STRATEGIC ALIGNMENT, OPERATING ENVIRONMENT AND PERFORMANCE OF STATE CORPORATIONS IN KENYA: A CASE OF KENYA BROADCASTING CORPORATION

VICTOR MUASYA MUTINDA

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DECLARATIONS

I declare that this document and the research that it describes are my original work and that they have not been presented in any other university for academic work.

Name: Victor Muasya Mutinda

Reg No: 22J01DMBA017

Student signature ……

Date: 07th April 2024

This research will be conducted under our supervision and is submitted with my approval as university supervisors.

Dr. Kiprop Kibos

University supervisor signature:  Date:7/4/2024

Mr. Githii Kagwathi

University supervisor signature  Date: 04 /10/2024

Africa Nazarene University

Nairobi, Kenya

DEDICATION

To my family members, my daughter Victoria, my wife Harriet.

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I thank the almighty God for the gift of life. I appreciate Dr. Kibos Kiprop and Dr. Stephen Githii my supervisors for their words of wisdom, encouragement, and guidance throughout the development of the project. I thank my friend Justus for the encouragement and moral support. I appreciate the support from ANU faculty members and ANU library staff for the provision of the right resources for my studies.

ABSTRACT

The Kenya Broadcasting Corporation has been in the spotlight for poor performance as evidenced by the weak financial base hence it has perennially depended on the exchequer to fund its operations. The weak performance may be attributed to several variables. The purpose of the study was to establish the effect of strategic alignment on performance of state corporations in Kenya, A case of Kenya Broadcasting Corporation. The objectives of the study were to determine the influence of organization structure alignment, resources alignment, culture alignment and marketing orientation alignment on performance of state corporations in Kenya. The study was anchored on strategic alignment model. The study used a descriptive research methodology. The unit of analysis was KBC, and the unit of observations was its 51 employees. The study used a census due to the small target population. The primary data for this research was gathered via a questionnaire. The quantitative data was analysed using descriptive and inferential statistics. Data was presented in tables and figures. The findings from correlation analysis showed that r values and p-values ranged from 0.5 to 0.9 an indication that strategic alignment significantly affected performance in the commercial banks. Marketing orientation alignment had the highest r values and thus the strongest effect to performance. The results also showed that 87.6% of the variations in the state corporation's performance can be traced to strategic alignment. The hypothesis testing results indicated that organization structure alignment has a statistically significant effect on the performance of state corporations in Kenya, with a regression coefficient of $\beta = 1.659$ and a p-value of 0.000. Similarly, resource alignment significantly impacts performance, as evidenced by a regression coefficient of $\beta = 1.776$ and a p-value of 0.001. Culture alignment also shows a significant effect on performance, with a regression coefficient of $\beta = 0.807$ and a p-value of 0.001. Additionally, marketing orientation alignment significantly influences performance, with a regression coefficient of $\beta = 0.702$ and a p-value of 0.000. Finally, the operating environment has a statistically significant moderating effect on the relationship between strategic alignment and performance, with a regression coefficient of $\beta = 0.023$ and a p-value of 0.000. The study recommends that other organizations seeking to improve performance in profitability, market share and customer and employee satisfaction to adopt the use of elements of strategic alignment.

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OPERATIONAL DEFINITIONS OF TERMS

Culture Alignment	The manifestation of their common systems, beliefs, expectations, philosophies, rituals, and myths
Marketing Orientation Alignment	It will involve alignment of customer analysis, marketing mix (4Ps), competitive advantage and brand markets.
Operating Environment	It is made up of aspects in the competitive scenario that influences the organization's ability to acquire essential resources or market its goods and services profitably. Operating environment dimensions consist of regulatory framework, competitiveness/ competition, social trends, and strategic relationships with suppliers.
Organization Structure Alignment	These will involve responsibility/accountability, authority, span of control and delegation of authorities in state corporations.
Organizational Performance	This will involve evaluating how well a task was completed in relation to established benchmarks for cost, time, speed, accuracy, and productivity. Market share, revenue growth, profitability and increase in assets will be the proxies.

Resources Alignment	It encompasses alignment of financial capital, human capital, technology, and physical resources in State corporations in Kenya.
State Corporations	A State Corporation is a body corporate established under Section 3 of the State Corporations Act, Cap 446, or by an act of Parliament, or under the Companies Act, Cap 486 where the Government. controls majority or all the Shares.
Strategic Alignment	Matching a company's tactics with its objectives through cultural alignment, market orientation alignment, organizational structure alignment and resource alignment.

ABBREVIATIONS

CBK	Central Bank of Kenya
DCT	Dynamic Capability Theory
FM	Frequency Modulation
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
HR	Human Resources
IS	Information Systems
IT	Information Technology
KBC	Kenya Broadcasting Corporation
KPA	Kenya Ports Authority
KPLC	Kenya Power & Lighting Company
KR	Kenya Railways
KRA	Kenya Revenue Authority
SA	Strategic Alignment
SAM	Strategic Alignment Model
SMEs	Small and Medium Enterprises
SPSS	Statistical Package of Social Sciences
TV	Television
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter provides an overview of the background information concerning strategic alignment and organisational performance, along with a statement of the problem, objectives, the significance of the study, and its scope and limitations.

1.1 Background of the Study

Business entities are created with the purpose of accomplishing specific objectives, particularly public corporate entities that have multiple objectives. These objectives include providing high-quality services to the public, developing policies, supplying essential goods, and facilitating access to goods that citizens cannot afford. The paper examines Kenya Broadcasting Corporation, a prominent business organisation in Kenya. This analysis examines the impact of strategic alignment on KBC's business operations and its subsequent success in terms of market share and revenue growth.

1.1.1 Organizational Performance

An organization's efficacy is determined by the degree to which it accomplishes its aims and objectives. Fundamentally, this entails assessing the quality of task execution in relation to predetermined standards pertaining to expenditure, duration, velocity, precision, and output. Therefore, organisational performance can be defined as the disparity that exists between the realised outcomes, successes, or results of an organisation and the expected outputs, encompassing its goals and objectives (Nyelisani, Ramdass & Mokgohloa, 2019). According to Ford and Ford (2018), it is essential that the performance evaluation instruments selected provide qualitative data that is relevant to the operations, processes, products, and services of the organisation. Consequently, for the purposes of performance management and the expansion of a business, efficient performance measurement methods are vital.

The strategic alignment of state corporations significantly affects their performance, as observed in various contexts globally and locally. According to El-Bassiouny & El-Bassiouny (2019), European markets, characterized by concentrated share ownership, necessitate stringent regulations to ensure effective corporate control. This environment results in fewer visible corporate governance issues due to the involvement of insurance firms, pension funds, institutional investors, workers, and banks in governance processes (Sorensen & Miller, 2017). Contrastingly, in the United States, the Tennessee Valley Authority (TVA) experienced performance issues by prioritizing impractical endeavors over public interests (Choi, Szewczyk & Chhabria, 2019).

In Africa, state corporations face unique challenges and opportunities in strategic alignment. In Nigeria, state corporations operate in a fiercely competitive and rapidly changing economic environment marked by advanced technology and financial instability, leading many to incur significant losses and debts (Tukker & Tischner, 2017). Nigerian managers strive to develop strategies that align the organization's status with resource allocation to achieve sustainability and competitive advantage (Parniangtong, 2019; Uchegbulam & Akinyele, 2019).

Ghanaian state corporations have reported deficiencies in corporate governance, particularly in internal control information, leading to financial instability and lack of transparency in annual reports (Adeabah, Gyeke-Dako, & Andoh, 2019; Kyereboah-Coleman & Biekpe, 2019). Similarly, in South Africa, poor governance has led to the closure and financial losses of several state corporations (Kyereboah & Biekpe, 2020). In Rwanda and Tanzania, intense competition and lack of adaptability hinder the effective implementation of reforms, contributing to increased debt levels and decreased profitability (Tukker & Tischner, 2019; Kasimila, 2021).

Locally, Kenyan state corporations have experienced significant governance issues. For instance, KEMSA mishandled the procurement of Personal Protective Equipment (PPE), reflecting a broader problem of inconsistent corporate governance leading to poor performance and failure (Kamau, Benard & Matu, 2019). Historical failures of institutions like Kenya Cooperative Creameries (KCC) and the National Housing Corporation (NHC) underscore the necessity for robust corporate governance frameworks. The Kenyan government has implemented initiatives like MWONGOZO to establish sustainability and performance as core characteristics of state-owned enterprises (Owalo, 2020)

1.1.2 Strategic Alignment

Strategic alignment is defined by Flanigan (2018) as the synchronization of an organization's tactics and objectives. SA, according to McAdam et al. (2019), is dynamic with respect to time. Consequently, it was described as the dynamic process of adapting to uncertainties and environmental change. Consequently, the sustainability of the SA is unattainable, notwithstanding its attainment, due to the perpetual fluctuations that organizations encounter in the business milieu (Price, 2019). Operating systems, processes, and procedures contribute to the achievement of business objectives. Every department, initiative, decision, and function advances the purpose, vision, and objectives of an organization that are strategically aligned.

In general, it is agreed that strategic alignment is a crucial factor in determining the success of an organization (Acur et al., 2018). Strategic alignment, on the other hand, is a cornerstone of the literature on strategic management because it is more congruent with organizational priorities, thereby facilitating a swift response to external pressures and a transfer toward a high level of performance by integrating the principal orientations of the firms' objectives (Huang & George, 2020). Bergeron et al. (2018) stated that business performance is the foundation of the strategic alignment assumption; however, performance may not increase if the company's competitive strategy fails to account for both internal and external environmental forces. Controlling strategic alignment in a decentralized setting involves overseeing plans and objectives, with a focus on administrative controls such as result control, which is given more emphasis (Tourani & Khatibi,

2020). According to Jaafar and Ahmed (2021), companies are motivated to prioritize strategic alignment due to operating in complex and dynamic environments. This is necessary in order to overcome obstacles and challenges and achieve their goals. However, many companies still struggle with threats that arise from their failure to effectively use strategic alignment. This is often caused by managers' negligence in accurately identifying and analyzing changes, resulting in the adoption of unsuitable strategies (Tawaha, 2019).

According to Keating et al. (2020), strategic alignment refers to the degree to which key decisionmakers are informed about the priorities and investments in information technology outsourcing, as well as the alignment of organizational structures, resources, cultures, and marketing orientations. Achieving successful outsourcing decisions requires the ability to activate this awareness. Strategic alignment is considered to be a combination of attributes associated with the organizational strategy implemented by businesses, serving as an indicator to evaluate the strategic orientations, strategies, and technologies utilized by said organization's information technology (Tawaha, 2019). Individual, strategic, and operational dimensions comprise the alignment dimensions, according to Benbya and McCelvey (2020). On the contrary, strategic alignment, according to Ghonim et al. (2020), comprises four distinct dimensions: alignment with regard to the organization structure, resources, culture, and marketing orientation. Various authors have operationalized strategic alignment in distinct ways, contingent upon the sector, country, and research methodology employed. Organizational structure alignment, resource alignment, culture alignment, and marketing orientation alignment will serve as surrogates for strategic alignment in the current study.

1.1.3 Operating Environment

The operational environment, also known as the competitive or task environment, comprises the elements within the competitive landscape that affect the organization's ability to acquire essential resources or efficiently market its goods and services for financial gain. The components of the operational environment include competitive positioning, consumer behavior, and credit accessibility (Muraguri, 2019). Neneh and Vanzyl (2019) provide a definition of the operational environment as a collection of elements that influence organizations, some of which are outside the control of management. These pressures provide both potential dangers and chances for advancement to the businesses. The operational environment aspects have an impact on the strategic choices of both state and non-state firms. Various factors that impact a business's

operations include its competitive stance, regulatory obligations, client conduct, market advancements, and loan accessibility (Hidayat, Sabarudin & Mu'alim, 2018; Pearce & Robinson, 2018).

As an open system, the organization is inherently adaptable; modifications to its structure and operations arise from changes in its surroundings. While the external environment significantly influences the organization's structure, managerial attention should also be given to the internal environment, which is gaining increasing importance (Pearce & Robinson, 2018). Companies must have a comprehensive comprehension of their operating environment in order to identify opportunities and threats, such as government support and litigation, as well as strengths and vulnerabilities (e.g., employee expertise and profitability ratio). KBC is among the most established television stations in its field. KBC can sustain its dominant market position through a meticulous examination and evaluation of the SWOT analysis. This will require extensive collaboration and coordination among numerous firm departments, including operations, finance, marketing, management information systems, and strategic planning.

1.1.4 Relationship between Strategic Alignment and Corporation Performance

Strategic alignment plays a pivotal role in the growth and success of an organization, as it enables the organization to respond more effectively to external pressures and achieve greater performance by integrating the primary drivers of its goals and objectives (Chi et al., 2020). Conversely, the dearth thereof serves as an indication of an inadequate strategic approach. Strategic alignment (SA) is initiated by strategic objectives (McAdam et al., 2019). Nevertheless, after strategic priorities have been established, communicated, and executed, there is frequently no tangible metric to ensure that tangible tasks are executed in accordance with those priorities (Thornley, 2018). Consequently, the view of SA encompasses the pursuit of a certain level of congruence and unity among various components of the organization, thereby guaranteeing the realization of the organization's strategic objectives (Tukker & Tischner, 2019).

Strategic alignment comprises alignment with regard to the structure of the organization, its resources, its culture, and its marketing orientation (McAdam et al., 2019). Strategic alignment, according to Ghose and Dam (2019), benefits administrators, supervisors, and business developers. Two categories of organizational structure alignment are distinguished in the literature: horizontal or transverse alignment and vertical alignment. Vertical alignment pertains to the arrangement of

organizational strategies, objectives, action plans, and decisions across separate hierarchical levels. The literature has generally acknowledged the conceptualization of strategy as encompassing three distinct levels: corporate, business, and functional. Vertical alignment is reliant not only on the coordination of activities and priorities across the aforementioned three levels, but also on coordination within the decision areas of each function (Kathuria & Porth, 2020). Vertical alignment is considered to be accomplished when this consistency is attained. Horizontal alignment pertains to the synchronization of endeavors throughout the entire organization and is predominantly significant for the lower echelons of the strategy hierarchy.

The concept of horizontal alignment can be delineated with respect to integration between functions and between functions. Cross-functional integration mandates that activities and decisions throughout marketing, operations, human resources, and other functions are consistent with one another in order to support and complement one another. By fostering coherence across decision domains, intra-functional coordination is accomplished in order to generate synergy within each function. In order to achieve effective execution, it is crucial that decisions made within a function are not only aligned laterally, but also vertically with the function's strategic objectives (Kathuria & Porth, 2020). The horizontal alignment procedure necessitates collaboration and exchange among diverse functional activities.

In accordance with a resource-based perspective that classifies resources as complementary, supplementary, superfluous, or surplus, the resource alignment framework has been applied to comprehend collaborations between actors (Das & Teng, 2019). The alliance expresses utility for both complementary and supplementary resources; however, while complementary resources exhibit dissimilarities, supplementary resources display similarities (Lin, Yang & Arya, 2019). Although initially applied to examine the competitive advantage of specific firms, the resource-based view has been acknowledged by a number of authors (Das & Teng, 2020; Ireland, Hitt & Vaidyanath, 2022; Adegbesan, 2019; Lin, Yang & Arya, 2019) that firms must also look beyond their own borders in order to obtain the resources they require.

The concept of resource alignment pertains to all activities involved in acquiring new and sufficient capital for the organisation, as well as optimising the utilisation and development of existing resources (McCarthy & Zald, 2019). Walsh (2019) asserts that resource mobilisation is critical for all businesses because it ensures the continuity of the service provided to customers and enables

the organisation to augment and expand its current resources. In order to function, an organisation requires a variety of resources, including financial capital, personnel, assets, furnishings, and expertise.

