



## **STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC COMMUNICATION INSTITUTIONS IN KENYA**

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### **ABSTRACT**

This research provides in-depth analysis on the role of management practices and the importance of telecommunication institutions in Kenya. Currently Kenya has a total of 19 entities categorized as Ministries, Departments, Agencies and state Corporation (MDAS). The research aims to assess how management practices affects performance of public communication Institutions. Despite extensive research on the factors that contribute to the success of public institutions, there was a need for more research on the communication industry with an aim of looking at how practices of management contribute to its success; hence the study aimed at weighing on management practices as one of the key elements with an understanding of making recommendations that can be used to improve the performance of the public sector through proper management. The research design was descriptive survey of selected outlets and branches of the Postal Corporation of Kenya. A stratified random sampling technique chosen the intended sample size from the group. Data was collected by the use of questionnaires which was distributed to targeted respondents who returned the completed forms for analysis. The target population was the staff at the Postal Corporation of Kenya, covering 2,712 participants. From this a sample size of 349 staff was drawn by using Slovins formulae ( $n = \frac{N}{1 + Ne^2}$ ). The collected data was presented and analyzed through report writing, tabulation, and simple statistics. The study concludes that structural alignment has a significant effect on performance of public communication institutions in Kenya. The study also concludes that technology integration has a significant effect on performance of public communication institutions in Kenya. From the findings, this study recommends that the organization should establish clear and cohesive coordination mechanisms between different departments or units within the institutions.

**Key Words:** Structural Alignment, technological integration, performance

## Background of the Study

This chapter covers the background of the study on how management practices affect the performance of communication public institutions, the statement of the problem, the objectives of the study, the significance of the study, research questions, limitations, and the scope of the study. The origins of strategic management practices can be traced back to ancient military strategies employed by great military leaders like Sun Tzu and Clausewitz. These early concepts emphasized the importance of careful planning, resource allocation, and outmaneuvering opponents to secure victory.

The fundamental principles of strategic thinking in warfare laid the groundwork for the application of similar concepts in the business realm. In the 20th century, scholars and practitioners began to recognize the need for sound management practices in strategic planning at the corporate world. Pioneers such as Alfred Chandler and Igor Ansoff played pivotal roles in developing the early theories of corporate strategy, advocating for a more systematic approach to aligning an organization's resources, structures with its goals.

Global public institutions are international organizations formed by two or more countries/states, governments, or other public international organizations such as regional economic integration organizations like the world bank, United Nations, European Union, and the OECD. Executive orders designate them according to the International Organization Immunities Act (22 U.S.C. 288). Long before the world all over, there has never been a global government. This made it difficult for countries to resolve emerging issues during their interactions and trade.

As a result, there was a need to find common ground where such cases would be resolved and guided. This necessitated forming Global Public institutions to facilitate emerging trade Global issues and fill the gaps. With this, there was a practical need to have strategies to help stabilize the new global public structure and institutions. Collins (2021) states that international institutions face barriers to strategy implementation from internal and external sources. According to the study, five internal obstacles to strategy implementation include limited financial resources, staff shortages / unskilled workforce, role ambiguity, a risk-averse culture, and poor communication.

Historically Kenya, Uganda, and Tanzania have appreciated a long history of cooperation under successive regional integration provisions. These are not limited to The East African Community (1967-1977) and The East African Cooperation (1993-2000). Initially, there was the East African Common Services Organization. This was succeeded by the East African Community (E.A.C.), founded in 1967. The E.A.C. is a regional intergovernmental organization with its work guided by its treaty (2000), which established the community. Its Headquarters is in Arusha. It acted as a link between the tripartite countries.

It provided the Corporation with the maintenance of a common market and the operation of standard services between the republics of Burundi, Kenya, Rwanda, Uganda, Tanzania, and South Sudan. After the dissolution of E.A.C. in 1977, a permanent tripartite commission for East African Corporation was established to enhance the Corporation among its members. The body continued with the mandate until July 2000, when the second incarnation of the East African Community was proposed to integrate its members more deeply to establish a regional political federation.

The E.A.C. has several public institutions, including the East African Development Bank (EADB), The East African Competition Authority, The East African Health Research Commission, and The Inter-University Council of East African (IUCEA). Before them, there was the East Africa Post and Telecommunication, which failed in 1977 due to different economic systems in the other countries; hence, implementing the set strategies became a big challenge.

