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Effect of Reward Politics on Strategy Implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya

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Abstract

Purpose: The aim of the study was to examine the effect of reward politics on strategy implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya.

Methodology: This study was guided by the upper echelon's theory, strategic contingency theory, Elite Theory and Mintzberg's political theory. Descriptive survey research design was adopted in the study. The target population included 9,655 employees working at the Kenya Power and Lighting Company Headquarters. Stratified random sampling method was used to select a sample size of 373 employees that were arrived at using the Krejcie and Morgan (1970) table of sample size determination. Questionnaires were the main instrument of data collection. A pilot study was conducted in order to check the validity and reliability of the instrument. Primary data collected was analysed using both descriptive and inferential statistics and with the help of the Statistical Package for Social Sciences version 25. The descriptive statistics comprised of percentages, means, and standard deviation and were presented using frequency tables, pie charts, and bar graphs. Inferential statistics comprised of both correlation and multiple linear regression analysis. These statistics helped to establish the relationship between the independent and dependent variables of the study.

Findings: The findings of the study showed that reward politics and strategy implementation had a positive and significant coefficient ($b=0.017$, p Value<0.05). The study concluded that all the components of organization politics (reward politics, factionalism, gatekeeping politics, and territorialism) had a statistically significant influence on strategy implementation at the Kenya Power and Lighting Company.

Unique Contribution to Theory, Practice and Policy: The study was anchored on upper echelons theory. The study recommended that the Board of Directors should oversee the implementation of policies that discourage territorialism within the company. Clear guidelines for resource allocation and accountability measures should be established to ensure that resources are distributed based on strategic needs rather than individual territorial interests.

Keywords: *Reward, Politics, Strategy, Implementation*

INTRODUCTION

Strategic management is the foundation of the roadmap for achieving competitive advantage and sustained organizational performance (Kristjan, Lara, & Snjolfur, 2021). It is through strategic management that an organization sets goals, allocates resources and time to achieve the goals and objectives, and puts in structures to monitor and evaluate the achievement of strategic goals and objectives (Naheed & AlMulla, 2021). Strategic management is an intricate activity that revolves around strategic planning, strategic implementation, and monitoring and evaluation. Each of these phases of strategic management is influenced by a diverse body of factors. While all these phases are critical, the successful implementation of strategic plans is the most integral phase, since an organization can have a perfect strategic plan but in the absence of strategic implementation, even the most superior strategic plans would not yield the increasing demands for competitiveness and performance (Naheed & AlMulla, 2021).

Strategy implementation requires an understanding of the interrelationships between the actions of different actors and the desired results (Beriso, 2020). This is because these actors can be a source of challenges, contentions, or issues that affect implementation success (Naheed & AlMulla, 2021). The most important factor in strategy implementation are the employees. No matter how good a strategy is formulated, it is ineffective without the people responsible for implementing it in the organization (Kristjan, Lara, & Snjolfur, 2021). The actions of the managers and employees are at the heart of successful strategic implementation (Beriso, 2020). Strategies often fail when there is lack of commitment between senior managers and lower-level staff (Kristjan, Lara, & Snjolfur, 2021). Strategy implementation requires visionary leadership, that is, managers with the ability to persuade employees to commit and contribute to the realization of the strategic vision (Venus, Stam, & van Knipperberg, 2019).

Early strategic management literature often ignored the political nature of organizations and assumed strategy making to be a rational, logical process and this position continues to predominantly inform practice; however, research showing the influence of organizational politics on strategy management remains limited (Buchanan & Badham, 2020). According to Hochwarter, Rosen and Maher (2020), organizations are political structures since they distribute authority and set the stage for the exercise of power. As such, employees, in various positions, are motivated to secure and use power, and in their exercise of power can influence organizational relationships and associated organizational outcomes (Hochwarter, Rosen, & Maher, 2020).

Within organizational settings, politics entails the ability of one employee to influence another based on their position in the organization, while politics is how managers employ techniques and tactics to achieve organizational goals (Ates, Tarakci, & Groenen, 2018). Managers use power to accomplish strategic goals and also to strengthen their own positions. Managers can manipulate their power position in pursuit of both organizational and personal ends. The success or failure of strategic implementation is dependent on what, how, and when managers use power and the intended consequences of such application of power. It is impossible to disregard questions of politics and power in organizations (Barthwal, 2013). Hence, this study assessed the influence of organizational politics on strategy implementation among organizations in the energy sector in Kenya such as the Kenya Power and Lighting Company.