According to Kim and Mauborgne (2019), the organisation develops manufacturing, marketing, and human resource strategies in accordance with the alignment of its value chain. Budget allocations and financial objectives are established in accordance with these strategies. The structural alignment approach is anticipated to result in improved performance when an organisation possesses the necessary resources and capabilities to establish a viable competitive position and its structural conditions are favourable (Lumineau and Malhotra, 2020). The current economic downturn has increased the demand for a reconstructionist alternative. Consequently, the primary responsibility of the leadership of an organisation is to select the most suitable strategic approach in light of the obstacles that the organisation encounters.

Schein (2019) defines culture alignment within an organisation as the outward expression of their shared systems, beliefs, expectations, philosophies, rituals, and mythologies. They can motivate and serve as a significant catalyst for individuals' productivity and achievement. According to Saffold (2019), a strong organisational culture has been utilised as a primary impetus to boost employee engagement and self-assurance, decrease work-related tension, and enhance employee ethical conduct. A foundation for a more comprehensive understanding of the organization's operations is established upon the ability to identify its cultural attributes.

1.1.5 Moderating effect of Operating Environment

The level of achievement that organisations, including state corporations, achieve is predominantly influenced by the operational environment in which they operate, as stated by Khalifa et al. (2020). Prominent moderators that may impact the strategic alignment endeavors of an organization aiming to improve performance encompass the social environment, competitive position, competitiveness, institutional policies, consumer behavior, market fluctuations, and credit accessibility (Muraguri, 2019).

The operational environment of business organisations is a multifaceted and intricate dynamic that significantly impacts the organisation. The organisational outlook and objectives are often influenced by the regulatory framework and competitive environment, which impose limitations on them (Saffold, 2019). These environmental constraints on an organization's objectives may take

the form of competition; this restricts the organization's specified objectives. A trade union's request for a compensation increase, for instance, will have an impact on shareholder dividends and, by extension, strategic alignment. All of these environments offer diverse contexts that impact the operations and outputs of the organisation.

Given that business influences society and society in turn influences business, it is imperative that managers within organisations engage with and adapt to internal and external environmental factors. The management considers the aggregate of these interrelationships between the business and society and within the business to be crucial to organisational performance (Schein, 2019). In a dynamic environment, the survival and success of an organisation are contingent on its strategic relationships with stakeholders and its ability to adapt socially acceptable trends. The identification of opportunities and hazards in the external environment is a critical responsibility of the organization's senior management (Oghojafor, 2021).

1.1.6 Overview of State Corporations

Public corporations function with the intention of accomplishing particular goals, such as the anticipation of citizen requirements and the optimisation of service delivery (Henriques et al., 2019). The task of attaining these goals is exceedingly difficult, particularly due to the fact that it requires making strategic economic decisions regarding the distribution of limited resources (Rashid & Simpson, 2019). As a result, the allocation of resources in the United States has become more effective due to the strategic alignment (SA) of information technology, culture, operations efficiency, employees, and customers; in contrast, the impact of strategic planning and its content on performance for public sector organisations has been limited (Jacobsen & Johnsen, 2020).

In Saudi Arabia, strategic alignment has been key in state corporations. Furthermore, high performing commercial state businesses have a higher level of strategy coherence than performing companies do (Tukker & Tischner, 2019). This is because high-performing companies can achieve both competitiveness and long-term viability. Moreover, distinct obstacles hinder the achievement of competitive advantage by various business alignment strategies, which strengthens the case that western strategy models are applicable to developing nations such as Saudi Arabia.. Strategic alignment within an organisation is achieved by employing the two contrasting approaches to sustainable competitiveness. The alternatives are methods based on market position and resource

allocation. Both methodologies are necessary for current and prospective competitiveness (Zamani, Parnell, Labbaf, & O'Regan 2018).

State corporation companies in Beijing, have seized unexpected opportunities, adapt to challenges, and out manoeuvre their competitors to survive and flourish in this increasingly competitive market (Parniangtong, 2017). Despite a 20-year trend toward privatization, state corporations continue to play a substantial role in the global economy. Although stronger resources and reformed governance alone cannot address state corporations' problems, historical attempts at reforms show that these two things together can lead to enhanced state corporations' performance. Lessons from historical evidence suggest that restructuring and privatization of state corporations call for a thorough methodology. Private sector enterprises and public-private collaborations have proven to be highly advantageous for various state-owned enterprises in competitive and non-competitive sectors across the globe (World Bank, 2019).

African organisations participate in the formulation of corporate strategies in which managers strive to align the current condition of the organisation with the allocation of resources. Commercial state enterprises (SME) in Rwanda encounter a multitude of challenges across diverse operational sectors. These obstacles primarily stem from intense competition and a dearth of reform, if any has been introduced (Tukker & Tischner, 2019). Globalisation, rapid environmental change, competition for innovative products and services, and fluctuating investor and consumer demand are now the norm for businesses. In order to remain competitive, commercial state corporations must consistently enhance their operations through strategies such as price reduction, quality improvement, and product and service differentiation. By formulating approaches for strategic change management that identify the strategic requirements of an organisation, which are critical for the execution of corporate strategies and the attainment of operational objectives, a company may gain an ongoing competitive edge through its human resources (Ndahiro, Shukla & Oduor, 2019).

In Nigeria, the current state corporation business environment is marked by intense competitiveness, dynamism, and technological sophistication (Tukker & Tischner, 2019). This is especially difficult for organizational managers, who must devise and execute strategies that would influence them to reach and maintain better levels of performance. Consequently, corporate strategies assume a pivotal function as organisations endeavour to attain industry leadership. State

enterprises in Nigeria function within a challenging economic landscape marked by intense competition (Parniangtong, 2017). Consequently, there is a growing trend among administrators to seek out strategic approaches that can enable them to attain, enhance, and sustain organisational performance and a competitive edge. It is imperative that the management of commercial state enterprises consider the formulation and execution of strategy alignment as pivotal components (Uchegbulam & Akinyele, 2019). During the formulation of strategies for state-owned enterprises in Tanzania, managers prioritise the alignment of resource allocation with the organization's operations. This process pertains to the overarching objectives of an organisation, which may include general goals, components of the grand plan, or a strategy to sustain the business

State corporations in Kenya are regulated by Chapter 446 of the Kenyan Laws, which is the State Corporations Act. By virtue of a presidential order and an Act of Parliament, parastatals are established as corporations tasked with carrying out specific economic functions for the nation.
Tertiary education, training institutions, financial corporations, public universities, regional development authorities, training and research organisations, regulatory activities, and public universities are all instances of parastatals that have been formed to fulfil social and commercial objectives (Parastatals Report, 2019).
State corporations are entities established by the government to achieve various aims, including addressing market failures, investing in marginalised regions for economic and social development, and providing healthcare and education. They are profit-generating government state corporations capable of managing their financial responsibilities independently. In addition to the impact of economic fluctuations and public scepticism regarding the quality of services and products offered by commercial state corporations, their overall performance in the Kenyan economy has remained subpar (Vision 2030). Kenya has a total of 248 State Corporations, of which 201 are non-commercial entities and 46 are commercial enterprises, as reported by the State Corporation Advisory Committee in 2021. In the fiscal years 2019/20, 2020/21, and 2021/2022, only a limited number of them successfully accomplished their strategic mandate by possessing the prerequisites essential for long-term viability. In addition to the labour market's talent disparity, this is due to the enormous financial investments required to establish robust systems (Kimeo & Achuora, 2021).

Prior attempts to enhance the performance of the public sector through strategic reforms have yielded insignificant outcomes (Riany, Were, & Kihara, 2018). Despite the implementation of restructuring initiatives by the majority of state corporations in Kenya, with the intention of enhancing their performance, the decline in their overall performance has persisted (Walter & Vincent, 2018). In an effort to enhance performance, the government has also established monopolies, such as Kenya Power and Lighting Co. Ltd. (KPLC), the sole provider of electricity to homes and industries. The government has incurred a liability in the form of state corporations in Kenya, whose poor performance has impeded the achievement of sustainable economic growth. Developing nations, characterised by their constrained resources, are unable to allocate resources in the absence of clearly defined strategies (Meri, Hasan, & Safie, 2018).

1.1.6 Profile of Kenya Broadcasting Corporation

KBC, the Kenya Broadcasting Corporation, is a state-owned media organisation with historical origins dating back to the 1920s, during the colonial era in Kenya. The nationalisation of state-owned media occurred in 1964 via an Act of Parliament. Subsequently, the organisation was renamed Voice of Kenya and again by an Act of Parliament in 1989, it was redesignated as KBC (Collender, 2015). Initially, it operated as a radio broadcast that disseminated news in English, Swahili, and various other widely spoken vernacular languages. In 1962, television broadcasts commenced. Subsequent to that, the state-owned media organisation has expanded its staff. KBC's mission is to establish and maintain a leadership position in the transmission of impartial content via broadcasts of superior quality. Creativity and innovation, quality services, competitiveness, and professionalism are its fundamental principles.

The Corporation's principal aim is to impartially connect Kenyans across all regions with informative, educational, and entertaining content. KBC utilises print, radio, and television media to carry out its mandate. KBC Channel 1 dominated the television line for an extended period of time. Heritage TV, which aims to promote and safeguard indigenous culture, and Y254, a channel targeted at young viewers, have been operational in Kenya since the country's digital migration in 2015. The digital platform is utilised to transmit both television services. Regarding radio, the corporation operated KBC Radio Taifa and KBC English Service, the latter of which served Nairobi and the surrounding area primarily. The Corporation has established numerous public service radio stations in the regions of the Central, Eastern, and Western hemispheres.

Numerous commercial radios dedicated to local communities have been launched by KBC. Numerous stations provide radio programming in their respective languages, such as Coro FM (Kikuyu), Iftiin FM (Somali), Nosim FM (Maasai), and Mayienga FM (Luo). (Githaiga, Minnie & Bussiek, 2021) Vernacular radio stations strive to preserve the local languages while providing news and information to the local communities. Signet, Kenya was established by the corporation in 2009. A platform for the distribution of digital television programming is offered by the subsidiary. The Mast, a monthly publication of The Corporation, offers commentary and opinions in addition to a summary of current events and news that transpired throughout the month. By establishing numerous transmission sites throughout the nation, KBC has perhaps accomplished its greatest feat to date: linking remote regions that were previously unable to access television services.

1.2 Statement of the Problem

Constant criticism has been directed at the Kenya Broadcasting Corporation due to its lengthy history of subpar performance. The exchequer has consistently provided funding for the operations of the state-owned media organisation due to its precarious financial foundation. It has continued to experience negative revenues and profitability for the past 10 years (State Corporation Advisory Committee, 2021). It has continuously been unable to fulfil financial responsibilities as they become due such paying salaries, bills, advertisement costs, loans, and other obligations as they fall due. The Kenya Broadcasting Corporation, in a dispute that the government actively intervenes in, has hindered the growth of the average percentage of viewers and listeners, as reported by the Office of the Auditor General (2022). If this situation is left alone, KBC may not be able to pay its employees, service its loans, will face difficulties in generating adequate reach and frequency and will not be able to attract expertise in its businesses. These will affect its ability to competitively reach many customers hence reduced revenue streams. The weak performance may be attributed to several variables which may include strategic alignment with the corporation's internal and external environment, resource availability, image, structure, and employee empowerment.

There are some previous studies that have focused on strategic alignment, while others have focused on performance with other variables for instance; A study conducted by Mohamed, Nagi, Hameda, and Mohamed (2020) examined the relationship between strategic alignment and the efficacy of decisions. Strategic alignment and its four dimensions (IT, customer, operations, and

individuals) have a significant and positive effect on decision effectiveness, according to the study's findings. This emphasizes the need for an integrated model that takes into account all four strategic alignment dimensions for the greatest impact on decision effectiveness. The operationalization of SA was based on IT, customer, operations, and individuals creating a conceptual gap. The study was concentrated on decision effectiveness in Egypt which presents a contextual gap on the need to focus on state corporations in Kenya. Additionally, the majority of strategic alignment research has been carried out in developed nations, including Europe. Although there have been recent studies conducted in emerging economies, the findings have resulted in the existence of empirical gaps (Wilkins & Emik, 2019). Furthermore, the existing body of research on SA has predominantly concentrated on developed countries and private organizations, neglecting to consider the potential variations in SA between the two (Sharma & Behl, 2020). In Kenya, the purpose of this research was to ascertain how strategic alignment impacts the operations of Kenya Broadcasting Corporation.

1.3 General Objective of the Study

The general objective of the study was to establish the effect of strategic alignment on performance of state corporations in Kenya, A case of Kenya Broadcasting Corporation.

1.3.1 Objectives of the Study

i) To determine the influence of organization structure alignment on performance of state corporations in Kenya.
ii) To evaluate the influence of resources alignment on performance of on performance of state corporations in Kenya.
iii) To establish the influence of culture alignment on performance of state corporations in Kenya.
iv) To assess the influence of marketing orientation alignment on performance of state corporations in Kenya.
v) To assess the moderating effect of operating environment on the relationship between strategic alignment and performance of state corporations in Kenya.

1.4 Research Hypotheses

The following null hypotheses was tested.

H_{01}: Organization structure alignment has no statistically significant effect on performance of state corporations in Kenya.

H_{02}: Resources alignment has no statistically significant effect on performance of state corporations in Kenya.

H_{03}: Culture alignment has no statistically significant effect on performance of state corporations in Kenya.

H_{04}: Marketing orientation alignment has no statistically significant effect on performance of state corporations in Kenya.

H_{05}: Operating environment has no statistically significant moderating effect on the relationship between strategic alignment and performance of state corporations in Kenya.

1.5 Significance of the Study

The study would be important to Kenya Broadcasting Corporation for it would help them realize the importance of organizational culture alignment, resource alignment, culture alignment and marketing orientation alignment on their performance. The study results will help them take necessary measures in ensuring certain strategic alignment measures are incorporated in their strategic plans.

Understanding the impact of strategic alignment could be advantageous for other state corporations as well. Achieving organizational performance requires more than simply amassing the required resources and developing suitable strategies; it also entails aligning these resources in a manner that generates synergy with the operations of the organization. The outcomes of the research may assist managers to determine the optimal combination that will lead the corporation toward the achievement of its goals, as well as construct a contingency plan for carrying out the exercise. This might enhance the knowledge of the relationship between a company's strategic resource alignment and environmental prospects.

The study will be important to the national government in setting policy relating to culture, structure, resources and accessing the market. The policy will be key to KBC and other state corporation for it will help them remain competitive in the dynamic market. Some of the policies may be relating to the type and size of the organizational structure, resource mobilization strategies and culture change. Some of these policies will help KBC and other state corporation compete

with private institutions in the same sector of offering similar services. Academics and business researchers will be able to use the outcomes of this study to bolster literary citations and suggest topics for future research. In addition, the research intends to provide theoretical, practical, and methodological contributions, since the results may contribute to the professional expansion of current knowledge in strategic alignment.

1.6 Scope of the Study

The study focused on the effect of strategic alignment on performance of state corporations in Kenya, a case of Kenya Broadcasting Corporations. The specific objectives of the study will be to determine the influence of organization structure alignment, resources alignment, culture alignment and marketing orientation alignment on performance of state corporations in Kenya. The study will be carried out in Nairobi City County. The study will target selected employees working in KBC. The employees will consist of the head of various departments and supervisor of various units within the corporation. The study will cover a period of 2 months between April and May 2023.

1.7 Delimitation of the Study

The study will only focus on one state corporation (KBC) in Nairobi City County, Kenya. The strategic alignment is many, but this study will only focus on four, organization structure alignment, resources alignment, culture alignment, and marketing orientation alignment. The study will focus on non-financial indicators of organizational performance. The research designs will be descriptive and exploratory research design. The study does not intent to cover all the state corporation in Kenya.

1.8 Limitation of the Study

The study anticipates that some of the respondents may be reluctant in giving their precious time in filling the questionnaire. Some may find the information being sought as sensitive and having a possibility of leaking to their competitors. However, the researcher will issue them with data collection authorization letter and National Commission of Science and Technology and Innovation permit to show that the data will be used for academic purposes.