Public communication institutions have played a significant role in developing nations and their social fabric. There has been need have an explicit model that defines what public institutions are, how they work, and their purpose, which makes them discrete from other forms of organizations. In Kenya, the public sector comprises the Central government, Local government, development partners, and Public Corporations. The public sector can be defined as a body of government officials employed in civil occupations that are neither political nor judicial governments (Bryson & George, 2020)

The arrangement of public institutions varies from one jurisdiction to the other, but most commonly, Public institutions in an economy are concerned with providing essential government services, which include but are not limited to Police Service, Military, Primary Education, Postal Services, etc. the public sector might provide services that non-taxpayer cannot be excluded from, services which benefit the whole society rather than just individual who uses the service and encourage equal opportunity (PSCK, 2009)

The business environment has recently become progressively volatile, posing many risks to the public organizations' growth. Therefore, Organizations have found it indispensable to employ sound management practices to accomplish their overall corporate goals and stay relevant in the face of onslaught by the private entities. Management practices is a critical component in the strategic management process and is the action that prepares and moves the organization through the volatile environment toward its desired goals. The contingency theory holds that there is no best way to manage an organization effectively and that any form of organizing is only equally effective if the design of an effective organization and its subsystems fit with the environment and between its subsystems. Therefore, realizing an organization's mission and vision means actualizing its intentions through implementing its strategic goals.

Researchers have pinpointed several problems not limited to competing goals and activities, uncontrollable environmental factors, inadequate capabilities, poor coordination, unaligned organizational systems and resources, unclear strategy, and lack of commitment.

### **Statement of Problem**

According to Rehman et al. (2021) The relationship between strategy and performance is critical for the success of any entity, whether it's a business, non-profit organization, government entity or any other type of institution. Strategy refers to the long-term plan and direction set by an organization to help achieve its goals, while performance pertains to the results or outcomes achieved through the implementation of the strategies. (Cho et al., 2019)

In Kenya, public communication institutions play a crucial role in disseminating information, shaping public opinion, and promoting transparency in governance. However, despite their significance, these institutions often face challenges related to management practices that could impact their overall performance and effectiveness.

In essence strategic management practices involves defining long-term objectives, assessing the internal and external environment and formulation of procedures to achieve set objectives. Through proper and prudent resource allocation and as such provides organizations with a clear sense of direction and purpose subsequently the organizational practices align with the companies' mission and vision on the other, hand Seman *et al.* (2019) states that institutions that do not practice strategic management often lack a clear sense of direction leading to confusion amongst key workers and stakeholders. As a result, such institutions tend to adopt reactive approach to challenges and changes rather being proactive in its approach. This has also led to poor resource utilization often leading to wastage and incurring extra costs therefore greatly obstructing the organizations performance.

While there have been numerous studies on the relationship between management practices and organizational performance, these studies majorly focused on manufacturing industry, Agricultural industry and the financial service industry. Limited researchers have touched on communication industry and have not looked at the management practices in the public sectors and how they affect performance of the institutions. there is great need to look deep at the

communication industry with a view of establishing the impact of management practices in the performance of the organizations especially the public institutions with an aim of addressing the gaps and have a comprehensive understanding of these practices and performance of an organization.

### **General Objective**

The general objective of the study was to assess the role of management practices and the performance of public communication institutions in Kenya.

### **Specific Objectives**

The research aimed at justify the following objectives:

- i. To determine how Structural Alignment affects the performance of public communications institutions.
- ii. To establish the effects of technological integration on the performance of public communications institutions.

### **Theoretical Review**

This research will look at four theories which include; Industrial Organization Theory, and Structure Follows Strategy Theory.

#### **Industrial Organization Theory**

This theory came up as a result of scholars trying to emphasize the importance and significance of industry structure in the performance of an organization. Spector (2021) points out that a sector's structure plays a significant role in a firm's performance. Porter's five model force assists in analyzing this by looking at the relative effect of each of the five forces in the industry. All these forces combined contribute to the profitability of the industry. Among the forces, the stronger one, which affects competition in the industry, plays a crucial role in formulating strategy (Daft, 2020). Other than structure as an element being analyzed in this theory, there are other fundamental factors that the theory tries to address. Aspects like leadership style, management skills, and culture in the organization. All these units contribute significantly to an organization and should be developed concurrently (Daft, 2020). The theory under study is appropriate to the study as it helps form a link between the implementation of strategic plans and the forces/factors that also affect strategy implementation, like structure. Leadership style, management skills, and organization structure.

