detailing and its dedication guarantee the usage of procedure (Sami, Qamar and Khalid 2011). Planned systems can't be executed without the contribution of each one. Everybody ought to comprehend the need of progress and ought to contribute their push to effectively actualize the systems. Also, no one but administration can rouse and propel the general population to bring change since individuals dependably oppose change. Initiative attempts to discover the holes via deliberately examining the earth both interior and outer. Furthermore, create plans to fill these holes by usage of such plans (Ascot, 2008).

Research demonstrates that pioneers regularly substantially affect execution as indicated by O'Reilly, Caldwell, Chatman, Lapiz and Self, (2010). They characterize initiatives as a man's capacity, in a formally appointed various leveled part, to impact a party to accomplish authoritative objectives. Accordingly in the usage procedure the pioneer can assume a critical part. He needs to guarantee that whatever is left of the association is focused on the system, by persuading the representatives that another methodology is vital and furthermore make an importance of procedure, so the workers bolster this technique. He needs to manage resistance, dispense assets and make agreement. Specialists have likewise inspected the impact of various leveled administration in executing techniques. O'Reilly *et al.* (2010) examine inferred that it was just when pioneers' adequacy at various levels (chains of importance) was considered in the total that noteworthy execution change happened while actualizing techniques. Usage joins various angles, some of which can be changed straightforwardly and some of which must be changed by implication. The last angles are more troublesome for vital authority to control and change. While examining how usage of aggressive systems influences specialty units' execution. Menguc, Auh, and Shih (2007) contended that directors' utilization of transformational administration abilities brings about the best focused procedures, including advancement separation, showcasing separation, and ease of the item. The authority style in a given association impacts how the picked techniques will be actualized. Authoritative structure, assignment of duties, flexibility of chiefs to decide, and the motivators and prizes frameworks will all be affected by the administration style in a specific association.

Lynch *et al.* (2006) brings a level headed discussion into the requirement for key administration in political parties. The accentuation is that that there is a requirement for clear vital initiative if political parties wish to essentially advance their utilization of political methodologies. It can be stated that this administration should originate from the parties' pioneer and other senior chose government officials keeping in mind the end goal to guarantee that a political advertising system has authenticity inside the party, and in people in general field. By equitably

chose political parties pioneers supposedly supporting political systems, they are influencing it to clear this is the heading that the association will take. At the end of the day, it goes about as an approach to convey and bolster a political execution activity and signs to parties of people remotely yet in particular inside that the dialect of political promoting is acknowledged in the party condition (Joosti & Fourier, 2009).

Authority bolster for a political procedure usage act subsequently to flag social change inside the association, and along these lines lessens the potential antagonism and imperviousness to the presentation or execution of political methodology inside a political party. This association of the chose party administration in political methodologies thusly empowers human and money related assets to be redistributed all the more successfully to address the issues of the political key approach. The unelected party authorities and staff ought to have a supporting part to the initiative while executing political key projects. It can be contended that a political vital approach drove by party experts without key authority is probably going to bomb as its presentation will need equitable authenticity, therefore undermining its ability for viable procedure usage (Boas *et al.*, 2014).

Leadership plays a vital role in the formulation and implementation of strategies. It is considered as a link that relates the strategic management process with the organization's vision. It starts up the strategic thinking by providing vision then it establishes a culture in which everyone knows what to do, what are the values of the firm. Basically, values provide the direction (Joosti & Fourier 2009). It is the duty of leadership to introduce the values or a corporate culture. It is the vision of leader that provides base line for strategy formulation and its commitment ensure the implementation of strategy (Sami, Qamar & Khalid 2011). Formulated strategies cannot be implemented without the involvement of everyone. Everyone should understand the need of change and should contribute their effort to efficiently implement the strategies. And only leadership can inspire and motivate the people to bring change because people always resist change. Leadership works to find out the gaps by carefully scanning the environment both internal and external. And develop plans to fill these gaps by implementation of such plans (Ascot, 2014).

Research shows that leaders often have a substantial impact on performance according to O'Reilly, Caldwell, Chatman, Lapiz and Self, (2010). They define leaderships as a person's ability, in a formally assigned hierarchical role, to influence a group to achieve organizational goals. Thus, in the implementation process the leader can play an important role. He has to assure that the rest of the organization is committed to the strategy, by convincing the employees that a new strategy is important and also create a meaning of strategy, so that the employees support this strategy. He has to deal with resistance, allocate resources and create consensus. Researchers have also examined the influence of hierarchical leadership in implementing strategies.

O'Reilly *et al.* (2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects,

some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units' performance, Menguc, Auh, and Shih (2007) argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product. The leadership style in a given organization influences how the chosen strategies will be implemented. Organizational structure, delegation of responsibilities, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in a particular organization.

Lynch *et al.* (2010) introduces a debate into the need for strategic leadership in political parties. The emphasis is that that there is a need for clear strategic leadership if political parties wish to significantly further their use of political strategies. It can be asserted that this leadership should come from the party leader and other senior elected politicians in order to ensure that a political marketing strategy has legitimacy inside the party, and in the public arena. By democratically elected political party leaders being seen to support political strategies, they are making it clear that this is the direction that the organization will take. In other words, it acts as a way to communicate and support a political implementation initiative and signals to audiences externally but most importantly internally that the language of political marketing is accepted in the party environment (Joosti & Fourier, 2009).