1.9 Assumptions of the Study

The researcher assumes that respondents will be transparent and will answer the questions truthfully. The researcher assumes that respondents will have spare time to respond to the questions

on time. It is the assumption of the researcher that the proposal will be completed in time and that approval will be made by the faculty members.

1.10 Theoretical Review

The resource-based view theory, the strategic alignment model, the contingency theory, and the dynamic capability theory will all guide the research.

1.10.1 Strategic Alignment Model

One of the most frequently referenced models of strategic alignment is the SAM, which was initially introduced by Henderson and Venkatraman in 1993 (Chan & Reich, 2007). Strategic integration and functional compatibility constitute the two primary components of SAM. The alignment of internal and external domains is referred to as "strategic fit." Between the business and IT domains, functional integration pertains to two distinct categories of integration. Assigning a link between business strategy and IT strategy, the initial category is known as "strategic integration." Operating integration, as defined by Henderson and Venkatraman (1993), pertains to the connection between IT infrastructure and process as well as organizational infrastructure and process. Organizational Infrastructure, IT Infrastructure, Business Strategy, and IT Strategy, as well as their interrelationships, are examined through the lens of SAM, a conceptual model utilized to comprehend strategic alignment.

The popular classic linkage view is exemplified by the cross-domain alignment between business strategy and I/S infrastructure and procedures. Another form of congruence between information technology (I/T) strategy and the infrastructure and processes of an organization demonstrates a perspective on the mechanization of the workplace. Establishing a connection between business strategy and information technology (I/S) infrastructures and processes specifically necessitates the delineation of work processes, positions, and authority structures in order to establish a correlation between the influence of I/S products and services and the business strategy. To define the requirements of the I/S infrastructure and processes, the business strategy must be decomposed into work processes. As an example of how emerging technology may alter or modify organizational processes, consider the automation form of cross-domain alignment. This perspective underscores the prospective worth of I/T and explains how the infrastructure and processes of I/S enable a service organization to facilitate this worth.

1.10.2 Contingency Theory

Pike introduced the Contingency theory in 1986. Contingency theories are organizational theories that posit the absence of a definitive optimal approach to company organization, leadership, or decision-making. Conversely, the most effective course of action is influenced by both the internal and external circumstances. Contingent leaders exhibit adaptability in selecting and modifying concise strategies to accommodate situational changes that may occur during a specific phase of the organization's operation.

Performance is significantly influenced by the equilibrium between an organization's strategy and its external environment, according to this premise. The aforementioned context is reflected in the organization's internal and external environments (Acur et al., 2012; Chen and Huang, 2008). Public and private organizations alike function within a specific framework through the integration of synergies that exist among technological capabilities, organizational resources, strategy, and processes. Additionally, it is crucial that the organization's mission, objectives, and plans are harmonized and integrated with its business strategies (Chi et al., 2020).

1.10.3 Dynamic Capability Theory

Teece and Pisano (1994) introduced the Dynamic Capability Theory (DCT), which Eisenhardt and Martin (2000) and Teece, Pisano, and Shuen (1997) refined. Firm dynamic capabilities encompass a range of internal and external resources that empower an organization to effectively reconfigure and integrate its processes and assets in order to attain enhanced performance. The theory posits that variations in capabilities among firms are fundamentally linked to their asset positions, such that the level of capabilities currently held by a firm determines its future ability to alter its operational condition. Moreover, the capacity of an organization to be flexible and adaptable is determined by its processes, which include governance structures, resource allocation methods, and management systems.

Furthermore, the capability of an organization is contingent upon the trajectory it follows; therefore, the ability of an organization to recognize and dedicate itself to the path that enhances its capabilities and results in a competitive edge is a critical asset. The dynamic capability view, as established by Eisenhardt and Martin (2000), elucidates the critical function of a firm's current resource reconfiguration capabilities in order to adapt to an environment that is extraordinarily dynamic. Consequently, DCT elucidates the pivotal role that dynamic capabilities play in

elucidating the competitiveness of an organization within rapidly evolving business environments. The effective conversion of resources into enhanced performance is commonly attributed to dynamic capabilities. For the purpose of enhancing organizational performance, this theory provides support for market-driven alignment, organizational structure alignment, and culture alignment.

1.10.4 Resource-Based View Theory

Resource-based theory of the firm was initially proposed by Wernerfelt in 1984. An economic strategy for identifying the strategic resources of a business is the resource-based view (RBV). According to Wernerfelt (1984), the fundamental tenet of the RBV is that a company's competitive advantage is predominantly determined by how it utilizes the collection of valuable resources that it possesses. These resources must be heterogeneous and immobile to transform a short-term competitive advantage into a long-term competitive advantage (Peteraf, 1993). In essence, this transforms valuable resources into those that require a substantial quantity of effort to completely imitate or replace. Under such conditions, the firm's resources will enable it to sustain returns that are higher than the average.

The current prevalent approach of corporate strategy, RBV of businesses (RBV), is based on economic rent concept and the organization view as a group of skills. The present approach to strategy exhibits a notable coherence and integrative function, thereby positioning it in a superior position compared to alternative approaches to the process of making strategic decisions. The concept of resource-based theory revolves around the manipulation, utilization, and management of resources, and it serves as the foundation for the resource alignment variable.

1.10.5 Porters Five Forces Model

Established in 1979 by Michael Porter, an esteemed professor at Harvard Business School, it has progressively evolved into an indispensable instrument for management. The framework of Porter's Five Forces is utilized to assess the competitive environment of a business. Porter's Five Forces is a widely utilized framework that simplifies the evaluation of the competitive forces that impact a variety of industries. The profitability of a company is influenced by various forces, such as the quantity and strength of substitute products, suppliers, consumers, and potential new market entrants. In order to enhance competitive advantage, a business strategy can be guided by a Five Forces analysis.

The continued utility of the Five Forces Model as a framework for comprehending the competitive positioning of a business is evident. When analysing the competitive environment of a company, it is imperative to prioritise the factors outlined in Porter's Five Forces framework. Profits that are anticipated to decline in the future are generally correlated with high hazard levels, although the inverse holds true. Understanding the interdependence of the operating environment, strategic alignment, and organizational performance is facilitated by Porter's Five Forces.

1.11 Conceptual Framework

The conceptual framework is a theoretical structure that illustrates the interconnectedness between variables. The study examines the relationship between various independent variables, namely organization structure alignment, resources alignment, culture alignment, and marketing orientation alignment, and their impact on the performance of State Corporation. Additionally, the study considers government regulation as a moderating variable, which may influence the relationship between the independent variables and the dependent variable.

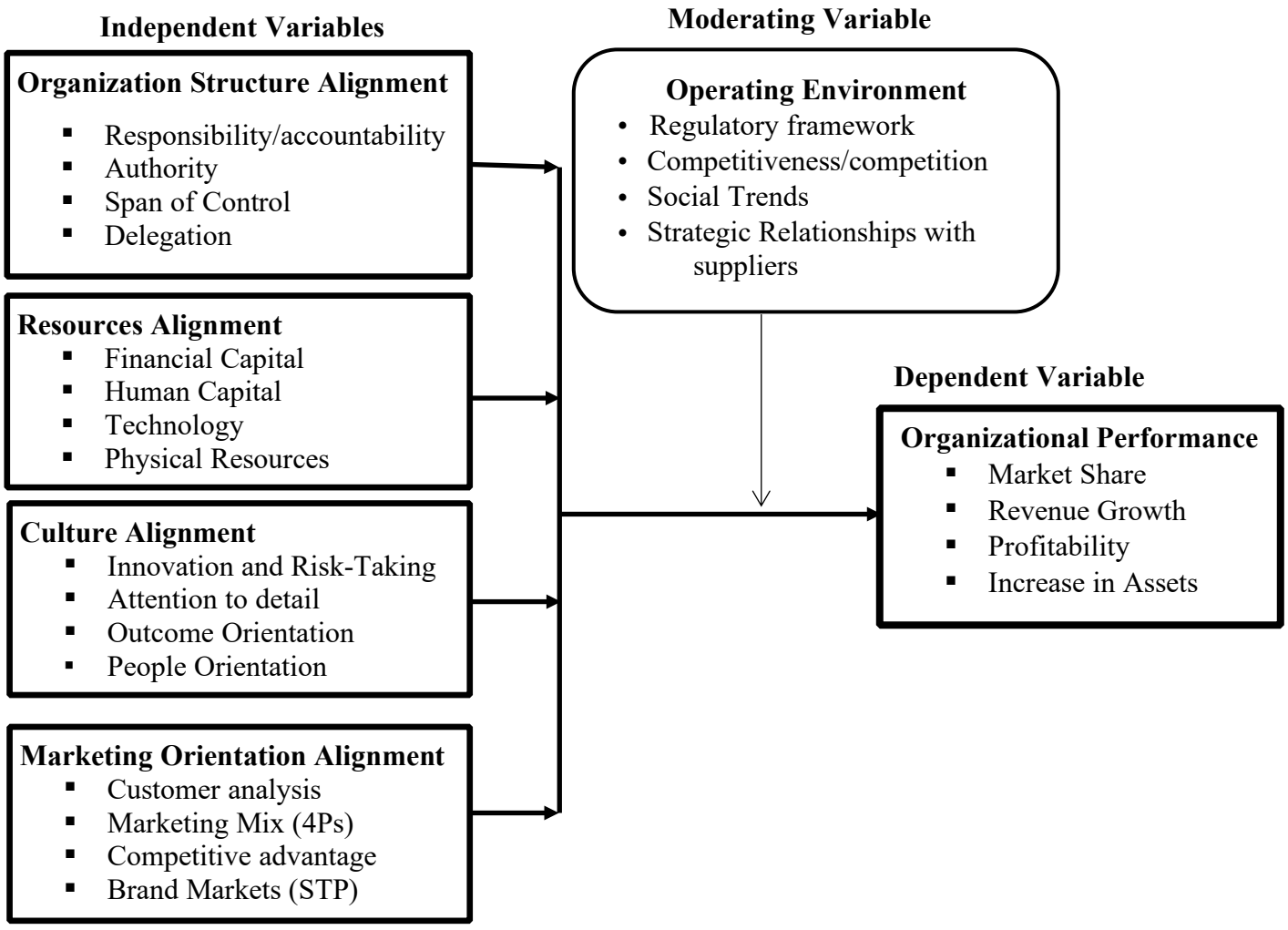


Figure 2.1 Conceptual Framework

Source: Author (2023)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature reviewed in this chapter pertains to the variables under investigation. In addition, the reviewed gaps in relation to the study variables are presented.

2.2 Review of the Past Literature

The section will examine previous research pertaining to the study variables and their connection with the performance of state corporations.

2.2.1 Performance of State Corporation

The Kenyan government articulated issue over the continuous deterioration in the efficacy of SCs, with regards to development and employment in Kenya. The study recognizes that the creation of state corporations to allow government participation in economic activity may have been appropriate during the first phases of independence. Nevertheless, the objectives and circumstances that led to the establishment of the majority of state enterprises have since changed. The paper underscores the critical nature of privatizing and divesting state-owned corporations in light of the managerial challenges that plague these public entities and generate inadequate returns on government investments. Additionally, the paper emphasizes the provision of a more extensive reservoir of highly skilled labour and the existence of domestic entrepreneurial activity, both of which can support an economy driven by the private sector. Furthermore, the paper underscores the significance of government revenue generation beyond taxation. Progress has been made by the administration in the reform of parastatals.

The reform of key state entities such as the Kenya Ports Authority (KPA), Kenya Railways (KR), and Kenya Power and Lighting Company (KPLC) has made substantial progress. Nevertheless, additional measures are required to expedite advancements in this domain and consequently enhance the insufficient investment efficiency that constrains economic expansion (Wamalwa, 2022). Since the 1970s, Numerous African nations have recognized the subpar performance of social classes. The State Corporations' inadequate output may be related to labour inflexibilities, corruption, incompetent leadership, political favouritism, weak market strategies, increasing fiscal and foreign debt, and inflationary difficulties, as stated by the State Corporation Advisory Committee in 2019.

According to Shirley (2019), state corporations offered subpar and undependable services, were unable to fulfill the demand, and were falling behind in technological fields like as telecommunications. The principal obstacles which have impeded the achievement in terms of objectives by SCs include mismanagement, bureaucracy, waste, pilferage, ineptitude, and irresponsibility shown by directors and workers. In 1990, the poor performance of state-owned corporations in Kenya led to the transfer of funds from the central government to these companies, which amounted to 1 percent of the country's GDP in 1991. In the years 1990-1992, the parastatals received direct subsidies totaling Kes 7.2 billion, together with extra indirect subsidies amounting to Kes 14.2 billion. By 1994, the subsidies allocated to parastatals or NGOs accounted for 5.5% of the GDP. The current underperformance has markedly deteriorated and led to a considerable debt due to the national government, totaling hundreds of billions of Kenya shillings (CBK, 2021).

At that time, the deficits financed by the Central Bank were reflected in the inflation rates of the nation. Various strategies were implemented to address these issues. These included negotiations between the SC and the government to establish clear objectives and targets for the SC, the implementation of competition to enhance customer accountability, the provision of performance-based incentives such as higher salaries and benefits, and the expansion of employee training programs. All of these measures did not achieve complete success. The aforementioned measures' lack of success prompted numerous governments to pursue privatization and strategic alignments (Kamung'a, 2020).

2.2.2 Organization Structure Alignment and Performance of State Corporations

Effective strategy implementation is contingent upon the organization's structure and strategy being appropriately aligned. Consequently, a reevaluation of the organizational framework is frequently necessary for the implementation of strategies. According to a study by Lin, Yang, and Arya (2019), implementation performance is positively impacted by an organization structure that is formalized, explicit, and relatively decentralized. The execution of strategies is enhanced when an organization adopts a decentralized framework. Delegating decision-making authority to lesser levels within the organization is characteristic of a decentralized structure.

Organisational members at every hierarchical level are endowed with decision-making authority in highly decentralised organisations. Decentralized structures have several key benefits. Firstly, they foster greater organizational member commitment to decision-making processes. Secondly,

they facilitate quicker decision-making and enhance decision quality by capitalizing on the specialized knowledge of employees occupying lower hierarchical levels (Song et al., 2018). Moreover, delegation provides opportunities for skills and ability development, as well as an increase in members' dedication to the organization and its strategy, while also expanding their scope of action. By enabling members to feel as though they are contributing to the organization's operations, decentralized organizational structures increase members' motivation and sense of influence.

Additionally, organizations differ in numerous ways: certain entities operate globally and on a national scale simultaneously, encompassing a diverse array of job divisions; others conduct their daily operations from a single location with limited variation in their job types (Daft & Willmott, 2020). Furthermore, there is variation in the extent to which decision-making authority is delegated to individual departments or employees and departments; certain authorities hold ultimate authority, whereas others are subordinate to department heads (Tolbert & Hall, 2019). The organizational structure of an entity establishes the framework in which its activities to accomplish entity-wide goals are strategized, implemented, supervised, and evaluated. When designing an effective organizational structure, it is crucial to take into account essential components such as lines of reporting, areas of authority, and responsibility. An organization constructs a framework that is customized to its specific requirements.

Latifi and Shooshtarian (2018) state that the suitability of an organization's organizational structure is influenced, to some degree, by the magnitude of the ventures conducted. Regarding task execution, Armstrong (2022) defines an organization's structure as a framework. Previously composed of work teams wherein tasks associated with process initiatives, products, the market, consumers, geographic regions, or professional disciplines were consolidated, it is composed of departments, divisions, functions, and units. Establishing management hierarchies, the structure specifies who is responsible for directing and executing these activities. Most organizational structures, according to Tolbert & Hall (2009), evolve in response to environmental factors, member interactions, and variations in member types.