Reward politics play a crucial role in the successful implementation of strategies within organizations. The design and implementation of reward policies must align with the overarching business objectives to foster a motivated workforce, capable of achieving strategic

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goals. A well-structured reward strategy not only addresses pay and benefits but also encompasses the intangible aspects of work that employees value, such as recognition, professional development, and work-life balance. By integrating reward systems with business strategy, organizations can ensure that their employees are focused on activities that directly contribute to business success. This alignment is essential for sustaining competitive advantage and driving organizational performance. Strategic reward takes a long-term approach, ensuring that the reward policies are not only fair and equitable but also adaptable to the changing business environment and workforce dynamics (Francis, Oaya & Mambula, 2020).

A study by Francis, Oaya, and Mambula (2020) assessed reward politic as a strategy to enhance employee's performance in an organization. The research was administered through constructive analysis from different articles that base on reward politic. Descriptive and exploratory research designs were used for the purpose of this research work. The study observed that there is positive relationship between rewards and employee's performance, productivity and retention in an organization ($p<0.05$). However, rewards system, in an organization should be designed with a constructed strategy that need to be a neighborhood of organization's culture.

Muogbo and Jacobs (2018) examined effective reward management as a tool for improving employee performance in a private sector organization; a study of selected Zenith Bank branches in Anambra State Nigeria. The broad objective of the study was to examine the extent to which an effective reward management can be used as a tool for improving employee performance in a private sector organization. A total of 180 respondents were selected from the Zenith Bank branches in Anambra State. Both primary and secondary data were used for the study. Descriptive survey design (Mean, frequency, standard deviation) and Pearson Correlation analysis was used for data analysis while Regression method and ANOVA was used to test the significant correlation between dependent variable and independent variable. The result from Pearson correlation analysis showed that there is a positive relationship between reward and employee performance, it also showed a highly positive relationship with intrinsic reward ($r=0.549$, $p<0.05$) and extrinsic reward ($r=496$, $p<0.05$). The result also supported the hypothesis that there exist positive relationship amongst extrinsic reward, intrinsic reward and employee performance (F value=.970, $p<0.05$).

A study carried out by Bwowe and Marongwe (2018) investigated the extent to which municipal organisations are implementing total rewards practices. The study was motivated by the desire to explore the extent South African municipalities are implementing total rewards as a basis of their reward politic and to find out which total reward practices are implemented by municipalities as part of their compensation and reward strategy. The study used an internet-based survey with a questionnaire to assess managers' perception of total reward strategy and the extent it is implemented in their organisations. A non-list-based random sampling technique was used to draw up a sample of 58 human resources managers from selected municipalities. Descriptive statistics was used to analyse the survey. The study found out that few (35.7%) of the responding municipalities had implemented the total reward strategy. Moreover, the reward strategy enabled the employees to remain committed to the strategic goals and objectives being implemented.

Statement of the Problem

Even though organizations are firmly embedded in organizational politics, they struggle to manage it when implementing their strategic plans (Kulikowska-Pawlak, 2018). Kenya Power and Lighting Company (KPLC) has faced significant challenges in strategy implementation, hindering its ability to deliver reliable and affordable electricity to its customers. Ideally, KPLC would seamlessly integrate strategic plans that align with national energy policies, ensuring operational efficiency, customer satisfaction, and sustainable growth (African Financials, 2023). This would involve effective resource allocation, stakeholder engagement, and adherence to regulatory requirements. However, the reality has been different, with numerous operational inefficiencies, financial constraints, and infrastructural issues impeding the company's strategic objectives. Moreover, weak implementing capacity has also been raised as challenge which affects strategy implementation by the company (World Bank, 2018).

The Auditor General's report in 2020 revealed that KPLC faced significant financial losses, with an operating loss of KSh 7.04 billion during the 2019/2020 financial year. A report by the Public Investments Committee (2021) found that ineffective strategy implementation, partly driven by political interference and poor decision-making, contributed to this underperformance. These findings echo earlier research by Ongore and K'Obonyo (2011), which demonstrated that organizational politics in state-owned enterprises in Kenya, including KPLC, adversely affects strategy implementation, reducing efficiency by 30% to 40%. Additionally, a report by KPMG (2017) highlighted that KPLC's strategy implementation failure rate stood at 60%, primarily due to governance issues, workforce misalignment, and inadequate communication. The presence of long-tenured employees resistant to change, identified by previous studies such as Nyaga (2017), further exacerbates this problem, with KPLC facing challenges in adapting new strategic initiatives due to entrenched political dynamics and outdated operational procedures. The gap between the ideal scenario and the current state highlights the pressing need for robust strategy implementation frameworks.