#### **Structure Follows Strategy Theory.**

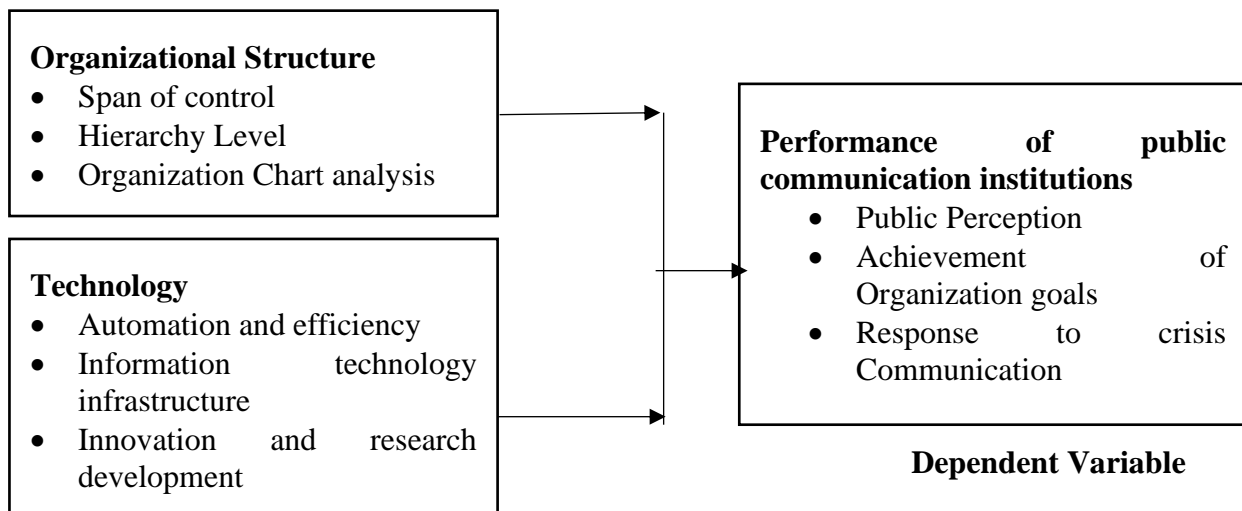
Opinions that the design and implementation of long-term strategic goals determine the firm's structure, level of incorporation, and scale. Matching structure and strategy is a fundamental task of an organization strategist (Fuertes et al., 2020). Scholars further argue that for success in formulating and implementing strategies, structure, and strategy must be aligned since structural designs connect vital organizational activities and resources. Fuertes et al. (2020) state that strategy, structure, and environment must be closely aligned for good organizational performance. The methods and ways of conducting its operations touching on formulation and execution of plans are massively affected by organization structure.

Just like Fuertes et al. (2020) observes, if a firm alters its strategy at any time, its structure must obviously change as well. Chandler further reiterates that an organization's tasks, technological deployment, and environment determine a firm's strategy. Therefore, the firm should have a structural framework for strategies to be effectively executed. Given the above, there is a need to structure an organization or institution to support strategy implementation. The strategy has a more fundamental influence on the organization's structure, and once the strategy is in place, the structure will influence the strategy implementation. Public institutions formulate strategies with a critical emphasis on service delivery. Therefore, once the strategy is formulated, the

focus shifts to aligning the organization structure with the strategy to attain the required efficiency for better service delivery (Hamadamin & Atan, 2019).

### Conceptual Framework

A conceptual framework consists of blocks that try to explain the interrelationship between the dependent and independent variables to complete the framework.



**Figure 1: Conceptual Framework**

The structure of public communication institutions in Kenya can have a significant influence on their performance and overall effectiveness in fulfilling their communication roles. According to Shrestha et al.(2019) The organizational structure dictates how communication functions are organized, how decisions are made, and how information flows within the institution. Here are some key ways in which the structure can impact the performance of public communication institutions in Kenya: Coordination and Collaboration: The structure of the institution determines how different communication units or departments work together. A well-designed and coordinated structure fosters collaboration, seamless information sharing, and synergy among various communication teams. This can lead to more effective communication strategies and campaigns that are aligned with the institution's objectives. (Elisado, M.2022).