The structures of organizations have evolved over time; certain structures have been described as formal or informal (Armstrong, 2022), whereas others have been described as structural or contextual (Daft & Willmott, 2020). According to Tolbert and Hall (2019), the formal structure of an organization specifies the tasks that must be completed and the individuals who bear responsibility for them. In contrast, the informal structure takes into account societal norms and expectations that are not formally established by the organization. The structural element, according to Daft and Willmott (2020), comprises the internal aspects of an organization, while the contextual element comprises the external aspects. Whether an organization adopts a mechanistic or organic structure is determined by the interrelationships of these elements within formal organizational structures.

2.2.3 Resources Alignment and Performance of State corporations

Resource alignment, which is a critical component of strategic planning, ensures that the organization's resources are concentrated and given priority in order to accomplish its shared objectives (Haines, 2019). Alignment of organizational resources facilitates the evaluation and modification of the company's trajectory in light of an evolving environment. According to Smith and Dunbar (2019), Ngoasong (2019) argues that in order to foster consistent performance, organizations should assess their resource-based strategic plans and comprehend the environment in which they operate.

Organizations must effectively utilize the resources at their disposal in order to attain the most favorable outcomes. Since resources are perpetually limited in supply while their demands are boundless, the implementation of strategic planning is crucial for organizations to allocate them in accordance with the correct priorities. SCs, similar to other types of organizations, function within a business environment that is exceptionally dynamic. When faced with such conditions, the alignment of resources through strategic planning becomes an indispensable component of their operations (Smith & Dunbar, 2018). Well-established SCs foster development and economic expansion by means of sufficient industrial investments.

Resource alignment, a critical element of strategic planning, is essential for organizations to focus on the necessary and prioritized tasks that will improve overall organizational performance. For a structure to adequately facilitate organizational performance, it is imperative that it achieves a number of crucial objectives. According to Mullin (2020), a number of key factors contribute to the successful functioning of an organization. These factors encompass the attainment of economic

and efficient performance, the effective allocation of resources, the monitoring of organizational activities, the establishment of accountability for work carried out by both groups and individuals, the coordination of various components within the organization and different areas of work, the maintenance of flexibility to adapt to future demands and environmental changes, and the promotion of social satisfaction among members of the organization.

As stated by Machapatro (2020), the effectiveness of the organization and its ability to achieve its goals will ultimately be influenced by the conduct of its personnel, who operate within the organizational structure and imbue it with character. Strategic corporate resource alignment and corporate strategy are intimately related, according to Mullin (2020). As opposed to merely supporting the strategic objectives and plan, Richardson and Evans (2018) underscored the significance of resource alignment in accordance with the organization's strategy. On the contrary, he additionally proposes that it is imperative to guarantee congruence between strategy and resources.

Managers must take into account how the structural design and techniques of work organization impact the behavior and performance of organization members, which in turn affects the overall performance of the company (Mullins, 2020). The organizational resource establishes the connections between staff members, which in turn affects the system for implementing strategies. The actions and conduct of the individuals participating in the process have a crucial role in determining its effectiveness, and this is deeply embedded in their cultural values. David, (2022).

2.2.4 Culture Alignment and Organizational Performance

Culture is made up of the beliefs, standards, and habits that guide team members every day and shape the character of your organization. There is a culture at every organization, even if they don't try to change it. One thing that is not the same as whether or not workers believe in that culture is whether or not the culture is worth believing in. There aren't many workers who say that culture affects how they do their job (24%) and HR leaders who say that culture drives business performance (31%). This is where fitting in with the culture comes in. The same Gartner study found that when an organization's employees and culture are in sync, the organization can meet its sales goals up to 9% better, improve employee performance by up to 22%, and improve its image by up to 16%.

Facilitating the connection of workers across SCs to its culture at a personal level fosters a shared comprehension of the objectives a SC aims to accomplish and the most effective methods to

accomplish them. Kotter (2022) states that aligning corporate culture has a direct influence on several organizational factors. According to Hofstede's research in 2018, when people in a business adhere to the same norms and values, their performance is likely to increase. The achievements of well-known firms demonstrate that long-term competitive advantage may be ascribed to ongoing internal innovation fostered by a set of principles, values, and agreed standards inside the company. The beliefs, values, and principles of a company represent its culture (Morgan, 2018) and serve as a basis for the business's management methods. It has a significant impact on decision making, policy formation, leadership style, and the general working environment within a company (Hofstede & Hofstede, 2019).

As posited by Robbins, Judge, and Sanghi (2018), it is widely acknowledged that robust cultural values have the potential to bolster innovation, internal adaptability, efficient utilization of human resources, and the attainment of long-term strategic goals within an organization. In essence, as organizations advance, they confront two primary challenges: the integration of individuals into a competent collective and the effective adaptation to the external environment for the purpose of ensuring survival. As organizations progressively address these challenges, they engage in a process of collective learning that leads to the development of shared assumptions and ideas, commonly referred to as "culture." Organizational culture, as defined by Schein (2019), encompasses the shared values, beliefs, and norms that influence the cognitive processes, affective experiences, and behavioral patterns of individuals within a workplace setting. The role of culture within organizations is to function as a unifying and controlling mechanism through the utilization of informal and non-structural approaches, including the establishment of shared values, beliefs, understandings, and customs. The concept of cultural congruence in this particular context serves as a crucial mechanism for mitigating the risks of fragmentation, conflict, and tension.

2.2.5 Marketing Orientation Alignment and Performance of State Corporations

The concept of marketing orientation has been the subject of considerable scholarly interest for over three decades (Whyte, 2020; Greenley, Matcham, 2021). The impact of marketing orientation on corporate profitability is well demonstrated in marketing literature (Ruekert, 2022; Ngai & Ellis, 2018). In their study, Kohli & Jaworski (2020) primarily focus on the effects of marketing orientation on customer happiness, staff loyalty, and corporate financial success.

According to the findings of Waris (2021), there exists a direct correlation between an employee's commitment and their level of marketing orientation. The study elucidates that employee loyalty functions as a compelling impetus for individuals to remain well-informed regarding client preferences and competitive undertakings. Existing literature suggests that there is some disagreement among studies regarding the relationship between market orientation and company success. Han et al. (2018) argue that there is a negative or inconclusive correlation, while Deshpandé and Farley (2018) as well as Slater and Narver (2017) contend that there is a favorable correlation between market orientation and business performance.

Market orientation is a crucial factor in achieving organizational goals. It encompasses various aspects such as the generation and dissemination of information, market intelligence, adaptability, coordination between different functions within the organization, and a focus on understanding and meeting the needs of customers and competitors (Zeithaml & Bitner, 2018). This include activities such as gathering and analyzing market data, creating and sharing information, focusing on customers and competitors, being adaptable and flexible, and coordinating efforts across different functions. Nevertheless, tiny firms have not received much focus on the notion. There is little research on the connection between market orientation and its impact on company performance (Charles et al., 2018).

According to Houston (2021), suggested that market orientation may not receive equitable rewards across different market settings. Based on this foundation, it is crucial to conduct an assessment of market orientation in the CSs business. Verma et al (2019) argue that innovation plays a critical role in the marketing concept as it offers valuable market insights to service-oriented companies. The aforementioned capability enables a company to sustain a competitive advantage through the introduction of novel products or services into the market.

2.2.6 Moderating Effect of Operating Environment

Operating environment has been frequently employed as a moderating variable in numerous studies investigating the relationship between different strategies and organizational performance. In a recent study conducted by Hidayat, Sabarudin, and Mu'alim (2019), the researchers examined the moderating effect of the operating environment on the relationship between corporate strategies and organizational performance in Indonesia. In this study, operating environment will

be operationalized by regulatory framework, competition, competitiveness, and consumer behaviour.

In his study on multinational firms in China, Gao *et al.,* (2018) discovered that operating environment had a positive effect on firm output. Particularly, the findings showed that firm's culture and government structures were the main operating environment factors that moderated the relationship between strategic alignment and organizational performance. However, this study never considered technology and policies, a gap this study will seek to address. In Europe, Aghion and Hoxby (2019) examined the effect of operating environment on a universities' performance. The findings of the study indicate a positive correlation between university policies and competitiveness, as well as a positive linkage between competition and university self-governance with performance levels. Contrary to expectations, a research conducted in Kenya examined the role of the institutional setting in influencing the connection between the implementation of a university's strategic intent and its performance. The findings of this study indicated that the institutional setting did not have a moderating effect on the relationship between strategic intent implementation and performance (Muraguri, 2019).

Additionally, Chadee and Roxas (2018) utilized SEM in investigating the influence of operating environment on innovation and firm performance. The study factors relating to rule of law and regulatory quality were established to have direct effect on both innovation and performance. Notably, this study did not investigate the impact of other factors, such as organizational culture, or its impact on performance, which is the area to be investigated the proposed study. Other studies (Prajogo & Mcdermott, 2010) have confirmed that organizational culture predicts the overall strength, productivity, competitiveness, and performance of an organization. Similarly, a study by Zheng, Yang, and Mclean (2022) found a positive association in operating environment and performance, but the results could be overestimated because the study reached its conclusions based on one respondent in each company.

In their study, Henk, Niels, Ernst, Marten, and Antonio (2022) conducted an investigation into the role of the operational environment variable as a moderator in the relationship between intrapreneurship methods and performance across various sectors in the Netherlands. In their study, Hsiang, Hsien, and Dja-Shin (2022) aimed to investigate the impact of the operational environment on the relationship between business strategy and organizational performance

specifically in the context of Taiwan. In a local context, Irungu, Muathe, and Njuguna (2019) conducted a study to examine how the operational environment influences the link between corporate strategies and organizational performance in Nairobi City County, Kenya. The present research will use the operational environment as a moderating variable, with competitiveness, regulatory framework, and competition in the environment serving as indicators of the operating environment, as indicated by the literature.

2.3 Control Variables

Variables are indicators of strategic alignment will be held constant. These variables include IT, operations alignment, and customer service alignment among others. These variables will not be measured in the study and will be held constant, so they will not have a biasing effect on the other variables. The current state of SA extends beyond the bounds of resources, culture, structure, and market orientation only, as the interconnected institutional constructions are crucial for comprehending the intricate institutional factors that impact the strategic choices of companies (Angulo Ruiz et al., 2019). It is important to mention that those research and others have integrated two or more aspects. The present research aims to analyze the social anxiety (SA) from a wider perspective by integrating many variables, so providing a more thorough understanding. The strategic alignment aspects, including information technology, processes, workers, and customers, will remain unchanged.

2.4 Review of Empirical Literature

2.4.1 Organization Structure Alignment and Organizational Performance

Anamanjia and Maina (2022) conducted a research to investigate how structural alignment affects the operations of the Kenya Revenue Authority. This study applied a descriptive research methodology. The Kenya Revenue Authority was the focus of the investigation, and the sample population included all employees in Job groups 3-10. The group of employees consisted of persons from various cadres, such as policy makers, senior management, and technical personnel. The respondents were selected using the approach of simple random sampling. The study revealed a distinct and significant influence of structural alignment on the effectiveness of the Kenya Revenue Authority. The research found that when there is structural alignment, decision-making is improved, which in turn enhances the gathering of feedback on organizational operations and improves the management of diverse tasks. According to the findings of the study, KRA's

organizational structure ought to be sufficiently adaptable to rapidly changing market demands. In addition, it is imperative to modify the organizational framework of KRA in order to efficiently bridge the communication gap that exists between the IT department and the business divisions. The business should demonstrate to workers that they highly value their participation.

The investigation conducted by Oracha, Ogutu, and K'obonyo in 2021 delved into the intricate relationship between strategic leadership, organizational structure, and the overall performance of international non-governmental organizations (NGOs) operating in Kenya. The primary objective of this study was to analyze the influence of organizational structure on the connection between strategic leadership and the success of these NGOs. The primary data for this study was collected through a semi-structured questionnaire administered to a sample of 227 respondents. The data that was obtained was subjected to analysis using a combination of descriptive and inferential statistical methods. The results of the study suggest that the organizational structure plays a significant role in determining the extent to which strategic leadership affects the performance of International Non-Governmental Organizations. Thus, the hypothesis positing that the organizational structure has no impact on the relationship between strategic leadership and the performance of International Non-Governmental Organizations has been proven to be incorrect. According to the research findings, it is recommended that managers engage in regular assessments of the organizational structure in order to evaluate its capacity to adapt to changes within the organization and effectively fulfill the organization's needs. Furthermore, it is recommended that assessments be conducted to ensure that the organizational structure aligns with the leadership style. In the event that any of these elements presents itself as a hindrance, it is imperative to implement suitable strategies in order to ensure the synchronization of leadership and organizational structure.

The study of the relationship between organizational structure alignment and performance in specific organizations within the United States was the focus of a study conducted by Ravi, Maheshkumar, and Stephen in 2019. The investigation centered around the examination of the historical, present, and prospective dimensions of this particular association. The present study undertook a comprehensive analysis by critically examining a range of theoretical and empirical studies. The study encompassed a comprehensive examination of existing literature, which was carried out using desktop computers as the primary tool for information retrieval and analysis. It has been found through the investigation that vertical alignment has received significantly more

attention in the current body of literature. Studies investigating the horizontal alignment phenomenon within organizational settings are relatively scarce. The examination of horizontal alignment predominantly centers on the dyadic association between two distinct functional regions. The constraints imposed by the dyadic method suggest limitations in the study and opportunities for future exploration. As organizations undergo expansion and diversify their operations, evolving into multi-business entities, the importance of achieving horizontal alignment becomes increasingly pronounced.

In their study, Latifi and Shooshtarian (2019) undertook a research project in Iran with the aim of investigating the influence of organizational structure on both organizational trust and effectiveness. The population under study was derived from a carefully selected sample of individuals employed in medium and large-scale companies located within Fars Province, Iran. The results of the study demonstrate a noteworthy association between the organizational structure and trust measures. Regarding the measurement of effectiveness, it has been observed that there exists a robust correlation between organic structure and effectiveness. However, no significant correlation has been found between mechanistic structure and effectiveness characteristics. However, the study focused on evaluating the reliability and effectiveness of medium and large-scale businesses in Fars Province, Iran.

2.4.2 Resources Alignment and Organizational Performance

Waruguru and Bichii (2020) investigated how listed energy and petroleum companies in Kenya performed organizationally in relation to resource alignment. An in-depth account of resource alignment and organizational performance in energy and petroleum corporations was improved by the use of a descriptive survey study approach. Questions with a set format were used to gather data. SPSS, or the Statistical Packages for Social Sciences, was used to analyze both descriptive and inferential data. A descriptive analysis of listed energy and petroleum businesses in Kenya showed that resource alignment has an impact on organizational performance. Resource alignment has a substantial impact on organizational performance, according to correlation and regression research. This means that 59% of the variance in organizational performance may be explained by changes in resource alignment (correlation coefficient = 0.768; coefficient of determination = 0.590).

The research conducted by Ng'ang'a, Waiganjo, and Njeru (2018) aimed to examine the impact of organizational resource mobilization on the performance of tourism organizations. The present study employed a cross-sectional research design to investigate the impact of resource portfolio on the performance of government agencies operating within the tourism industry. The research encompassed individuals occupying both managerial positions and non-managerial roles within its selected sample. The researcher employed the technique of stratified sampling in order to determine the optimal sample size for the study. The data was examined by employing both descriptive and inferential statistics for analysis. According to the findings of the study, it was established that resources play a crucial and influential role in shaping the success of a company. The primary resources identified in the context of tourism public owned agencies and organizations encompassed human resources, physical resources, technological resources, and capabilities. The study primarily centered its analysis on the tourism sector in Kenya.

Shuja and Abbasi (2018) conducted a research to investigate how resource mobilization affects business continuity management in the banking industry of Pakistan. Information was collected from the management of a representative sample of 20 functioning banks located in Lahore, Pakistan. The study used a survey instrument that included a Likert scale consisting of five response options. The survey encompassed a total of eight inquiries aimed at gauging the effectiveness of resource mobilization strategies. Additionally, the survey included fifteen items specifically designed to evaluate the implementation and effectiveness of business continuity management practices. The findings and conclusions of the study indicate that resource mobilization can be a viable approach for the implementation of business continuity and disaster and crisis management strategies. However, it is important to note that the study employed qualitative research methodologies, which may have limitations in terms of generating sufficient data to establish definitive conclusions.

