

POWER DISTANCE AND STRATEGY REALIZATION IN GOVERNMENT OWNED ORGANIZATIONS

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ABSTRACT

Companies have faced significant difficulties with regards to the process of strategy realization as most strategies have failed to produce superior performance for the company due to ignoring the culture of the organization and poor implementation. Lack of power distance and clear policies and procedures have led to poor decision making and their disputes not being settled in the right time. As much as power distance plays an instrumental role in the organization; its actual effect in Kenyan companies has not been fully articulated or felt. This has necessitated the need to carry out a study on the effects of power distance on strategy realization. The study adopted descriptive research design, quantitative approach. The target population comprised of upper echelons management, middle level management and lower level management. Questionnaires were used to collect primary data. Variables were measured on a 5-point likert scale. The data was edited, organized, analyzed and interpreted using descriptive statistics and inferential statistics. Regression model was used to ascertain the relationship between teamwork orientation and strategy realization. The researcher employed the computer programme SPSS version 20 to code and analyze the information/data. The results indicated that that power distance has a significant influence on the strategy realization ($\beta = 2.253$; $t = 2.575$; $p < 0.05$). It was also established that the management establishes effective strategic controls to ensure that strategy realization is maintained with a mean of 3.916. The study concluded that power distance had a significant positive effect on strategy realization of organizations. The study also concludes that organizations are keen to departments providing distance in power. The study recommended that there is need for organizations to overhaul or improve the existing power distance in order to support achievement of its organizational objectives and strategy realization.

Keywords: Power Distance, Strategy realization.