The social need for efficient electricity delivery is paramount, given that reliable power is a cornerstone for economic development and improved quality of life. Communities and businesses in Kenya depend on consistent electricity supply for their daily operations, innovation, and growth. KPLC's struggles with strategy implementation affect not just the company's operational success but also impact the broader socio-economic development of the country. National wide power outbreaks are just but a few of the implementation challenges experienced (Lawi, 2024). Moreover, another significant failure at KPLC was its mismanagement of power purchase agreements (PPAs). KPLC's failure to innovate and adapt to the evolving energy market has been another strategic misstep. The company's sluggishness in embracing renewable energy solutions and modernizing its grid has left it lagging behind in a sector that is increasingly focused on sustainability and efficiency (Makaa, 2023). The inability to meet these needs consistently has led to widespread dissatisfaction among consumers and has stalled progress in various sectors reliant on stable power supply. Thus, addressing these strategy implementation challenges is essential for fulfilling the social and economic needs of the nation.

Politics can have both positive and negative consequences on decision making during strategy implementation. In most studies, organizational politics is generally viewed as having negative outcomes in the strategic management process. A high level of perceived organizational politics is associated with adverse consequences (Atshan, et al., 2022). Khuwaja et al. (2020) attributes this to definitions of organizational politics which capture the concept as actions by individuals that are directed toward the goal of furthering their own self-interests without regard for the well-being of others within the organization. Muiruri (2023) conceptualization of organizational politics as sanctioned and non-sanctioned political tactics, in an examination of organizational politics and employee performance, provides a framework which can be expanded in this study to investigate the linkages with strategy implementation. While there are studies relating power and politics to organizational change, studies focusing on the influence on the strategy implementation process are limited (Kristjan, Lara, & Snjolfur, 2021). Further, the existing research remains fragmented across different management disciplines, and there have been fewer attempts to integrate the different streams of literature (Kapoutsis & Thanos, 2018).

Holm, Hotho, and Rabbiosi (2021) examined the types of power and their influence on stakeholder engagement and reported an association. Rakipi and D'Onza (2023) investigated how managerial executive deploy different types of power and how it affects internal audit of environmental, social, and governance (ESG) processes. It is evident that there is a gap on research studies done in relation to organizational politics and strategy implementation in government parastatals. Therefore, to fill this gap, there was a need for this study to be carried out to assess the effects of organization politics on strategy implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya.

Theoretical Review

Upper Echelons Theory

Upper Echelons Theory was introduced by Donald C. Hambrick and Phyllis A. Mason in their 1984 paper, "Upper Echelons: The Organization as a Reflection of Its Top Managers." This theory posits that the characteristics and experiences of top executives influence their interpretations and choices, which in turn shape organizational outcomes. Hambrick and Mason's work provided a foundation for understanding how the backgrounds, personalities, and values of top managers affect strategic decisions and organizational performance.

The key assumptions of the theory include managerial discretion, psychological and demographic factors, strategic choices as reflections, and limited rationality (Carpenter, Geletkanycz & Sanders, 2004; Hambrick, 2007). Regarding managerial discretion, executives have significant latitude in making strategic choices that influence organizational outcomes. In terms of the psychological and Demographic Factors, characteristics such as age, education, functional background, and tenure affect executives' perceptions and decisions (Hambrick & Mason, 1984). With reference to the strategic Choices as Reflections, organizational strategies and outcomes reflect the cognitive bases and values of top executives. The limited rationality assumptions states that decision-making is influenced by bounded rationality, where executives rely on their experiences and cognitive frames to simplify complex environments (Hambrick, 2007).

There are several strengths associated with the theory. It integrates psychological and demographic factors, offering a comprehensive view of how top executives influence organizational outcomes. The theory is also considered to have a predictive power. This is whereby by understanding the backgrounds of executives, it can predict strategic choices and performance. It further provides insights for selecting top executives whose characteristics align with organizational goals and culture (Bekos, & Chari, 2023).

Besides the strengths, the theory has also been considered as to have its own limitations. As criticized, the theory may overlook the influence of middle managers and external stakeholders on strategic decisions (Hoskisson et al., 2017). It may also oversimplify the complexity of decision-making processes by attributing them mainly to executive characteristics (Hambrick, 2007). It may not account adequately for the influence of industry context, organizational culture, and external environmental factors on strategic decisions (Neely et al., 2020).