In a study conducted by Musundi (2019), the objective was to evaluate the impact of resource mobilization strategies on the efficacy of total war against AIDS youth initiatives in Turbo sub-county, Kenya. The present investigation employed a descriptive research methodology. The study employed a methodology known as simple random sampling in order to select a sample size consisting of 114 individuals. The utilization of questionnaires was employed by the researcher as a methodological approach for the purpose of data collection. The data underwent analysis employing a combination of descriptive and inferential analytic methodologies. The findings of

the study indicate that the implementation of strategic resource planning has been associated with a favorable outcome in terms of the performance of Youth HIV response. However, it is important to note that the research employed a rudimentary random sampling technique, which may not yield a comprehensive representation of the sample.

2.4.3 Culture alignment and Organizational Performance

Pawirosumarto, Setyadi, and Khumaedi (2021) conducted a research to investigate the impact of organizational culture on employee performance at the University of Mercu Buana. A total of sixty respondents were selected as samples using the method of proportionate random sampling. The findings indicate that partial involvement and purpose have a noteworthy impact on the performance of non-lecturer staff. In contrast, the factors of consistency and flexibility have a limited impact on the performance of workers at the University of Mercu Buana. Conducting tests on several criteria, namely participation, consistency, flexibility, and purpose, has a substantial impact on the performance of employees. Nevertheless, the research specifically examined the performance of employees at the University of Mercu Buana.

Nikpour (2019) did a study to investigate the impact of organizational culture on organizational performance, specifically examining the role of employee's organizational commitment as a mediator. This study used a descriptive and correlational research design, using the survey methodology. The study sample consisted of all staff members working in the education office of Kerman province. Cochran's technique was used to establish a sample size of 190 persons. The research findings indicate that organizational culture has an indirect impact on organizational performance via its influence on employee's level of organizational commitment. The extent of this indirect influence was shown to be much larger than the direct effect. However, the study used a correlational research methodology, which naturally lacks the capacity to provide conclusive results.

A research conducted by Ahmed and Shafiq (2019) examined the influence of organizational culture on organizational performance in the telecom industry. A quantitative method is used, using a questionnaire as the means of data collection. A method of exploratory inquiry was used for this objective. The results suggest that all dimensions of culture have an impact on the various perspectives of organizational performance. Hence, it can be inferred that organizational culture

plays a pivotal role in attaining the corporate purpose. Nevertheless, the research used qualitative data that included information from a limited sample.

2.4.4 Marketing Orientation Alignment and Organizational Performance

The research conducted by Hina, Haroon, and Mohd (2019) investigated the relationship between market orientation, organizational learning, organizational culture, and organizational performance. Additionally, they examined the role of innovation in mitigating this relationship. This study has analyzed four unique types of organizational culture using the competing value framework model of organizational culture proposed by Cameron and Quinn (2019). This research provides significant information for companies looking to improve their performance. The organizational culture should prioritize a learning-oriented approach and emphasize the enhancement of the firm's inventive capabilities. The correlation between organizational excellence and innovation is examined in this article. Organizational performance is impacted by its market orientation, organizational learning, and culture, all of which have an effect on innovation. In pursuit of a sustainable competitive advantage, innovation comprises the implementation of unique approaches, technologies, policies, modifications, products, and services. By encouraging organizational learning, cultivating an adhocracy corporate culture, and implementing market orientation, innovation propels exceptional organizational performance.

A research conducted by Vudzijena (2019) assessed the influence of environmental scanning on the performance of Small and Medium Retail Enterprises located in Harare. A survey-based research technique was used in a quantitative investigation. The method of data collection used was via the use of a questionnaire. A simple random sampling strategy was used to sample 150 Retail SMEs in Harare. The research study findings shown a high and favorable correlation between the performance of retail small and medium enterprises (SMEs) in Harare and their environmental scanning. It is advisable for small and medium-sized retail businesses in Harare to engage in environmental scanning, since it has been shown to enhance company performance. Nevertheless, the research specifically concentrated on the small and medium-sized enterprises (SMEs) in Harare.

West and Olsen (2019) conducted a study to investigate the impact of environmental scanning on the operational effectiveness of food service organizations. Sixty-five food service organizations' chief executive officers and senior management teams participated in a study to determine the

degree to which environmental scanning supports the companies' stated strategies. The industrial structure model for environmental attributes developed by Porter (1980) and the interest and frequency scale developed by Hambrick (2019) were used. The impact of scanning activity on performance was determined, as well as the distinction between low-performing enterprises and high levels of scanning. The differences were considerable. Nevertheless, the research used an exploratory approach.

2.5 Study Research Gaps to be Filled.

The empirical studies are summarized in the following paragraphs. The studies reviewed presents contextual, conceptual, and methodological gaps. For instance, Anamanjia and Maina (2022) focused on performance of Kenya Revenue Authority, Oracha, Ogutu, and K'obonyo (2021) on non-governmental organizations in Kenya, Ravi, Maheshkumar and Stephen (2017) on selected companies in USA and Latifi and Shooshtarian (2018) on organizational trust and effectiveness in Iran. Different organization and countries have diverse indicators of organizational performance and hence these studies findings cannot be duplicated in state corporations in Kenya.

Conceptual gaps are also evidenced in the reviewed studies for instance; Waruguru and Bichii (2020), Ng'ang'a, Waiganjo and Njeru (2019) and Shuja and Abbasi (2018) operationalized the study variables differently despite having similar study objectives. The operationalization of the study variables resulted to diverse study findings and consideration of operationalizing variables based on State Corporation operation is key to compare the results.

Methodological gaps were evident on the diverse research methodologies used. For instance, Pawirosumarto, Setyadi and Khumaedi (2018) study purposely selected sixty respondents in a sample, Nikpour (2018) used a survey method, Ahmed and Shafiq (2019) used an exploratory research technique. Different research techniques were used by different research and could not be used in the proposed study to achieve the research objectives.

2.6 Summary

The chapter provided an overview of the existing body of literature pertaining to state corporations and their susceptibility to the influence of strategic alignment indicators, including but not limited to organizational culture alignment, organizational structure alignment, resources alignment, and market orientation. The reviewed studies suggest that strategic alignment has played a crucial role

in the success of numerous business operations worldwide. Nevertheless, the existing body of literature on strategic alignment in state corporations in Kenya is limited, making it difficult to establish a clear statistical relationship between organizational culture alignment, organizational structure alignment, resources alignment, market orientation, and the performance of state corporations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines the research approach. The study technique consisted of several elements, including the research design, target population, sample design, data collection tools, pilot test, and data analysis. The approach facilitates the attainment of the research goals.

3.2 Research Design

A research design is a comprehensive strategy that outlines the techniques and steps to be taken to gather and analyze the necessary data. It's an investigational framework designed to find answers to study questions and validate hypotheses (Kothari, 2017). The study used a descriptive research

methodology to fully describe how strategic alignment affects performance of State Corporations. Instead of aiming to alter the environment, a descriptive study design focuses on identifying qualities that already exist and the relationships between different variables (Mugenda & Mugenda, 2013). In a descriptive study design, what, where, and how of a phenomenon are determined (Bulmberg, Cooper & Schindler, 2011). The objective of the descriptive research design was to ascertain what is occurring in relation to variables (Kothari, 2011).

3.3 Research Site

The study was carried out in Nairobi City County, Kenya. The focus was on Kenya Broadcasting Corporation located in Harry Thuku Road, Nairobi CBD, Nairobi city County, Kenya. The choice of the location was guided by the fact that the key respondents with relevant information related to performance and strategic alignment were found in the Headquarters in Nairobi City.

3.4 Target Population

According to Oso and Onen (2020), a target population is the full group of elements, units, objects, or individuals who share characteristics that are established by the sample criteria. According to Mugenda and Mugenda (2018), a target population typically has some visible characteristics that the research intends to generalize the study's findings to. The unit of analysis was the state corporations in Kenya, with a specific focus on the Kenya Broadcasting Corporation (KBC). The units of observation within KBC comprised various managerial and departmental positions, including Technical Managers (Manager Technical Services, Technical Managers for Radio, Television, Production, Outside Broadcasting, PRD), Heads of Radios (Taifa, English service, Coro), Production Manager (TV), Head of Television, and Heads of Line Departments (Finance and Administration Manager, Managers for Finance and Accounts, Administration, Procurement, Internal Audit Services, Human Resource, Corporation Secretary). This approach allowed for a detailed examination of the organizational structure and functioning of KBC, particularly within the specified roles and departments.

Table 3.1 Target Population

Cadre Pop. Category	**Frequency**	
	Number of Employees	**Percentage**

Technical and production Managers	9	17.65
Head of Radios and TV	18	35.29
Head of Line Departments	24	47.06
Total	**51**	**100**

Source: Kenya Broadcasting Corporations (2023)

3.5 Study Sampling Procedure and Sample Size

A sample, in the words of Bryman and Bell (2019), is a collection of representative constituents drawn from a larger target population. The main reason for sampling is to get around the challenges that come with looking at the entire population. It involves choosing representative people from a larger group. Oso and Onen (2018) assert that sampling is utilized to get around problems with studying the entire population, like a lack of funding and time for research. Due to small and manageable population, the researcher will use a census. All the 51 respondents will be used as a study sample.

3.6 Data Collection

The section presents data collection instruments, pilot tests on reliability and validity and data collection procedure.

3.6.1 Data Collection Instruments

The primary data for this research was gathered via a questionnaire. According to Mugenda and Mugenda (2018), questions are easier to complete, more efficient in gathering data on a variety of topics, and more suited to specific types of replies in recurring and consistent data. A semi-structured questionnaire was utilized to gather primary data. The researcher collected quantitative data. The questionnaire was organized into five sections; section A consisted of the background information, section B, C, D and E consisted of study independent variables. Section F focused on independent variable, performance of Kenya Broadcasting Corporation. Section A collected the background information, section B collected data on performance of KBC, section C collected data on organizational structure alignment, section D was on resource alignment, section E was on culture alignment, and section F was on marketing orientation alignment.

3.6.2 Pilot Testing of Research Instruments

The research instruments were tested to ensure reliability and validity. Pilot study was carried out in KBC and considered deputy/Assistant heads of department in Nairobi City County, Kenya. The respondents were selected using purposive sampling method. The research targeted 5 respondents (10% of 51) since according to Duke (2019) 10% of the sample size is a good representation in a pilot study.

3.6.3 Reliability of Research Instruments

The reliability of the research instruments was examined using reliability tests. The degree to which repeated tests of a research instrument provide consistent results is essentially what reliability concerns pertain to. In other words, Kothari (2018) contends that any meaningful discoveries must be more than a one-time occurrence and must therefore be naturally reproducible. This was the fundamental tenet of research instrument reliability.

Reliability was evaluated using the Cronbach's Alpha Reliability test. In social science research, a reliability coefficient of higher than 0.70 is regarded as "acceptable," according to Gliem & Gliem (2018). This scale will be utilized in the current investigation to clarify the reliability, or lack thereof, of the research instrument (Cronbach, 1951). The results were recorded in table 3.2.

Table 3.2 Reliability test results

Variables	Cronbach's Alpha
Organization structure alignment	0.79
Resource alignment	0.82
Culture alignment	0.78
Marketing orientation alignment	0.75
Operating environment	0.83

Performance	0.87
Overall	**0.8**

3.6.4 Validity of Research Instruments

According to Bryman and Bell (2018), the degree to which data obtained during analysis accurately reflect the phenomenon under examination is referred to as a research instrument's validity. Construct validity, predictive validity, and content validity were all examined in this study. The degree to which a test or level result corresponds with outcomes for a specific criterion is known as predictive validity (Chen, 2018). To increase content validity, the researcher conducted a thorough literature study and seek advice from many sources. The instruments construct validity and predictive status was assessed using expert and supervisor judgments.

3.6.5 Data Collection Procedure

The researcher sought authority to collect data from ANU graduate school. The researcher used the data collection authorization letter to apply for NACOSTI data collection permit. After obtaining the two authorization letters the researcher embarked to the field to collect data. The researcher sought authority from the management in KBC to collect data from the three categories of managers. The respondents were approached at their various departments within the organization and explained the need to carrying out the study and requested to read and sign the participation and consent form. The respondents who were not open to drop and pick method were requested to fill as the researcher waited for the questionnaire. Questionnaires were dropped and picked after 14 days.

3.7 Data Processing and Analysis

The researcher checked all the questionnaires whether they were completely filled, and all questions answered. The researcher proceeded to code the data to the SPSS for analysis. The data sets were then categorized based on the study objectives. The quantitative data was analyzed using descriptive and inferential statistics. Descriptive analysis involved describing the study variables using the mean and standard deviation. Inferential analysis involved use of SPSS version 26 to generate correlation and regression coefficients for the purposes of making inferences. Any qualitative data collected was analysed using content analysis.

The study used multiple regression model to present the interrelationship amongst study variables.

$Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where,

Y =Organizational Performance

X_1= Organization Structure Alignment

X_2 = Resource Alignment

X_3= Culture Alignment

X_4= Marketing Orientation Alignment ε

=Error Term

The study also tested the moderating effect of operating environment using the moderated multiple regression model.

$Y= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M_0 + \varepsilon$ ……..3.1

Where:

Y =Organizational Performance

β_0 = Constant

β_1 to β_4 are the coefficients of X_1 to X_4 respectively.

X_1= Organizations Structure Alignment

X_2 = Resource Alignment

X_3= Culture Alignment

X_4= Marketing Orientation Alignment

M_0 = Moderating variable (Operating Environment) ε

=Error Term

3.7.1 Testing the Moderating effect

The test for the moderation will be done using equation recommended by Aiken and West (1991). The equation tested the Fifth hypothesis (H_{05}): operating environment has no moderating effect on the relationship between strategic alignment and organizational performance. The independent variable will be interacted with the dependent variable using the model;

Tobin's Q= $\beta_0 + \beta_1 SA + \beta_2 OE + \beta_{3it}$ SAOE + ε…….3.2

Where;

β_0 = Constant

β_1 = Coefficient of composite index of Strategic Alignment (SA)

β_2= Coefficient of Operating Environment (OE)

β_3= coefficient of the interaction of the composite index of SA and the moderator (OE)

3.8 Testing of Assumptions of Multiple Regression

Diagnostic tests were applied to determine whether the model utilized in the study was adequate to address the research question and meet the assumptions of a linear regression model, specifically its appropriateness, reliability, and accuracy. Normality, homogeneity of variance, autocorrelation, and multicollinearity tests are conducted.

3.8.1 Normality Test

Alongside the graphical analysis of normality, measures of normality were also applied. In accordance with the null hypothesis that "the sample distribution is normal," the test compares the sample's outcomes to a set of normally distributed scores with an identical standard deviation. If the test is valid, the data can be considered normal if it possesses a mean of zero and a variance of one. Given a significant test result, it can be concluded that the distribution deviates from normality.

3.8.2 Heteroscedasticity Test

Homoscedasticity is considered a fundamental assumption in the development of multiple linear regression. As stated by Gujarati (2018), the probability of error terms remains constant across all findings. For all levels of the explained variable, the variation of each standard deviation is identical. According to Bedru and Seid (2019), quasi-variance or quasi-of variance refers to a

circumstance wherein non-constant quantities do not possess an identical variance. The researchers utilized the Breusch-Pagan or Chef tests in order to identify problematic areas associated with homoscedasticity. Heteroscedasticity is present in the data if the P-value was significant at a 95% confidence interval around the error, whereas not having heteroscedasticity (less than 0.05) is the case if the P-value is minor.

3.8.3 Multicollinearity Test

In the context of regression models, "multicollinearity" denotes the presence of an exact linear relationship among particular explanatory variables. Multicollinearity among independent variables results in the presence of correlation or the sharing of predictive power. The study employed VIFs to assess multicollinearity. When the VIFs exceed 10, it signifies the potential existence of multicollinearity. The insignificance of critical variables is attributed to multicollinearity, as the P-value reduces the significance of t-statistics. The outcomes of the multicollinearity regression would expose significant factors as inconsequential variables.