Technology can be defined as the application of knowledge to do work. Over the years, there has been a significant transformation in the Technology space, which has altered how organizations and people conduct their businesses. Technology has become vital in every process, and soon, it will take up virtually every operation in any organization. Though dynamic, Organizations have tried adopting and embracing it and using other varied mechanisms to improve their productivity and performance, such as utilizing skilled resources, strategies, and strategies. These all seek to increase profit margin and achieve intended goals.

### RESEARCH METHODOLOGY

This research was conducted using descriptive research since this design is not only restricted to fact-finding but may often result in the formation of essential principles of knowledge and solutions to significant subjects and helps to describe and explore the relationship between variables in their natural setting without manipulating them.

The target population of the Postal Corporation were used in this study, comprising 2,712 participants drawn from across all levels of the organization setup.

**Table 1: Target Population**

| <b>Staff Category</b>                | <b>Population</b> | <b>Percentage (%)</b> |
|--------------------------------------|-------------------|-----------------------|
| Top management                       | 12                | <b>0.4</b>            |
| Middle management(Heads of Sections) | 98                | <b>3.6</b>            |
| Supervisors                          | 362               | <b>13.3</b>           |
| Operators                            | 1,410             | <b>52.0</b>           |
| Subordinate staff                    | 830               | <b>30.6</b>           |
| <b>TOTAL</b>                         | <b>2,712</b>      | <b>100.0</b>          |

**Source; Postal Corporation of Kenya (2022)**

The population was stratified as Top Management 12, Middle Management 98, Operational Management 362, Operators 1,410, and 830 subordinate staff, their number relative to the entire population under study. As per this, the category with the highest number of staff interviewed gets the highest number of respondents.

The stratified proportionate random sampling technique approximates overall population parameters with greater accuracy and assurance of a more representative sample from the relatively homogeneous population. Stratification drives at reducing typical error by providing some control over adjustment. The study used Slovin formulae to arrive at the sample frame of 349 respondents.

This research employed questionnaires as an instrument to analyze data. The questionnaire is always structured with open-ended or close-ended questions as a research tool. It is either self-administered to the respondents. A well-designed and appropriate questionnaire was used in data collection and then administered individually to employees of the Postal Corporation of Kenya, who are the targeted population.

The pretesting was done on three departments and one region not in the primary sample. The pilot study assisted in determining the instrument's accuracy, clarity, and suitability. Those that failed to measure the variables intended were altered or omitted and new ones added. The researcher pursued the assistance of other researchers as experts to help judge the adequacy and validity, and the supervisor examined the instrument's validity. To determine the instrument's reliability, a measure of internal consistency of the test re-test was used. The tools were administered to one random department. After one week again the same instrument is distributed to unexpected departments. The results were then analyzed using Pearson coefficient correlation formulae. From the responses, comments, and analysis, the researcher identified the weak points in the questionnaire and refined them. The reliability ensured by pretesting the research instruments with a selected sample of 15 respondents not in the initial study sample.

The data collected was both qualitative and quantitative. Before processing the data, the completed questionnaires were edited for completeness and reliability. After this, the data was coded for grouping into categories. The data was analyzed and presented through report writing, tabulation, and simple statistics. The quantitative data was analyzed by linear regression model with an aim to find the best fitting line that represents the relationship between the dependent variables and the independent variables. The quantitative data collected was analyzed by descriptive analysis of figures and charts, while the qualitative was analyzed through content analysis.

**DATA ANALYSIS AND PRESENTATION**

The sample size of the study was 349 respondents. The questionnaires were dropped off and picked up later after they were filled by the respondents. Out of 349 questionnaires which were distributed, 329 were duly filled and returned. The drop-off and pick-up-later method yielded the high response rate of 94 % According to Babbie (2017), a response rate of 75 per cent is adequate for analysis as well as making conclusions and inferences about a population.

## Pilot Test Results

Thirty-four (34) questionnaires were piloted that is 10% of the sample size of 349. The eighteen questionnaires were then coded and responses input into SPSS which was used to generate the reliability coefficient. The pilot group was selected randomly from study target population and will be excluded in the final study

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures internal consistency. Cooper and Schindler (2016) stated that the alpha coefficient value that is acceptable is 0.7 and above.

Table 2 shows the reliability results. From the findings, Structural alignment had a Cronbach alpha of 0.806, Technological Integration had a Cronbach's alpha of 0.804 while performance of public communication institutions had a Cronbach's alpha of 0.806. These findings clearly show that the questionnaire was reliable and no amendments were required. These results are in line with the arguments of Kothari (2017) who stated that an alpha value which is greater than or equal to 0.7 indicate acceptable reliability.