Upper Echelons Theory was valuable for understanding how organizational politics influence strategy implementation. Top executives, through their decisions and behaviors, set the tone for organizational politics. Their characteristics and experiences can shape how they navigate political dynamics within the organization. For instance, a CEO with a background in finance may prioritize cost-cutting strategies and be more adept at using financial incentives to influence political behavior among managers.

The theory also highlights the role of executive diversity in moderating organizational politics. A diverse top management team may bring a range of perspectives and reduce the likelihood of groupthink, thus mitigating the adverse effects of politics on strategy implementation. Conversely, a homogeneous team may be more susceptible to political maneuvering that aligns with their shared experiences and biases. Understanding the characteristics of top executives can help predict how they will handle internal politics during strategy implementation. Executives with high emotional intelligence and strong interpersonal skills may be better equipped to manage political behavior constructively, fostering collaboration and alignment towards strategic goals. In contrast, those lacking these skills may struggle to navigate political dynamics, leading to conflicts and hindrances in implementing strategies effectively.

Upper Echelon theory was adopted in this study to address the concept of reward politics within organizations. According to the theory, the personal values and experiences of executives shape how reward systems are designed and implemented. Leaders with certain biases or preferences may favor specific groups, perpetuating reward politics where decisions are based on loyalty or power rather than performance. Studies have shown that executives with diverse experiences are less likely to engage in politically driven reward allocation (Cannella et al., 2009), promoting fairness in the organization. The theory also explains that leaders' cognitive frames influence their strategic decisions on compensation and rewards. When top managers focus on long-term organizational performance, they are more likely to establish merit-based reward systems that align with strategic objectives rather than personal or political motives (Guthrie & Datta, 2008). Therefore, by putting these aspects into consideration, the study got to understand how rewards could be politicized in the organization and thus affect strategy implementation.

Research Gap

From the empirical review of literature, this study has been able to make some observations regarding the knowledge gap. Empirically, there is scanty literature that has been done in relation to organizational politics and strategy implementation in the energy sector. Moreover, in terms of conceptual gap, the independent variables evaluated in this study have not been exhaustively assessed in relation to strategy implementation. However, they have been looked at briefly in the context of other variables such as employee performance, firm performance, and marketing. However, this study sought to examine the influence of reward politics on strategy implementation at the KPLC. In terms of contextual gap, various studies had been done in other sectors such as the banking industry, south African municipalities, international non-government organizations, home care and schools among other areas. However, this study focused on the energy sector by paying more attention to the Kenya Power and Lighting Company.

METHODOLOGY

The research adopted a descriptive survey research design. The target population of this study included 9,655 employees working at the Kenya Power and Lighting Company Headquarters. The sample size of this study comprised of 373 employees. The stratified simple random sampling procedure was used. The employees were randomly selected until all the desired sample size of 373 employees was acquired. However, only 210 employees managed to respond back to the questionnaires. Questionnaires were used for data collection. Data was analyzed using Statistical Package for Social Sciences (SPSS) (version 26). Descriptive statistics were presented using frequency tables, figures and pie-charts.

RESULTS

Background Information

The respondents were asked to indicate their background information. This included gender, education level, and working experience. The responses are as indicated in this section. Regarding gender, 75% of the respondents who participated in the study were male employees. The remaining 25% were female. This gender distribution reflects a common trend in many organizations, particularly in sectors such as energy and utilities, where male employees often dominate. Moreover, this trend can have important implications for organizational politics and strategy implementation, as several studies have shown that gender diversity (or lack thereof) can influence organizational dynamics. In male-dominated environments, organizational politics often reflect more competitive, hierarchical structures, which can affect how strategies are implemented. Studies such as that by Ely and Thomas (2021) indicate that when there is a lack of gender diversity, there may be less openness to collaborative decision-making, which could impact the effectiveness of strategy execution. From a political standpoint, Joshi and Roh (2019) reported that organizations that are not gender-balanced may face challenges such as unconscious biases in decision-making processes, which can lead to uneven power distribution. This imbalance could also affect the transparency and fairness in strategy implementation, where the voice of underrepresented groups, such as women, may be less considered.