Gujarati (2018) states that Pearson correlation is a statistical method utilized to quantify the extent of a correlation or linear association between two or more variables. The correlation coefficients within Pearson's correlation matrix span a range of -1 to +1. A correlation coefficient of +1 signifies a robust positive relationship between the two variables, while a value of -1 signifies an exact opposite relationship. A correlation coefficient of zero signifies the absence of a linear relationship between two variables (Bedru & Seid, 2018). Moreover, Brooks (2018) notes that no practical study has ever established a zero correlation between explanatory factors. Consequently, the absence of correlation among the explanatory variables, if supported by some evidence, does not significantly affect the accuracy. The multicollinearity issue can be resolved by eliminating highly linked variables (Ahmad & Bashir, 2018).

3.8.4 Model Stability

To examine the stability of the regression model, the researcher split the data set into two non-overlapping data sets: data set 1 and data set 2. The Chow test accepts (or does not reject) the null hypothesis that the values of the coefficients are statistically indifferent in the entire data set.

3.8.5 Autocorrelation Tests

This test aims at gauging if the sample data has serial correlation that may be inverse or direct. Durbin Watson Statistic was instrumental in ascertaining this assumption with a statistics around 2 meaning the same is not evident.

3.9 Hypothesis Testing

The study hypothesis testing will be done using regression coefficients values under 5% significant value. The Null hypothesis will be rejected if the significant values are less than 0.05 ($sig<0.05$) and otherwise the null hypothesis will be accepted.

3.10 Ethical Considerations

Requisite authorizations and licenses will be acquired from the relevant establishments for the purpose of conducting research. The researcher will get a research permission from the appropriate organizations, namely the Ministry of Education National Council for Science Technology and Innovation (NACOSTI) in Nairobi and the Nairobi City County Administration Offices, in order to carry out the study. Strict measures will be taken to ensure that the data gathered remains confidential and anonymous. The researcher will ensure proper attribution is provided for the ideas, methodologies, and findings of others. The researcher will disseminate the results to the appropriate stakeholders at the conclusion of the study. The researcher should engage in a discussion and ensure the protection of the rights of the respondents.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter delves into the research findings, guided by the research objectives. The chapter presents an analysis and discusses the findings of the study, considering the empirical literature. The chapter offers a thorough examination of the findings, encompassing descriptive statistics, inferential statistics, and any pertinent visual representations like tables, graphs, or charts.

4.2 Response rate

The study administered questionnaires to sample population of 51 respondents drawn from the Kenya Broadcasting Corporation (KBC) and the response rate is shown on table 4.1.

Table: 4.3 Response Rate

Category	Frequency	Percentage
Returned questionnaire	47	92.16%
Un returned questionnaire	4	7.84%
Total	**51**	**100**

Source: (Researcher, 2024)

The results shown on table 4.1 indicate that from a total of 51 questionnaires that were prepared and sent to the respondents, but unfortunately, only 47 were returned. In their study, Mugenda and Mugenda (2003) found that a response rate of over 70% was considered excellent and reliable for analysing and presenting data findings. Hence the response rate of 92.16% attained by this study is adequate..

4.3 Demographic Characteristics of Respondents

The study sought to analyse on the demographics of the respondents shown on table 4.2.

Table 4.4 Demographic Characteristics of Respondents

Characterstcs	Frequency	Percentage
Gender		
Male	29	61.7%
Female	18	38.3%
Age of the respondents		
Below 25 Years	7	14.9%
25 Years- 35 Years	18	38.3%
36 Years- 46 Years	14	29.8%
Above 46 Years	8	17.0%
Years of work experience		
Below 5 Years	11	23.4%
5 to 10 Years	19	40.5%
11 to 15 Years	12	25.5%
Above 16 Years	5	10.6%

Source: (Researcher, 2024)

The results findings shown on Table 4.2 indicates that 29 males took part in the study which is a representation of 61.7% of the total response list, while 18 females participated in the study, a 38.3%; The results point out that there was no gender bias in the study. The table also indicates that the age ranges such that the majority of respondents are ranged ing between in the ages of 25-35yrs group at frequency of 18 and the percentage of 38.3%; the next largest group of respondents is those range between the ages the ages of 36-46yrs with 14 and 29.8%; 8 respondents indicated they are above 46 years category accounting for 17.0%. Those aged below 25 years accounted for 14.9% of the total respondents. These findings are an indication that all age groups were considered and included in the study in a manner to allow varieties in viewpoints and opinion on the study topic. According to the data presented in Table 4.2, a significant portion of the participants, accounting for 40.5%, reported having worked at KBC for a duration ranging from 5 to 10 years;

25.5% of the participants had accumulated 11 to 15 years of experience in the field, while 23.4% had less than 5 years of experience. Respondents with over 16 years of experience made up 10.6% of the total. The results indicate that the respondents had a good understanding of the organization due to their experience at KBC. As a result, they were able to provide valuable insights into the study's objectives.

4.4 Descriptive and Qualitative Analysis of Study variables

In order to get more insghts on the study variables the study analysed variables descriptively and qualitatively as presented here below

4.4.1 Organizational performance

The study analysed organization (KBC) Performance quantitatively and qualitatively as shown below.

4.4.1.1 Descriptive Analysis

The study sought to establish the level of the participants degree of agreement on corporation performance based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5 comments about organizational performance. The results are shown in table 4.3.

Table 4.5 Organizational performance

Statements	Mean	Std Dev
The broadcasting revenue generated over the years have increased	3.527	.4163
The corporation market share has grown over the years	3.263	.5693
The Corporation has reported improved profitability in the recent past	3.436	.5016
The number of the assets acquired has increased tremendously	3.461	.4038
The value of the assets as compared to other broadcasters has improved	3.018	.4830
The quality of services offered has improved over the years	3.879	.4238
Average	**3.438**	**.4663**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that the quality of services offered has improved over the years (Mean= 3.879, SD= .4238), the broadcasting revenue generated over the years have increased (Mean= 3.527, SD= .4163), the number of the assets acquired has increased tremendously (Mean= 3.461, SD=.4038) and the Corporation has reported improved profitability in the recent past (Mean=3.436, SD=.5016). Few of the respondents agreed that the corporation market share has grown over the years (Mean=3.263, SD= .5693) and the value of the assets as compared to other broadcasters has improved (Mean= 3.018, SD= .4238).

The average (3.438) indicates a favorable outlook on the corporation's performance. With a mean score above 3, it can be inferred that respondents generally agree with the statements to some extent. It's important to thoroughly explore every aspect, taking into account possible underlying factors like market conditions, strategic decisions, operational efficiency, and customer feedback. Consistently tracking and analyzing performance metrics is essential for maintaining and improving organizational success.

4.4.1.2 Qualitative Analysis

The respondents were asked to comment on the performance of the corporation. A significant proportion of the participants said that the corporation's performance has shown a moderate level, marked by a harmonious blend of accomplishments and opportunities for improvement. Although the firm has shown proficiency in several facets of its operations, including the consistent generation of income, implementation of strategic initiatives, and promotion of innovation within its industry, there have also been occasions when it failed to achieve its maximum capabilities. These deficiencies may include overlooked prospects for growth, difficulties in adjusting to changes in the market, or inefficiencies in certain operating procedures. In general, the

corporation's performance may be considered moderate as it demonstrates the capacity to sustain stability while also addressing areas that provide opportunities for improvement.

4.4.2 Organization Structure Alignment and Organization Performance

The study analysis in relation to organization (KBC) Structure Alignment and Performance was analysed quantitatively and qualitatively.

4.4.2.1 Descriptive Analysis

The participants were asked to express their degree of agreement on statements about Organization Structure Alignment of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.4.

Table 4.6 Organization Structure Alignment

Statements	Mean	Std Dev
My position responsibilities have been clearly spelt out	4.632	.4911
I am accountable for every task I perform	4.320	.5148
I have been given the authority to make decision in relations to the tasks assigned to me.	3.732	.5172
The span our control is appropriate	3.699	.5442
My duties have been clearly defined	4.659	.6510
There is no duplication of my responsibilities in any department	4.589	.5879
Average	**4.272**	**.5510**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that their duties have been clearly defined (Mean= 4.659, SD=.6510), their position responsibilities have been clearly spelt out (Mean= 4.632, SD= .4911), there is no duplication of their responsibilities in any department (Mean=4.589, SD=.5879)

and that they are accountable for every task they perform (Mean=4.320, SD=.5148). A number of the respondents agreed that they have been given the authority to make decision in relations to the tasks assigned to them (Mean=3.732, SD=.5172) and that their span control is appropriate (Mean=3.699, SD=.5442).

The average mean of 4.272 indicates a significant consensus among participants regarding the alignment of organizational structure within their corporation. The elevated mean suggests that, on average, employees have a positive perception of their position responsibilities, accountability, duties, and absence of role duplication. The modest average scores for authority to make decisions and span of control indicate potential areas for enhancement or clarification within the organizational structure. The uniformity in responses across other statements suggests a generally well-structured and organized system, promoting clarity and responsibility among employees. It is important for the organization to acknowledge the strengths emphasized while also addressing any areas of concern in order to enhance organizational effectiveness and employee satisfaction.

4.4.2.2 Qualitative Analysis

The participants were also inquired about the impact of organizational structure alignment on the corporation's performance. Several participants stated that the way the organizational structure is set up has had a significant impact on KBC's performance. When there is a lack of clarity in roles and responsibilities due to a misaligned structure, it can cause confusion among employees, resulting in inefficiencies in workflow and decision-making processes. The impact of this can have a direct effect on the programming quality and audience engagement, both of which are crucial for KBC's success in the broadcasting industry. In addition, the participants unanimously agreed that the structure of an organization has a significant impact on its performance, and KBC is no different. An appropriately organized structure promotes effective coordination between various

departments, facilitating collaboration and fostering innovation. On the other hand, an improperly aligned structure can impede KBC's capacity to adjust to market shifts and take advantage of emerging prospects, ultimately affecting its competitiveness and long-term viability.

Some respondents offered a contrasting viewpoint, suggesting that while organizational structure does play a role in KBC's performance, it is not the only factor that determines it. Additional factors like funding, technological advancements, and content quality also have a significant impact. In addition, an excessively strict organizational structure could hinder the ability for creativity and innovation to thrive within KBC.

4.4.3 Resource Alignment and Organization Performance

The study analysis in relation to organization (KBC) Resource Alignment and Performance was analysed quantitatively and qualitatively.

4.4.3.1 Descriptive analyisis

The participants were asked to express their degree of agreement on statements about Resource Alignment of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.5 .

Table 4.7 Resource Alignment

Statements	Mean	Std Dev
All the allocated resources are utilized efficiently without or with minimal wastage.	3.757	.4516
Financial resources have been allocated and availed at the right time to every department	3.897	.4760
Adequate and competent human resources have been availed to every department	4.242	.5819
We have continuously adopted and used appropriate technology in our operation and production	4.489	.5663
Physical resources are adequate and are readily available for use	4.567	.6685
Our Brands have strong reputation and image in the marketplace s	3.752	.5464
Average	**4.117**	**.5485**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that physical resources are adequate and are readily available for use (Mean= 4.567, SD=.6685), they have continuously adopted and used appropriate technology in their operation and production (Mean= 4.489, SD=.5663), adequate and competent human resources have been availed to every department (Mean=4.242, SD=.5819) and that financial resources have been allocated and availed at the right time to every department (Mean=3.897, SD=.4760). A number of the respondents agreed that all the allocated resources are utilized efficiently without or with minimal wastage (Mean=3.757, SD=.4516) and that their brands have strong reputation and image in the marketplaces (Mean=3.752, SD=.5464).

The average mean of 4.117 suggests that participants generally view the alignment of resources within the corporation in a positive light. It appears that employees generally find the allocation of resources, such as human, financial, technological, and physical, to be effective and suitable for achieving organizational goals. Although there are some areas that could be improved, such as efficient resource utilization and timely financial allocation, the overall average indicates a strong understanding of resource management.

4.4.3.2 Qualitative Analysis

The participants were also asked about the impact of aligning organizational resources on the corporation's performance. According to one of the respondents, ensuring the proper allocation of resources is essential for the corporation's overall performance. Efficiency and productivity are greatly improved when an organization strategically allocates and utilizes resources such as finances, human capital, and technology to align with its goals and objectives. Efficiently distributing funds to important projects and departments can foster innovation and enhance quality, resulting in a more competitive and profitable corporation. Some other participants argued that when resources are not properly aligned, it can lead to wastage, inefficiencies, and missed opportunities. In cases where there is a discrepancy between the skills of the workforce and the requirements of the project, it may result in delays and unsatisfactory results. Thus, it is crucial to align resources with the corporation's strategic priorities in order to optimize performance and achieve sustainable growth.

4.4.4 Culture Alignment and Organization Performance

The study analysis in relation to organization (KBC) Culture Alignment and Performance was analysed quantitatively and qualitatively.

4.4.4.1 Descriptive analysis

The participants were asked to express their degree of agreement on statements about culture alignment of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.6.

Table 4.8 Culture Alignment and Organization Performance

Statements	Mean	Std dev
Our culture encourages employees to embrace creativity, innovation, and risk	4.727	.4516
Our culture has enhanced employees' engagement with the organization brands and customers	4.272	.4625
Our culture has oriented our focus on helping communities and the vulnerable members of the society	4.576	.5819
Our culture focuses on transforming employees, customers, and other stakeholders into our brand advocates	4.351	.5408
Our culture has given us strong corporate identity hence differentiates us in the market from competition	3.965	.4370
Our culture encourages sharing of information and insights among employees, management and customers leading to higher performance	4.772	.5521
Average	**4.444**	**.5043**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that their culture encourages sharing of information and insights among employees, management and customers leading to higher performance (Mean= 4.772, SD=.5521), their culture encourages employees to embrace creativity, innovation, and risk (Mean= 4.727, SD=.4516) their culture has oriented their focus on helping communities and the vulnerable members of the society (Mean=4.576, SD=.5819) and that their culture focuses on transforming employees, customers, and other stakeholders into our brand advocates (Mean=4.351, SD=.5408). Several of the respondents agreed that their culture has enhanced employees' engagement with the organization brands and customers (Mean=4.272, SD=.4625) and that their culture has given us strong corporate identity hence differentiates us in the market from competition (Mean=3.965, SD=.4370).

The composite mean of 4.444 suggests that participants have a very positive perception of the cultural alignment within the corporation. Based on the data, it appears that employees generally believe that the organizational culture promotes important values like creativity, innovation,

community engagement, and information sharing. These values are crucial for the success and distinctiveness of the organization in the competitive market. The consistently high scores across various statements suggest a clear correlation between the organizational culture and the desired outcomes, including employee engagement, brand advocacy, and performance improvement. The marginally lower average score for the statement concerning differentiation of corporate identity from competitors indicates a potential area for additional enhancement or clarification.

4.4.4.2 Qualitative Analysis

Further, the respondents were asked if organization culture alignment has affected the performance of the corporation. A significant number of participants expressed that the alignment of organizational culture has had a profound impact on the performance of the company. When the organizational culture is in harmony with its goals, values, and vision, it creates a unified and efficient work environment where employees are inspired, involved, and dedicated to accomplishing shared goals. An effective culture fosters collaboration, innovation, and communication among team members, resulting in increased employee satisfaction, retention, and overall performance enhancement. In addition, a robust organizational culture has the potential to bolster the company's reputation, attract highly skilled individuals, and cultivate trust and loyalty among stakeholders, ultimately leading to long-term success and sustainability.

4.4.5 Marketing Orientation Alignment

The study analysis in relation to organization (KBC) Marketing Orientation Alignment and Performance was analysed quantitatively and qualitatively.