**Table 2: Reliability Test Results**

| Variable                  | Cronbach's Alpha | Number of Items | Interpretation |
|---------------------------|------------------|-----------------|----------------|
| Structural alignment      | 0.806            | 8               | Reliable       |
| Technological Integration | 0.804            | 8               | Reliable       |
| Performance               | 0.806            | 7               | Reliable       |

In this study, content validity was enhanced by aligning the research questions with the study objectives. By ensuring that the research questions directly address the intended objectives, the researcher can strengthen the validity of the research tool. Additionally, content validity was enhanced by consulting expertise in this field to judge whether, on the face of it, the measure seems to reflect the concept concerned (Cooper & Schindler, 2017). This included all the questions in the questionnaire.

## Descriptive Statistics

### Structural Alignment and Organizational Performance

The first specific objective of the study was to establish the influence of structural alignment on the performance of public communication institutions in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to structural alignment and performance of public communication institutions in Kenya. The results were as shown in Table 3.

From the results the respondents agreed that decision-making processes within the institution are transparent and inclusive ( $M=3.988$ ,  $SD= 0.682$ ). In addition, the respondents agreed that the communication lines between different levels of the organization are clear and open ( $M= 3.875$ ,  $SD= 0.734$ ). Further, the respondents agreed that the organization's structure promotes effective communication and collaboration among different departments ( $M=3.867$ ,  $SD= 0.844$ ). The respondents also agreed that employees feel that they have a clear understanding of how their individual roles contribute to the overall objectives of the institution ( $M= 3.856$ ,  $SD= 0.733$ ). From the results, the respondents agreed that the organizational structure of our public communication institution is clearly defined and well-understood by all employees ( $M= 3.698$ ,  $SD= 0.852$ ). In addition the respondents agreed that the institution actively encourages the sharing of ideas and knowledge among employees from different departments ( $M= 3.682$ ,  $SD= 0.796$ ). Further the respondents agreed that the institution's organizational chart effectively represents the roles and responsibilities of each department ( $M=3.679$ ,  $SD=0.762$ ). From the results, the respondents agree that employees in our institution feel that information flows freely across all levels of the organization ( $M=3.595$ ,  $SD=0.868$ ).

**Table 3: Structural Alignment and Organizational Performance**

|  | Mean         | Std. Deviation |
|--|--------------|----------------|
| The organizational structure of our public communication institution is clearly defined and well-understood by all employees.              | 3.698        | 0.852          |
| The institution's organizational chart effectively represents the roles and responsibilities of each department.                           | 3.679        | 0.762          |
| The communication lines between different levels of the organization are clear and open.   | 3.875        | 0.734          |
| Employees feel that they have a clear understanding of how their individual roles contribute to the overall objectives of the institution. | 3.856        | 0.733          |
| The organization's structure promotes effective communication and collaboration among different departments.                               | 3.867        | 0.844          |
| Employees in our institution feel that information flows freely across all levels of the organization.                                     | 3.595        | 0.868          |
| The institution actively encourages the sharing of ideas and knowledge among employees from different departments.                         | 3.682        | 0.796          |
| Decision-making processes within the institution are transparent and inclusive.  | 3.988        | 0.682          |
| <b>Aggregate</b>   | <b>3.780</b> | <b>0.784</b>   |

### Technology Integration and Organizational Performance

The second specific objective of the study was to establish the effects of technology integration on the performance of public communication institutions in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to technology integration and performance of public communication institutions in Kenya. The results were as shown in Table 4.

From the results the respondents agreed that the institution has policies in place to ensure the responsible and ethical use of data in communication (M=3.898, SD= 0.792). In addition, the respondents agreed that employees have access to up-to-date technology to perform their communication-related tasks (M= 3.839, SD= 0.682). Further, the respondents agreed that employees receive adequate training on using digital communication tools and platforms (M=3.785, SD= 0.899). The respondents also agreed that the organization has a clear strategy for integrating technology into its daily operations (M= 3.766, SD= 0.733). From the results, the respondents agreed that the institution actively invests in adopting new technologies to enhance its communication strategies (M= 3.735, SD= 0.834). In addition the respondents agreed that the institution effectively utilizes technology for data collection and analysis in its communication activities (M= 3.682, SD= 0.796). Further the respondents agreed that the institution has a well-defined strategy for managing online reputation and addressing negative feedback (M=3.668, SD=0.694). From the results, the respondents agree that the public communication institution effectively leverages technology to achieve its communication goals (M=3.598, SD=0.782).