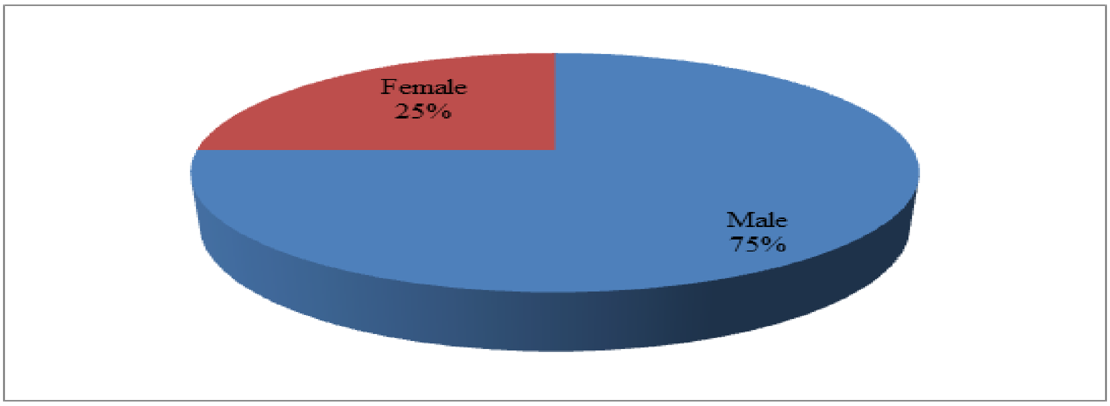

Figure 1: Gender

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When asked to indicate their education level, most (42%) of the employees had a degree followed by 33% with a Masters level of education, a few were diploma holders whereas the remaining 10% had a post graduate degree. This shows that all the employees who participated in the study had gone through professional and academic training and therefore could understand and respond to the question items being assessed. Moreover, a study by Valle and Perrewe (2020) highlighted that employees with higher education levels are often more equipped to handle political behaviors within organizations, as they tend to be more confident in asserting their perspectives and influencing decisions. This means that educational diversity can enhance the organization's capacity to deal with the political nuances of strategy implementation, as individuals with different educational backgrounds contribute diverse perspectives and strategies.

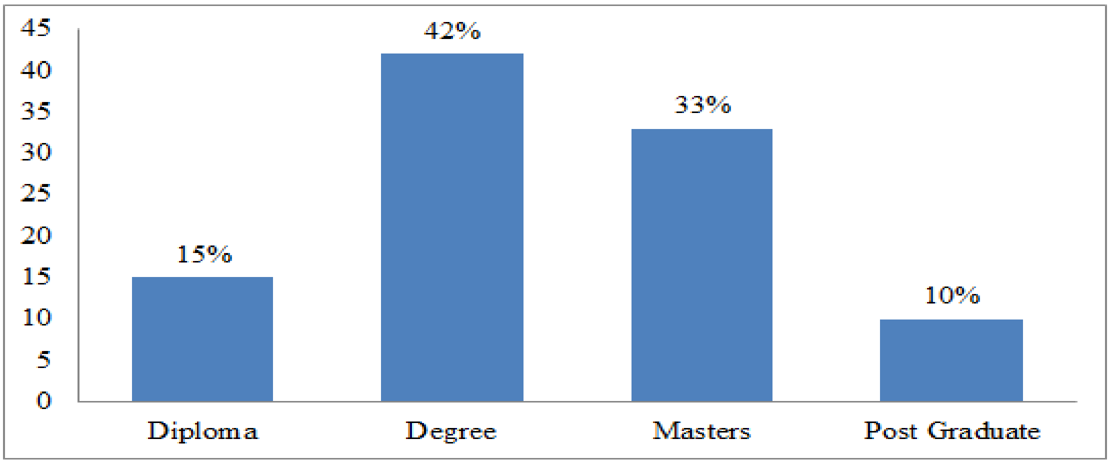

Figure 2: Education Level

In terms of working experience (Figure 3), most (45%) of the employees had been in the company for 11 to 15 years followed by 27% who had worked for 16 to 20 years. A few (20%) had been in the company for less than 10 years whereas the remaining 8% had worked in the company for more than 20 years. Ng and Feldman (2013), suggest that employees with longer tenures tend to have a better understanding of organizational dynamics, including the political landscape, and are more effective in strategy implementation. Their extensive experience often enables them to navigate organizational politics with greater skill, promoting smoother execution of strategies. However, other research, such as that by Liu, Wang, Zhang, and Wang (2020), cautions that longer tenures can sometimes lead to resistance to change, particularly in highly political environments, which could impede strategic initiatives if not managed properly. Therefore, considering the working experience, the employees who participated in the study had some significant experience in the company and were in a better position to respond on the organization politics and its influence on strategy implementation in the company based on their vast knowledge and experience.