4.4.5.1 Descriptive analysis

The participants were asked to express their degree of agreement on statements about marketing orientation alignment of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.7.

Table 4.9 Marketing Orientation Alignment

Statements	Mean	Std dev
We continuously 56nalyse our customers to understand their needs and changes in tasted and preferences	4.837	.3679
We regularly meet with our customers to get their feedback and to forge strong relationships	3.834	.4520
We take competition seriously and regularly benchmark against their performance	4.764	.4754
We have a competitive advantage in the market because of our superior brand and service offerings	3.712	.5132
We have effectively segmented, targeted and positioned our brands and services based on our strength and customer value	3.856	.9420
The strong image and reputation of our brands has enabled us to attract and retain customers	3.604	.5583
Average	**4.101**	**.5515**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that they continuously analyze their customers to understand their needs and changes in tasted and preferences (Mean= 4.837, SD=.3679), they take competition seriously and regularly benchmark against their performance (Mean= 4.764, SD=.4754), they have effectively segmented, targeted and positioned our brands and services based on our strength and customer value (Mean=3.856, SD=.9420) and that they regularly meet with our customers to get their feedback and to forge strong relationships (Mean=3.834, SD=.4520). Several of the respondents agreed that they have effectively segmented, targeted and positioned our brands and services based on our strength and customer value (Mean=3.856, SD=.9420) and that the strong image and reputation of their brands has enabled them to attract and retain customers (Mean=3.604, SD=.5583).

The composite mean of 4.101 suggests a generally positive perception among participants regarding the marketing orientation alignment within the corporation. This indicates that, on average, employees agree that the organization emphasizes understanding customer needs, analyzing market trends, and maintaining a competitive edge. The high mean scores for statements related to customer analysis and competition benchmarking suggest a strong focus on customer-centric strategies and market intelligence gathering. The slightly lower mean scores for statements related to customer feedback utilization, competitive advantage from brand and service offerings, and brand image's impact on customer retention suggest areas where there may be opportunities for improvement or refinement in marketing practices.

4.4.5.2 Qualitative Analysis

The respondents were further asked whether in their view market orientation alignment has affected the performance of the corporation. Some of the respondents said that the alignment of market orientation has indeed affected the performance of the corporation. Significant increases in performance may be achieved when an organization's strategy, choices, and actions are tightly aligned with the demands, preferences, and dynamics of the market. The use of a market-oriented strategy enables the organization to proactively anticipate shifts in customer behavior, effectively recognize new trends, and then adjust its offers in response. By placing a high emphasis on ensuring customer happiness and providing goods or services that provide significant value, the organization has the potential to strengthen its competitive standing, expand its market presence, and stimulate revenue growth. Furthermore, the establishment of a market-oriented culture cultivates a customer-centric mentality across the whole business, therefore promoting creativity and adaptability in light of changing market circumstances. The use of a proactive strategy allows the organization to successfully leverage opportunities and manage risks, resulting in enhanced

performance results.

Nevertheless, a notable portion of the participants expressed the viewpoint that an overemphasis on market trends and consumer expectations might potentially result in the neglect of other crucial elements, including operational efficiency, cost management, and organizational competencies. Moreover, the presence of market volatility and uncertainty might provide obstacles that may surpass the advantages associated with adopting a market-oriented strategy. Furthermore, adhering to market trends without a well-defined strategic direction or differentiation plan may lead to the commoditization of products and the emergence of price wars, so compromising profitability and long-term viability.

4.4.6 Operating Environment

The study analysis in relation to organization (KBC) the operating environment and Performance was analysed quantitatively and qualitatively.

4.4.6.1 Descriptive analysis

The participants were asked to express their degree of agreement on statements about operating environment of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.8.

Table 4.10 Operating Environment

Statements	Mean	Std dev
Regulatory framework on which we operate has constricted our strategic alignment and negatively affected performance	3.571	.7003
Our competitors in the market have positively influenced our strategic alignment and performance	4.402	.8550
Our corporation internal policies have facilitated its positive strategic alignment and improved performance in the market	4.233	.9714
Our market social trends have ensured continued growth of our market share hence positively influencing our strategic alignment and performance	3.704	.6643
We have forged strategic relationships with our suppliers, agents and government which have ensured access to needed resources and markets	3.975	.9802
We have modern technological infrastructure that has enabled us to meet our production needs and delivery of value to our customers	3.633	.7116
We experience smooth transition in management ensuring continued positive strategic alignment and performance	4.067	.7785
Average	**3.941**	**.8088**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that their competitors in the market have positively influenced our strategic alignment and performance (Mean= 4.402, SD=.8550), their corporation internal policies have facilitated its positive strategic alignment and improved performance in the market (Mean= 4.233, SD=.9714), they experience smooth transition in management ensuring continued positive strategic alignment and performance (Mean=4.067, SD=.7785) and that they have forged strategic relationships with their suppliers, agents and government which have ensured access to needed resources and markets (Mean=3.975, SD=.9802). Some of the respondents agreed that their market social trends have ensured continued growth of their market share hence positively influencing their strategic alignment and performance (Mean=3.704, SD=.6643), they have modern technological infrastructure that has enabled them to meet their

production needs and delivery of value to our customers (Mean=3.633, SD=.7116) and finally that the regulatory framework on which they operate has constricted their strategic alignment and negatively affected performance (Mean=3.571, SD=.7003).

The composite mean of 3.941 reflects a nuanced perspective among participants regarding their corporation's operating environment. This suggests that there is a diversity of opinions on the various factors influencing strategic alignment and performance within the organization. While some aspects, such as internal policies, strategic relationships, and management transitions, are perceived positively, others, like the impact of regulatory frameworks and market social trends, are viewed less favorably. This indicates a complex operating landscape where both internal and external factors play significant roles

4.4.6.2 Qualitative Analysis

Additionally, the respondents were asked to provide their views on operating environment and how it has affected the corporation performance. A significant proportion of the participants said that a properly aligned operational context guarantees that the organization's plans, procedures, and capacities are in harmony with external elements such as legislative mandates, technology progress, and market circumstances. Optimal alignment of the operational environment enables the organization to efficiently respond to changes, minimize risks, and take advantage of opportunities. The corporation's ability to effectively negotiate compliance difficulties and mitigate legal risks and possible fines is enhanced by a comprehensive comprehension of regulatory frameworks. Likewise, being up-to-date with technology advancements enables the organization to use developing tools and platforms in order to improve operational efficiency, boost client engagement, and gain a competitive edge.

4.4.7 Operating environment and Organization performance

The participants were asked to express their degree of agreement on statements about Strategic alignment, Operating environment, and Organization performance of their corporation based on a Likert scale of 1-5 where Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5. The results are shown in table 4.9.

Table 4.11 Operating Environment

Statements	Mean	Std dev
The operating environment of the corporation has affected the way it has strategically aligned its structure and the resultant performance it has achieved	4.267	.9827
The operating environment of the corporation has influenced the way it has strategically aligned its resources and the resultant performance it has achieved	4.167	.5866
The operating environment of the corporation has affected the way it has strategically aligned its culture and the resultant performance it has achieved	4.333	.7116
The operating environment of the corporation has affected the way it has aligned its market for products and the resultant performance it has achieved	4.533	.7768
Average	**4.325**	**.7644**

Source: (Researcher, 2024)

Majority of the respondents were in agreement that the operating environment of the corporation has affected the way it has aligned its market for products and the resultant performance it has achieved (Mean= 4.533, SD=.7768), the operating environment of the corporation has affected the way it has strategically aligned its culture and the resultant performance it has achieved (Mean= 4.333, SD=.7116), the operating environment of the corporation has affected the way it has strategically aligned its structure and the resultant performance it has achieved (Mean=4.267, SD=.9827) and that the operating environment of the corporation has influenced the way it has strategically aligned its resources and the resultant performance it has achieved (Mean=4.167, SD=.5866).

The average mean of 4.325 indicates a clear agreement among participants regarding the impact of the operating environment on strategic alignment and organizational performance within their

company. There is a general recognition that external factors play a crucial role in influencing strategic decisions and their outcomes in different aspects of the organization, such as structure, resources, culture, and market alignment. The participants' high mean score indicates a widespread comprehension of the relationship between the external environment and internal strategic decisions. This emphasizes the significance of being adaptable and responsive to external dynamics in order to achieve organizational success. These findings highlight the importance of organizations thoroughly evaluating and navigating their operating environments in order to align strategies and optimize performance in a fast-evolving business landscape.

4.4.7.2 Qualitative Analysis

Respondents were asked to indicate their opinion on whether corporation operating environment affects the relationship between its strategic alignment variables and the corporation performance. According to the participants, a dynamic and intricate operational context poses a range of challenges and opportunities that have a direct influence on the performance outcomes resulting from strategic alignment variables, including organizational structure, resource allocation, culture, and market orientation. For example, alterations in regulations may demand modifications in the organizational framework or allocation of resources to assure adherence, whilst changes in customer preferences may entail adjustments in tactics aimed toward market orientation. Furthermore, it is important to acknowledge that organizational culture and strategic decision-making processes are significantly influenced by technical improvements and competitive pressures. The operational environment has a crucial role in shaping the interaction between strategic alignment factors, hence influencing the corporation's capacity to attain its performance objectives.

4.5 Diagnostic test /Test of Assumptions of Regression

A regression analysis was conducted to investigate the relationship between strategy alignment practices and performance. Regression analysis requires testing the assumptions to ensure their validity before conducting the analysis. These tests encompass multicollinearity, normality, and heteroscedasticity.

4.5.1 Normality test

The study employed Kolmogorov-Smirnov and Shapiro-Wilk test to test the normality of the distribution of the variables as shown on table 4.10

Table 4.12 Normality test

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X1=Organization Structure	.097	64	.200*	.962	64	.058
X2 = Resource Alignment	.081	64	.200*	.963	64	.055
X3 = Culture Alignment	.108	64	.060	.974	64	.206
X4 = Marketing Orientation	.142	64	.073	.943	64	.071

Source: (Researcher, 2024)

The results of the analysis shown on table 4.10 above indicate that the significance of each variable is equal to or greater than 0.05, which means that the null hypothesis cannot be rejected and suggests that the data follows a normal distribution. In the Shapiro Wilkinson test and the Kolmogorov –Smirnov test, the null hypothesis states that the residuals follow a normal distribution and that the null hypothesis is rejected when P - value is less than 0.05. From Table 4.10 above, the Shapiro-Wilkinson p-value for all the variables are above 0.05 so we fail to reject the null hypothesis indicating that the data is normally distributed.

4.5.2 Heteroscedasticity Test

A heteroscedasticity test was done using the Breusch- Pagan test to confirm whether the residuals are constant or not with the *Ho:* Residuals are homoscedastic. Its assumes that the error terms have a normal distribution. The null hypothesis is rejected if the *P*-value is significant. The results from the test are as shown in table 4.11.

Table 4.13 Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity			
Ho: Constant variance			
Variables: fitted values of currency exchange rate			
	chi2 (1)	=	1.44
	Prob> chi2	=	0.2576

Source (Researcher, 2024)

Table 4.11 provides the results. The value of the chi-square equals 1.44, which has a *p*-value of 0.2576, that is above 0.05. This leads to failure to reject the null hypothesis (H0) because there is constant variance in the data set.

4.5.3 Multicollinearity Test

The study conducted multicollinearity tests in order to validate the presence of any statistically significant correlations among the variables. The determination of this was made by the measurement of variance inflation factors (VIF). Prior studies have shown that a Variance Inflation Factor (VIF) value below 10 does not reflect the presence of multicollinearity (Mega & Rawina, 2021).

Table 4.14 Multicollinearity Test

Variable	**VIF**	**Tolerance (1/VIF)**
Organizations Structure	2.166	.462
Resource Alignment	2.677	.374
Culture Alignment	2.720	.368
Marketing Orientation	2.301	.435

Source (Researcher, 2024)

The results show that the individual values of VIF of the variables were below the recommended threshold of 10; implying that the model was not affected by multicollinearity among the predictors of the model.

4.5.4 Autorrelation Results

Table 4.11: Autocorrelation Test

Model	Durbin-Watson
1	1.696

Table 4.13 indicate d= 1.696, closer to 2. Hence, the data was suitable for being utilized to support running of regression analysis with the results that helped to test the hypotheses.

4.6 Correlation Analysis

Correlation analysis was carried out to test the relationship between the independent variables and the dependent variable as shown on table 4.13.

Table 4.14 Correlation Analysis

		Organization Performance	Structure Alignment	Resource Alignment	Culture Alignment	Marketing Alignment
Organizational Performance	Pearson Correlation	1				
Structure Alignment	Pearson Correlation	.603	1			
	Sig. (2-tailed)	.000				
Resource Alignment	Pearson Correlation	.941**	172	1		
	Sig. (2-tailed)	.000	.000			
Culture Alignment	Pearson Correlation	.900*	.256**	.895**	1	
	Sig. (2-tailed)	.000	.000	.000		
Marketing Alignment	Pearson Correlation	.769**	.392**	.730**	.800**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Source: (Researcher, 2024)

The findings in Table 4.13 reveal the relationship between structure alignment and performance is positive and significant where r-603 and p-values of 0.000; the linkage between resource alignment and performance is significant and positive with r-941 and p-values of 0.000; culture alignment is positive and significantly link to performance as denoted by r-900 with p-values of 0.000 and marketing alignment is significantly and positively correlated to performance with r-769 and p-values of 0.000. The results categorized as weak they have ranges of from ± 0.10 to ± 0.29,

moderate correlation ranges from ± 0.30 to± 0.49 and strong correlation is where r- values range from ± 0.5 to ± 0.9. By following this categorization, the findings show a strong and significant relationship between the study variables.

4.7 Regression analysis

Regression analysis was done to evaluate strategic alignment and its effect on performance. This section presents the results for regression analysis, the model summary, ANOVA and regression co-efficient.

4.7.1 Model summary

Table 4.14 presents the model summary findings which shows the results of coefficient of the correlation and coefficient of determination.

Table 4.15 Model summary

Model	R	R square	Adjusted R Square	Std error of the estimate
1	.936a	.876	.804	1.258

Source (Researcher, 2024)

a. Predictors: (Constant), Organization structure alignment, Resource alignment, culture alignment, marketing orientation alignment

The study examined four independent variables, which accounted for 87.6% of the variance in organization performance, as indicated by the R^2. It can be inferred that there are additional factors, which were not examined in this study, that account for 12.4% of the variation in the dependent variable. This indicates that, all else being equal, organization structure alignment, resource alignment, culture alignment, and marketing orientation alignment have a significant impact on the performance of state corporations in Kenya (87.6%).

4.7.2 Analysis of Variance

Table 4.16 Analysis of Variance

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	49.46	4	22.048	9.475	.0021a
	Residual	16.53	43	2.327		
Total		**65.99**	**47**			

a. Predictors: (Constant), Organization structure alignment, Resource alignment, culture alignment, marketing orientation alignment

The p-value is 0.0021, which falls below the threshold of 0.05. Therefore, the model holds statistical significance in predicting the impact of growth strategies (organization structure alignment, resource alignment, culture alignment, marketing orientation alignment) on the performance of state corporations in Kenya. The F value at a significance level of 5% was 2.21, which is considered critical. Since the estimated F value exceeds the threshold F value (9.475), it suggests that the entire model has achieved statistical significance.

4.7.3 Regression coefficients

The study conducted regression coefficient to determine how each individual strategic alignment influences the performance of state corporations in Kenya. The generated results are in Table 4.16.

Table 4.17 Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. error**	**B**		
1	Constant	13.423	1.137		1.413	.001
	Organization structure	1.659	.119	.215	5.023	.000
	Resource alignment	1.776	.113	.203	5.739	.001
	Culture alignment	0.807	.124	.224	4.117	.001
	Marketing orientation	0.702	0.864	0.359	8.41	.000

Source (Researcher, 2024)

The resultant equation becomes:

$\mathbf{Y} = 13.423 + 1.659X_1 + 1.776\ X_2 + 0.807X_3 + 0.702\ X_4$

Table 4.16 show that when holding all variables constant, the performance of state corporations in Kenya will be at 13.423 and a unit increase in organization structure when all other strategic alignment factors are constant, state corporations' performance will be held at 1.659. When there is a unit increase in resource alignment, the performance of the state corporations will be held at 1.776 and a unit increase in culture alignment when other factors are constant result in state corporations' performance being at 0.807 and when marketing orientation alignment increase by a unit and other factors are constant, the performance of the state corporations will be 0.702.