**Table 4: Technology Integration and Organizational Performance**

|   | Mean         | Std. Dev     |
|---|--------------|--------------|
| The public communication institution effectively leverages technology to achieve its communication goals.         | 3.598        | 0.782        |
| Employees have access to up-to-date technology to perform their communication-related tasks.                      | 3.839        | 0.682        |
| The institution actively invests in adopting new technologies to enhance its communication strategies.            | 3.735        | 0.834        |
| The organization has a clear strategy for integrating technology into its daily operations.                       | 3.766        | 0.733        |
| The institution has a well-defined strategy for managing online reputation and addressing negative feedback.      | 3.668        | 0.694        |
| Employees receive adequate training on using digital communication tools and platforms.                           | 3.785        | 0.899        |
| The institution effectively utilizes technology for data collection and analysis in its communication activities. | 3.682        | 0.796        |
| The institution has policies in place to ensure the responsible and ethical use of data in communication.         | 3.898        | 0.792        |
| <b>Aggregate</b>  | <b>3.746</b> | <b>0.777</b> |

### Performance of Public Communication Institutions in Kenya

The respondents were requested to indicate their level of agreement on various statements relating to performance of public communication institutions in Kenya. The results were as shown in Table 5. From the results the respondents agreed that the public communication institution consistently meet their financial objectives ( $M=3.898$ ,  $SD= 0.792$ ). In addition, the respondents agreed that public feedback is actively sought and incorporated into the institution's decision-making and communication strategies ( $M= 3.882$ ,  $SD= 0.776$ ). Further, the respondents agreed that the communication strategies employed by the institution are responsive to the diverse needs and expectations of the audience ( $M=3.846$ ,  $SD= 0.633$ ). The respondents also agreed that the institution has successfully and consistently meet its financial objectives ( $M= 3.778$ ,  $SD= 0.834$ ). In addition, the respondents agreed that the institution actively engages with the public through meaningful channels such as social media, public events, and community outreach ( $M=3.685$ ,  $SD=0.888$ ). Further, the respondents agreed that the institution's mission, vision, and goals are clearly communicated through various communication channels ( $M=3.679$ ,  $SD=0.788$ ). The respondents also agreed that the institution is well prepared in handling crisis communications both internally and externally ( $M=3.668$ ,  $SD=0.794$ ).

**Table 5: Performance of Public Communication Institutions In Kenya**

|   | Mean         | Std. Dev.    |
|---|--------------|--------------|
| The public communication institution consistently meet their financial objectives   | 3.898        | 0.792        |
| The institution's mission, vision, and goals are clearly communicated through various communication channels.                             | 3.679        | 0.788        |
| The institution has successfully and consistently meet its financial objectives   | 3.778        | 0.834        |
| The communication strategies employed by the institution are responsive to the diverse needs and expectations of the audience.            | 3.846        | 0.633        |
| The institution is well prepared in handling crisis communications both internally and externally.  | 3.668        | 0.794        |
| The institution actively engages with the public through meaningful channels such as social media, public events, and community outreach. | 3.685        | 0.888        |
| Public feedback is actively sought and incorporated into the institution's decision-making and communication strategies.                  | 3.882        | 0.776        |
| <b>Aggregate</b>  | <b>3.777</b> | <b>0.786</b> |

## Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (structural alignment and technology integration) and the dependent variable (performance of public communication institutions in Kenya).

**Table 6: Correlation Coefficients**

|                            |                     | Organizational Performance | Structural Alignment | Technology Integration |
|----------------------------|---------------------|----------------------------|----------------------|------------------------|
| Organizational Performance | Pearson Correlation |                            |                      | 1                      |
|                            | Sig. (2-tailed)     |                            |                      |                        |
|                            | N                   | 329                        |                      |                        |
| Structural Alignment       | Pearson Correlation | .866**                     |                      | 1                      |
|                            | Sig. (2-tailed)     | .000                       |                      |                        |
|                            | N                   | 329                        | 329                  |                        |
| Technology Integration     | Pearson Correlation | .883                       | .458                 | 1                      |
|                            | Sig. (2-tailed)     | .001                       | .186                 |                        |
|                            | N                   | 329                        | 329                  | 329                    |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results revealed that there is a very strong relationship between structural alignment and performance of public communication institutions in Kenya ( $r = 0.866$ ,  $p$  value = 0.000). The relationship was significant since the  $p$  value (0.000) was less than 0.05 (significant level). The findings are in line with the findings of Macharia (2013) that there is a very strong relationship between structural alignment and organizational performance.