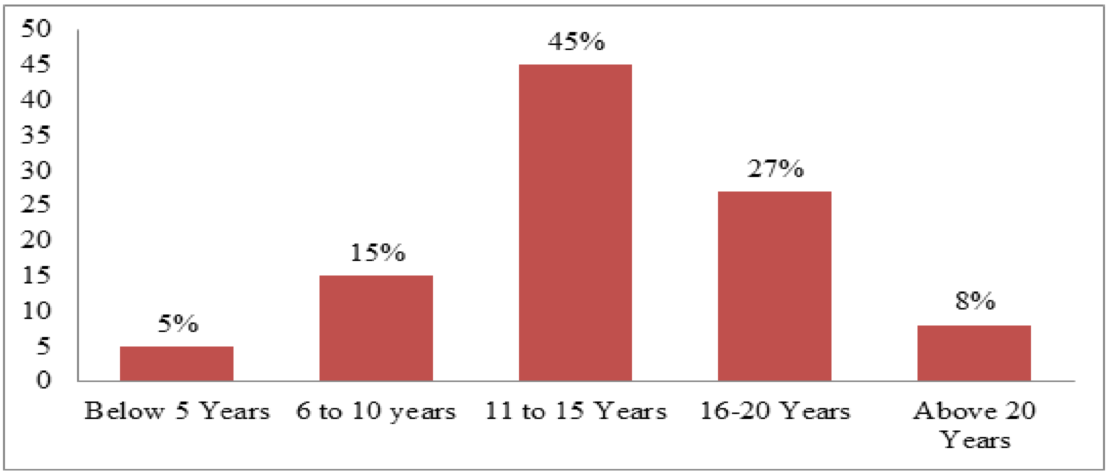

Figure 3: Working Experience

Reward Politics and Strategy Implementation

This study sought to determine how reward systems affected strategy implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya. To answer this objective, several statements were provided to the respondents and their responses are as summarized in Table 1 using percentages, means and standard deviation. As shown in Table 4.2, the statements measuring the influence of reward politics on strategy implementation had an average mean score of 2.83 and standard deviation of 1.736. This means that most of the respondents moderately disagreed with the statements. For instance, whereas 55.4% disagreed that transparency in the reward system supports the successful implementation of strategies, 33% were undecided and the remaining 11.7% agreed. The statement further had a mean of 2.37 and standard deviation of 1.090. This means that within the KPLC, there were some transparency issues in the reward systems and this affected the implementation of strategies.

When asked to indicate whether there is a lack of transparency in how rewards are distributed, impacting strategic motivation, 14.7% strongly disagreed, 38.7% disagreed, 33.7% were undecided, and 13.0% agreed. The statement had a mean score of 2.45 and standard deviation of 0.896. In converging with this finding, Gupta and Shaw (2019) underscored the importance of transparent reward systems in fostering employee motivation and commitment to strategic goals. Lack of transparency can lead to distrust and reduce employee engagement, which is crucial for effective strategy implementation. The findings suggest that while transparency may not be a major issue for the majority, there is still a notable portion of the workforce that could be negatively impacted by perceived transparency issues.

Whereas 25% agree that rewards are often given based on favoritism rather than merit, 24.7% disagreed and 40.7% were undecided. The statement had a mean score of 2.93 and standard deviation of 0.398. This means that most of the respondents moderately disagreed with the statement. The high percentage of undecided respondents (40.7%) suggests uncertainty or ambivalence regarding this issue. This aligns with findings by Chen et al. (2021), who found that perceived favoritism in reward distribution can undermine meritocratic principles, leading to reduced employee morale and a potential decrease in the effectiveness of strategy implementation. The relatively high undecided percentage may reflect a lack of awareness or clarity about how rewards are distributed, emphasizing the need for clearer communication and transparency in reward processes.

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Slightly more than a third (38.5%) of the respondents disagreed with the statement that I believe that certain individuals or groups receive preferential treatment in rewards. On the other hand, 21.2% agreed and 37.8% strongly agreed. The statement had a mean score of 3.34 and standard deviation of 1.650. This implies that within the company most of the employees felt that there were certain individuals and groups that received preferential treatment as a result of reward politics. This finding is supported by research from McCarter and Sheremeta (2020), which suggests that perceived inequity in reward distribution can lead to resentment and decreased motivation among employees not receiving preferential treatment. This perception can negatively impact strategy implementation, as employees who feel unfairly treated are less likely to be committed to organizational goals.