Leadership support for a political strategy implementation acts therefore to signal cultural change inside the organization, and thus reduces the potential negativity and resistance to the introduction or implementation of political strategy inside a political party. This involvement of the elected party leadership in political strategies therefore enables human and financial resources to be reapportioned more effectively to meet the needs of the political strategic approach. The unelected party officials and staff should have a supporting role to the leadership when implementing political strategic programmes. It can be argued that a political strategic approach led by party professionals without strategic leadership is likely to fail as its introduction will lack democratic legitimacy, thus undermining its capacity for effective strategy implementation (Boas *et al.*, 2014).

Leadership is an ability of firms to anticipate, envision and maintain flexibility, and empower others to create a strategic chance and a viable future of the organization (Kjelin, 2009). Leadership as the ability of an experienced, senior leader who has wisdom and vision to create and execute plans and make consequential decisions in the volatile, uncertain, complex and ambiguous strategic environment. Montgomery (2014) argues that, few leaders allow themselves to think about strategy and the future. Leaders should give direction to every part of the organization policy implementation from the corporate office to the loading dock. Organizational leadership is therefore the ability of the leaders to create and re-create reasons for the organization's continued existence. The leader must have the ability to keep one eye on how the organization is currently adding value and the other eye on changes, both inside and outside the organization, that either threaten its position or present some new opportunity for adding value during policy implementation.

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, behavior, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group (Cooper & Schindler, 2011). The descriptive research design was chosen in the study since it ensures complete description of the situation, ensuring that biasness is minimized in data collection.

Target Population

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

Sampling and Sampling Design

Sampling is 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 led 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 were 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.

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 could be employed. For inferential statistics, a linear regression model was used to indicate the extent to which each independent variable affects strategy implementation in the political parties under study. The model is below

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

Where, Y represents the dependent variable (Strategy Implementation),

β_0 is a constant term,

X_1-Party leadership,

ε 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 all the variable scales were reliable as their reliability values exceeded the prescribed threshold of 0.7. This therefore depicts that the research instrument was reliable and therefore required no amendments.

Table 1: Reliability Analysis

	Cronbach's Alpha
Party leadership	.933
Strategy Implementation	.871

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

	Mean	Std. Deviation
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. The findings were in conjunction with Koske (2008) who argues that a brilliant strategy that cannot be implemented creates no real value. Strategy implementation has become the most significant management challenges which all kinds of corporations' face at the moment.

Party Leadership and Strategic Implementation

The study sought to know how party leadership affects strategic implementation in the political parties.

Table 3: Party leadership and strategic implementation

Party Leadership	Mean	Std. Deviation
1.Leadership style in our party offers an environment that supports strategy implementation	4.2791	.73438
2.The leadership in our party have the requisite skills necessary for strategy implementation	4.0000	1.19523
3. Our leaders have the right qualities and attitude which supports employees and inspires them towards implementing various party strategies	4.3488	.81310
4. The party leadership have formulated a strong action plan for strategy implementation	4.7442	.69327
5.I am aware that leaders in our party are innovative and competent in helping the organization implement its strategies	4.4186	.98156
6. The leadership in our party are committed and supportive to the strategy implementation	4.0233	1.05759
7. Our leaders have adopted an open-door policy for efficient communication needed for implementing party strategies	3.2791	.73438

In relation to party leadership the respondents strongly agreed that their party leadership have formulated a strong action plan for strategy implementation as shown by a mean score of 4.7442. leadership in their party have the requisite skills necessary for strategy implementation, the leadership in their party are committed and supportive to the strategy implementation and that leadership style in their party offers an environment that supports strategy implementation as shown by a mean score of 4.4186, 4.3488, 4.2791, 4.0233 and 4.0000 respectively. They were however neutral that their leaders have adopted an open-door policy for efficient communication needed for implementing party strategies as shown by a mean score of 3.2791. This is in agreement with Joosti and Fourier (2009) that party leadership starts up the strategic thinking by providing vision then it establishes a culture in which everyone knows what to do, what are the values of the firm. Basically, values provide the direction. It is the duty of leadership to introduce the values or a corporate culture. It is the vision of leader that provides base line for strategy formulation and its commitment ensure the implementation of strategy (Sami, Qamar& Khalid, 2011).

Regression Analysis
A linear regression model was used to indicate the extent to which 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^2 was used to establish the predictive power of the study model and it was found to be 0.753 implying that 75.3% of the variations in strategy implementation of political parties in Kenya is explained by party leadership, party resources, party structure and party culture leaving 24.7% percent unexplained. Therefore, further studies should be done to establish the other factors (24.7%) affecting the strategy implementation of political parties in Kenya.

Table 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		
	Total	2095.74	42			

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

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.351	0.432		3.127	.0032
Party leadership	0.762	0.196	0.684	3.888	.0003

The established model for the study was: $\mathbf{Y = 1.351 + 0.762\, X_1}$

The regression equation above has established that taking all factors into account (party leadership) constant at zero strategy implementation was 1.351. The findings presented also show that taking all other independent variables at zero, a unit increase in the party leadership would lead to a 0.762 increase in the scores of strategy implementation. The variable was also significant ($p<0.05$).

Conclusions

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

Recommendations

Based on research findings and conclusion the study recommends that management team of political parties should establish a strong and competent leadership to enhance proper

implementation of strategy. The leadership should possess the right qualities and attitude that supports employees and inspires them towards implementing various party strategies. They should be committed and supportive to the strategy implementation as well as providing an environment that supports strategy implementation. The leadership of political parties should be tasked with formulation of a strong action plan for strategy implementation. The management team of political parties is also advised to adopt an open-door policy for efficient communication for efficiency strategy implementation.

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