The results also revealed that there was a very strong relationship between technology integration and performance of public communication institutions in Kenya ( $r = 0.883$ ,  $p$  value = 0.001). The relationship was significant since the  $p$  value (0.001) was less than 0.05 (significant level). The findings are in line with the results of Njau and Ogolla (2017) who revealed that there is a very strong relationship between technology integration and organizational performance.

## Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (structural alignment and technology integration) and the dependent variable (performance of public communication institutions in Kenya).

**Table 7: Model Summary**

| Model | R    | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1     | .922 | .850     | .849              | .10428                     |

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The  $r$ -squared for the relationship between the independent variables and the dependent variable was 0.850. This implied that 85% of the variation in the dependent variable (performance of public communication institutions in Kenya) could be explained by independent variables ( structural alignment and technology integration).

**Table 8: Analysis of Variance**

| Model        | Sum of Squares | df  | Mean Square | F       | Sig.              |
|--------------|----------------|-----|-------------|---------|-------------------|
| 1 Regression | 141.081        | 2   | 35.270      | 1575.26 | .000 <sup>b</sup> |
| 1 Residual   | 7.254          | 326 | .02239      |         |                   |
| Total        | 148.335        | 328 |             |         |                   |

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 1575.26 while the F critical was 2.399. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of structural alignment and technology integration on performance of public communication institutions in Kenya

**Table 9: Regression Coefficients**

| Model |                        | Unstandardized Coefficients |            | Standardized Coefficients Beta | t     | Sig.  |
|-------|------------------------|-----------------------------|------------|--------------------------------|-------|-------|
|       |                        | B                           | Std. Error |                                |       |       |
| 1     | (Constant)             | 0.239                       | 0.061      |                                | 3.918 | 0.000 |
|       | structural alignment   | 0.357                       | 0.098      | 0.356                          | 3.643 | 0.000 |
|       | technology integration | 0.375                       | 0.099      | 0.376                          | 3.788 | 0.001 |

a Dependent Variable: performance of public communication institutions in Kenya

The regression model was as follows:

$$Y = 0.239 + 0.357X_1 + 0.375X_2 + \varepsilon$$

The results revealed that structural alignment has significant effect on performance of public communication institutions in Kenya,  $\beta_1=0.357$ , p value=0.000). The relationship was considered significant since the p value 0.000) was less than the significant level of 0.05. The findings are in line with the findings of Macharia (2013) that there is a very strong relationship between structural alignment and organizational performance.

In addition, the results revealed that technology integration has significant effect on performance of public communication institutions in Kenya,  $\beta_1=0.375$ , p value= 0.001). The relationship was considered significant since the p value 0.001) was less than the significant level of 0.05. The findings are in line with the results of Njau and Ogolla (2017) who revealed that there is a very strong relationship between technology integration and organizational performance.

### Conclusions

the study concludes that structural alignment has a significant effect on performance of public communication institutions in Kenya. The study findings revealed that span of control, hierarchy level and organization chart analysis significantly influences performance of public communication institutions in Kenya.

The study also concludes that technology integration has a significant effect on performance of public communication institutions in Kenya. The study findings revealed that Automation and efficiency, Information technology infrastructure and Innovation and research development significantly influences performance of public communication institutions in Kenya.

### Recommendations

The organization should establish clear and cohesive coordination mechanisms between different departments or units within the institutions. This can enhance structural alignment, optimize organizational effectiveness, and improve overall performance in achieving their communication objectives.

The organization should also focus on the development and adoption of mobile-friendly communication platforms, interactive applications, SMS/USSD services, data analytics, and cyber security measures. This can harness the power of technology to enhance performance, improve citizen engagement, and foster transparency in governance.

This study was limited to strategic management practices on the performance of public communication institutions in Kenya hence the study findings cannot be generalized to organizational performance of private organizations in Kenya. The study therefore suggests further studies on strategic management practices on the performance of private organizations in Kenya.

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