Slightly more than a quarter (28.9%) strongly disagreed and disagreed with the statement that deviations from reward policies are common in the company, affecting the consistency of strategy implementation. On the other hand, 32% agreed and 28.3% strongly agreed respectively. A few (10.8%) were undecided. The statement had a mean score of 3.47 and standard deviation of 1.470. This implies that most of the employees at KPLC agreed that deviations in reward policies were common and this had an effect on the consistency of strategy implementation. Research by Armstrong and Taylor (2022) has shown that consistent application of reward policies is critical for maintaining employee trust and engagement. Deviations from established policies can create a sense of unpredictability and unfairness, which can disrupt strategic alignment and hinder the successful implementation of strategies. The high level of agreement with this statement highlights the need for stricter adherence to reward policies to ensure consistent strategic outcomes.

When asked to indicate whether the current reward system discourages taking risks necessary for strategic initiatives, 36.9% strongly disagreed, 25.2% disagreed, 10.8% were undecided, 14.8% agreed and 12.3% strongly agreed, the statement had a mean score of 2.55 and standard deviation of 3.240. This implies that most of the respondents moderately disagreed with the statement. It also suggested that most respondents did not see the reward system as a significant barrier to risk-taking. However, the literature, such as a study by Lepine et al. (2020), emphasizes that reward systems can either encourage or stifle innovation and risk-taking, which are crucial for strategic initiatives. A reward system that penalizes failure or does not adequately reward risk-taking can lead to a conservative organizational culture, hindering innovation and strategic progress. The moderate disagreement in the study may reflect an overall perception that the reward system is not sufficiently aligned with the organization's strategic goals.

Lastly, the statement that protecting the status quo through rewards hinders the implementation of new strategies had a mean score of 2.70 and standard deviation of 3.210. This means that most of the employees at KPLC who participated in the study moderately disagreed with the statement. Overall, the findings from the study suggest that while transparency and fairness in reward distribution are not overwhelmingly seen as problematic by the majority, there are significant concerns about favoritism, preferential treatment, and deviations from reward policies. These issues can undermine strategic motivation and hinder the successful implementation of strategies. Addressing these concerns by enhancing transparency, ensuring adherence to reward policies, and aligning the reward system with strategic goals is essential for improving employee engagement and the effectiveness of strategy implementation.

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Table 1: Effects of Reward Politics on Strategy Implementation

Statement	SD	D	UD	A	SA	M	Std. dev
Transparency in the reward system supports the successful implementation of our strategies.	24.7	30.7	33.0	6.0	5.7	2.37	1.09
There is a lack of transparency in how rewards are distributed, impacting strategic motivation.	14.7	38.7	33.7	13.0	-	2.45	0.896
Rewards are often given based on favoritism rather than merit.	6.7	24.7	40.7	25.0	3.0	2.93	0.398
I believe that certain individuals or groups receive preferential treatment in rewards.	24.3	14.2	2.5	21.2	37.8	3.34	1.650
Deviations from reward policies are common in the company, affecting the consistency of strategy implementation.	15.4	13.5	10.8	32	28.3	3.47	1.470
The current reward system discourages taking risks necessary for strategic initiatives.	36.9	25.2	10.8	14.8	12.3	2.55	3.240
Protecting the status quo through rewards hinders the implementation of new strategies.	35.4	21.2	16.3	13.3	13.8	2.70	3.410
Average						**2.83**	**1.736**

Strategy Implementation

The dependent variable of this study was strategy. Hence, the respondents were given several statements and asked to indicate their extent of agreement or disagreement. As shown in Table 2, all the statements measuring the strategy implementation process had an average mean score of 3.96 and standard deviation of 1.202. This shows that most of the respondents agreed with the statements. Notably, a majority of the respondents were positive by agreeing and strongly agreeing that KPLC's revenue growth reflects successful strategy implementation (70.9%, M=4.15, Std. Dev=1.88), KPLC frequently achieves its targeted outcomes and milestones (71.5%, M=4.13, Std. Dev=1.10), The company's profitability is a direct result of well-implemented strategies (86.1%, M=4.46, Std. Dev=0.75), and resource allocation at KPLC is aligned with strategic priorities (72.8%, M=4.12, Std. Dev=0.16).

Slightly more than half (58.8%) of the respondents agreed that there is high employee engagement in strategic initiatives at KPLC and slightly less than a quarter (23%) were undecided. The remaining 2.4% and 15.8% strongly disagreed and disagreed respectively (M= 3.72, Std. Dev=1.19). This shows that there could be engagement problems within the organization and this could be as a result of the organization politics such as gatekeeping practices and rewarding politics which hinder the employee from being actively engaged in the implementation of company strategies.

Slightly more than half (56.9%) of the respondents agreed that commitment to the company's strategy is evident across all levels of the organization and slightly less than quarter (24.2%) were undecided. The remaining 9.1% and 9.8% strongly disagreed and disagreed respectively (M=3.66, Std. Dev=1.26). These findings also confirm that besides, engagement the commitment of employees to the company’s strategy could be a problem at KPLC which could be as a result of the organization politics.

The statement that KPLC has been able to successfully implement its strategic goals over the past 5 years had a mean score of 3.50 and standard deviation of 1.27. This shows that most of the employees moderately agreed with the statement. It also highlights that there were those few who undecided and others disagreed hence implying that the company could be facing problems in implementing its strategic goals over the years and this could be linked to the organization politics in place.

Table 2: Strategy Implementation

Statement	SD	D	UD	A	SA	M	Std. dev
KPLC's revenue growth reflects successful strategy implementation.	8.5	4.2	16.4	19.4	51.5	4.15	1.88
KPLC frequently achieves its targeted outcomes and milestones.	5.5	-	23.0	21.8	49.7	4.13	1.10
The company's profitability is a direct result of well-implemented strategies.	-	2.4	11.5	27.9	58.2	4.46	.75
Resource allocation at KPLC is aligned with strategic priorities.	1.8	1.8	23.6	28.0	44.8	4.12	.97
There is high employee engagement in strategic initiatives at KPLC.	2.4	15.8	23.0	23.6	35.2	3.72	1.19
Commitment to the company's strategy is evident across all levels of the organization.	9.1	9.8	24.2	24.2	32.7	3.66	1.26
Overall, KPLC has been able to successfully implement its strategic goals over the past 5 years.	9.1	11.5	25.5	26.0	27.9	3.50	1.27
Average						**3.96**	**1.202**

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The statements measuring the influence of reward politics on strategy implementation had an average mean score of 2.83 and standard deviation of 1.736. This means that most of the respondents moderately disagreed with the statements. For instance, whereas slightly more than half of the respondents disagreed that transparency in the reward system supported the successful implementation of strategies. This means that within the KPLC, there were some transparency issues in the reward systems and this affected the implementation of strategies.

When asked to indicate whether there is a lack of transparency in how rewards are distributed, impacting strategic motivation, most of the respondents disagreed. Most of the respondents moderately disagreed with the statement that rewards are often given based on favoritism rather than merit.

Slightly more than a third of the respondents disagreed with the statement that I believe that certain individuals or groups receive preferential treatment in rewards. This implies that within the company, most of the employees felt that there were certain individuals and groups that received preferential treatment as a result of reward politics. Most of the employees at KPLC agreed that deviations in reward policies were common and this had an effect on the consistency of strategy implementation.

Most of the respondents moderately disagreed the current reward system discourages taking risks necessary for strategic initiatives. Lastly, most of the employees at KPLC who participated in the study moderately disagreed with the statement that protecting the status quo

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through rewards hinders the implementation of new strategies. Reward politics and strategy implementation had a positive and significant coefficient. Therefore, the null hypothesis was rejected and concluded that there is a statistically significant relationship between reward politics and strategy implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya. Moreover, holding all other factors constant, a unit increase in reward politics affected strategy implementation by 0.17 units.

Reward politics and strategy implementation had a positive and significant correlation. Additionally, factionalism, gatekeeping politics, and territorialism were also found to have a positive and significant correlation with strategy implementation. It can therefore be concluded that the indicators of organization politics that were adopted in this study positively and significantly correlated with strategy implementation at the Kenya Power and Lighting Company. All the components of organizational politics adopted in this study addressed 37% variation of strategy implementation at the Kenya Power and Lighting Company. Moreover, the organization politics indicators combined had a statistically and significant influence on strategy implementation at the Kenya Power and Lighting Company.

Conclusions

There are several conclusions that were made in this study based on the research objectives. First, this study sought to determine how reward politics affected strategy implementation at the Kenya Power and Lighting Company in Nairobi County, Kenya. It was concluded that reward politics had a statistically significant effect on strategy implementation at the Kenya Power and Lighting Company. Lack of transparency, presence of preferential treatment in rewarding employees, policy deviations negatively affected the engagement and commitment of employees in strategy implementation.

Recommendations

To address the negative impact of reward politics, senior management should prioritize the establishment of a transparent and equitable reward system. Implementing clear policies that standardize the criteria for employee rewards and recognition can mitigate preferential treatment and policy deviations. Regular audits and employee feedback mechanisms can ensure adherence to these policies, fostering a culture of fairness that enhances employee engagement and commitment to strategy implementation.

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