4.8 Test for Moderating effect of operating environment on the relationship between strategic alignment and performance

The study sought to investigate the impact of the operating environment on the relationship between strategic alignment and performance.

Table 4.18 Moderating effect

(a.) Model Summary

Model	R	R Square	Adjusted R Square
1	.892[a]	.795	.589
2	.782[b]	.611	.591
3	.793[c]	.628	.599

(b.) Goodness-of-Fit ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	214.212	1	214.212	59.686	.000[b]
	Residual	315.832	46	3.589		
	Total	530.044	47			
2	Regression	218.741	2	109.370	30.680	.000[c]
	Residual	310.155	45	3.565		
	Total	528.896	47	109.370		
3	Regression	224.755	3	74.918	21.403	.000[d]
	Residual	301.000	44	3.500		
	Total	525.755	47			

(c.) Beta Coefficients

Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Beta	T-value	Sig.
1	(Constant)	7.954		5.034	.000
	Strategic alignment	.589	0.774	7.726	.000
2	(Constant)	7.795		4.931	.000
	Strategic alignment	.672	.882	6.372	.000
	Operating environment	-.079	-.156	-1.127	.001
3	(Constant)	.759		.136	.001
	Strategic alignment	1.015	1.332	3.600	.001
	Operating environment	.415	.820	1.083	.000
	Zscore(Strategic alignment x Operating environment)	-.023	-1.335	-1.311	.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Strategic alignment

c. Predictors: (Constant), Strategic alignment, operating environment

d. Predictors: (Constant), Strategic alignment, Operating environment, Z-score(Strategic alignment x Operating environment)

Source: (Researcher, 2024)

The results of the linear regression analysis shown in Table 4.17 demonstrate that the R Square value for the third model was 0.628. Consequently, operating environment and for 31 percent of

the variability in performance. Overall, the model was considered significant since the p-value was lower than the significance criterion of 0.05. Therefore, it was determined that operating environment had a significant role in regulating the relationship between strategic alignment and performance of state corporations. Regarding individual importance, both operating environment and strategic alignment were determined to have a statistically significant impact, as shown by p-values below 0.05. The equation predicting performance is as follows: performance = 1.015 * strategic alignment + 0.415 * operating environment. Based on the analysis of the data, it can be inferred that a single unit increase in both operating environment and strategic alignment results in an average enhancement in performance of 1.119 and 0.689 units, respectively.

The negative t-value and beta coefficient indicate that there is a negative relationship between operating environment and performance. This means that as the operating environment worsens (decreases), the performance decreases, assuming all other factors remain constant. Conversely, as the operating environment improves (increases), performance increases. This negative relationship suggests that a higher level of environmental stress may negatively impact performance, while a better operating environment can lead to improved performance.

4.9 Hypothesis Testing

The study conducted hypothesis testing to examine the effects of strategic alignment on the performance of state corporations in Kenya.

H01: Organization structure alignment has no statistically significant effect on the performance of state corporations in Kenya.

The findings revealed that organization structure alignment has a significant impact on the performance of state corporations in Kenya, with a regression coefficient of $\beta = 1.659$ and statistical significance at the 5% level ($p = 0.000$). Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted, indicating that organization structure alignment significantly influences performance. This is in agreement with Anamanjia and Maina (2022), who found that structural alignment positively impacts decision-making and operational efficiency in the Kenya Revenue Authority. Similarly, Oracha, Ogutu, and K'obonyo (2021) confirmed that organizational structure significantly mediates the relationship between strategic leadership and performance in international NGOs in Kenya.

H02: Resources alignment has no statistically significant effect on the performance of state corporations in Kenya.

The study findings showed that resource alignment significantly impacts performance, with a regression coefficient of $\beta = 1.776$ and statistical significance at the 5% level ($p = 0.001$). Consequently, the null hypothesis was rejected in favor of the alternative hypothesis. This is consistent with Waruguru and Bichii (2020), who reported that resource alignment positively influences organizational performance in the energy and petroleum sector in Kenya. Additionally, Ng'ang'a, Waiganjo, and Njeru (2018) found that resource mobilization significantly impacts the performance of tourism organizations, emphasizing the importance of resources in achieving organizational success.

H03: Culture alignment has no statistically significant effect on the performance of state corporations in Kenya.

The study indicated that culture alignment significantly affects performance, with a regression coefficient of $\beta = 0.807$ and statistical significance at the 5% level ($p = 0.001$). This led to the rejection of the null hypothesis and acceptance of the alternative hypothesis. The findings align with Pawirosumarto, Setyadi, and Khumaedi (2021), who found that cultural factors such as

participation and purpose significantly enhance employee performance at the University of Mercu Buana. Furthermore, Nikpour (2019) demonstrated that organizational culture indirectly affects performance through its influence on employees' organizational commitment.

H04: Marketing orientation alignment has no statistically significant effect on the performance of state corporations in Kenya.

The results showed that marketing orientation alignment has a significant impact on performance, with a regression coefficient of $\beta = 0.702$ and statistical significance at the 5% level ($p = 0.000$). Thus, the null hypothesis was rejected, confirming that marketing orientation alignment significantly influences performance. This is supported by Hina, Haroon, and Mohd (2019), who found that market orientation, along with organizational learning and culture, significantly impacts organizational performance and innovation. Additionally, Vudzijena (2019) highlighted that environmental scanning, a component of market orientation, positively correlates with the performance of SMEs in Harare.

H05: Operating environment has no statistically significant moderating effect on the relationship between strategic alignment and performance of state corporations in Kenya.

The findings revealed that the operating environment significantly moderates the relationship between strategic alignment and performance, with a regression coefficient of $\beta = 0.023$ and statistical significance at the 5% level ($p = 0.000$). Therefore, the null hypothesis was rejected in favor of the alternative hypothesis. This is consistent with West and Olsen (2019), who found that environmental scanning and responsiveness significantly enhance the operational effectiveness of food service organizations. The study emphasized the importance of adapting to environmental changes to maintain competitiveness.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this section, we will delve into the analysis of the findings, draw conclusions, and provide recommendations based on the study's results. The overral objective of the study was to establish the effect of strategic alignment on performance of state corporations in Kenya, A case of Kenya Broadcasting Corporation. Specifically, the study sought to determine the influence of organization structure alignment on performance of state corporations in Kenya; to evaluate the influence of resources alignment on performance of on performance of state corporations in Kenya; to establish the influence of culture alignment on performance of state corporations in Kenya; to assess the influence of marketing orientation alignment on performance of state corporations in Kenya; and to assess the moderating effect of operating environment on the relationship between strategic alignment and performance of state corporations in Kenya.

5.2 Summary of the Findings

The study revealed a statistically significant relationship between organization structure alignment and performance in Kenyan state corporations, with a regression coefficient of $\beta = 1.659$ and a p-value of .000 at the 5% significance level. Respondents generally agreed that their duties and responsibilities were clearly defined (Mean=4.659), their position responsibilities were clearly spelled out (Mean=4.632), and there was no duplication of their responsibilities in any department (Mean=4.589), indicating a high level of clarity and accountability. While a majority felt accountable for every task they perform (Mean=4.320), there was slightly less agreement regarding the authority to make decisions (Mean=3.732) and the appropriateness of span control (Mean=3.699), suggesting some variability in perceived empowerment and organizational structure effectiveness.

Results from qualitatve analysis indicated that majority of participants expressed a significant degree of consensus on the comprehensibility of their work tasks, with comparable favorable assessments of clearly defined job duties and the lack of redundant roles across different departments. Furthermore, participants conveyed a feeling of responsibility for their assignments.

The study demonstrated a statistically significant relationship between resources alignment and performance in Kenyan state corporations, with a regression coefficient of $\beta = 1.776$ and a p-value of .001 at the 5% significance level. The majority of respondents agreed that physical resources

were readily available (Mean=4.567), appropriate technology was continuously adopted (Mean=4.489), and adequate human resources were provided (Mean=4.242), reflecting positive perceptions of resource availability and utilization. However, there was less agreement regarding the timeliness of financial resource allocation (Mean=3.897) and the efficiency of resource utilization (Mean=3.757), suggesting potential areas for improvement in resource management practices. Additionally, respondents were somewhat less certain about the strength of their brands' reputation in the marketplace (Mean=3.752), indicating a need for further evaluation or enhancement of branding strategies.

Results from qualitative study indicated that majority of participants agreed with the sufficiency and availability of tangible resources for their use, along with the constant implementation of suitable technologies in operations and production. Furthermore, they said that each department have enough and skilled personnel, and budgetary resources are distributed promptly.

The study findings demonstrate a significant impact of culture alignment on the performance of state corporations in Kenya, with a regression coefficient of $\beta = 0.807$ and a p-value of .001 at the 5% significance level. The majority of respondents agreed that their organizational culture fosters collaboration and information sharing (Mean=4.772), encourages creativity, innovation, and risk-taking (Mean=4.727), and emphasizes community engagement (Mean=4.576) and brand advocacy (Mean=4.351). Additionally, a significant number of respondents felt that their culture enhances employee engagement with brands and customers (Mean=4.272). There was somewhat less agreement regarding the culture's role in establishing a strong corporate identity to differentiate from competitors (Mean=3.965).

Results from qualitative study established that majority of participants had a favorable view of their organizational culture, highlighting its function in promoting the exchange of information among workers, management, and customers to improve performance. Furthermore, they said that the culture fosters creativity, invention, and a willingness to take risks, while emphasizing community solidarity and aid for marginalized individuals in society. The participants also recognized the cultural significance placed on the conversion of workers, consumers, and stakeholders into champions for the brand.

The study findings demonstrate a significant impact of marketing orientation alignment on the performance of state corporations in Kenya, with a regression coefficient of $\beta = 0.702$ and a p-

value of .000 at the 5% significance level. The majority of respondents agreed that their organization continuously analyzes customer needs and preferences (Mean=4.837) and takes competition seriously by benchmarking against competitors (Mean=4.764). Additionally, they felt that they regularly engage with customers to gather feedback and build strong relationships (Mean=3.834). There was less consensus regarding the effectiveness of segmentation, targeting, and positioning of brands and services based on strength and customer value (Mean=3.856). Moreover, respondents were somewhat less certain about the role of brand image and reputation in attracting and retaining customers (Mean=3.604).

Results from qualitative study found that majority of participants demonstrated a firm dedication to customer-centric strategies, highlighting the need of ongoing evaluation of consumer requirements and preferences, as well as frequent comparison of performance versus rivals.

The majority of participants expressed consensus on the influence of the operating environment on the relationship between strategic alignment and performance of state corporations. The majority of respondents agreed that their competitors positively influence their strategic alignment and performance (Mean=4.402) and that internal policies facilitate positive strategic alignment and improved performance (Mean=4.233). Additionally, they experience smooth management transitions ensuring continued positive alignment and performance (Mean=4.067), and have forged strategic relationships with suppliers, agents, and government (Mean=3.975) to access needed resources and markets. Some respondents felt that market social trends (Mean=3.704) and technological infrastructure (Mean=3.633) have less impact on strategic alignment and performance. Furthermore, there was acknowledgment that regulatory frameworks can sometimes constrain strategic alignment and negatively affect performance (Mean=3.571).

In the qualitative analysis, the respondents emphasized the crucial role of an aligned operational environment in enhancing corporation performance. They highlighted that when organizational plans, procedures, and capabilities are in sync with external factors like legislative mandates, technological advancements, and market conditions, it leads to efficiency, risk minimization, and opportunity maximization. A comprehensive understanding of regulatory frameworks enables effective negotiation of compliance challenges and mitigation of legal risks. Moreover, staying updated with technological advancements allows organizations to leverage emerging tools and platforms to enhance operational efficiency, engage with clients, and stay competitive. Overall,

alignment with the operational environment is seen as vital for organizational success and resilience in navigating dynamic business landscapes.

5.3 Discussion of findings

In this section, research findings are discussed as per each research objective, research question, or the hypothesis (or hypotheses). In each case, the researcher compares the results from the study with the results of other scholars.

5.3.1 Influence of organization structure alignment on performance of state corporations in Kenya

The study uncovers a generally positive consensus among respondents regarding the clarity of job duties, accountability, and lack of role duplication. A study conducted by Song et al. (2018) revealed that implementing a decentralized structure within an organization can lead to several benefits. These include increased commitment from organizational members towards decision-making, faster decision-making processes, and improved decision quality. This is because a decentralized structure allows for the utilization of specialized knowledge possessed by employees at lower levels of the organization. In a recent study, Oracha, Ogutu, and K'obonyo (2021) the importance of regularly assessing an organization's structure. This evaluation helps determine if the structure is adaptable to organizational changes and if it effectively meets the organization's requirements. The results of these studies align with the findings of this current study.

5.3.2 Influence of resources alignment on performance of on performance of state corporations in Kenya

The study showcases a positive agreement among participants regarding the sufficiency and availability of resources, along with a consistent embrace of technology. These findings align with those of Evans (2018) who highlighted the significance of aligning resources with the organization's strategy. It is not only important to support the strategic objectives and plan, but also to drive them forward. Waruguru and Bichii (2020) also discovered that resource alignment had an impact on the organizational performance of listed energy and petroleum companies in Kenya, which aligns with the findings of this study.

5.3.3 Influence of culture alignment on performance of state corporations in Kenya

The study suggests a primarily favourable perspective on the impact of organizational culture. The findings align with the research conducted by Kamau and Wanyoike (2018) on cultural balance and its impact on organizational performance. They found that a corporate culture based on clear

rules, regulations, policies, and procedures allows employees to work more efficiently within defined boundaries. In service-based organizations, the presence of corporate culture ultimately leads to improved organizational performance. This is reflected in indicators such as high customer satisfaction, increased effectiveness and efficiency, and a higher level of productivity. They are also like the findings of Taye, et al. (2019) who discussed the impact of organizational culture on performance. They highlighted factors such as socialization process, information sharing, and the working environment as key influences.

5.3.4 Influence of marketing orientation on performance of state corporations

The study established that various internal and external factors shaping the corporation's strategic alignment and performance. While positive influences from competitors, internal policies, and strategic relationships were acknowledged, concerns about regulatory constraints indicate a need for strategic adaptability in navigating the complex market environment. The findings of this study align with the research conducted by Hina, Haroon, and Mohd (2019), which demonstrated the impact of market orientation, organizational learning, and organizational culture on organizational performance through innovation. Clearly, innovation involves the implementation of fresh policies, procedures, technical advancements, creative concepts, new products, and services to achieve a lasting competitive edge.

5.3.5 The moderating effect of operating environment on the relationship between strategic alignment and performance of state corporations

The study findings established that the operating environment has a significant negative effect on the relationship between strategic alignment and performance of state corporations. The study findings enriches the studes findings of China, Gao et al., (2018) and Zheng, et al (2022) who in their studies established that operating environment has a significant positive effect on firm output/performance. Particularly, the findings showed that firm’s culture and government structures were the main operating environment factors that moderated the relationship between strategic alignment and organizational performance.

5.4 Conclusion of the study

Based on the study's findings, it is evident that government-owned firms prioritize achieving exceptional performance and ensuring that all their operations and decisions align with this objective. The evaluation of high performance relies on various factors, such as yields, efficiency,

client satisfaction, and the ability to attract and retain skilled personnel who contribute to achieving organizational objectives. State companies have utilized strategic alignment to improve their performance. There was a focus on cultural, structural, marketing, and resource alignment.

The integration of strategic alignment components has resulted in enhanced performance by promoting a culture of knowledge exchange and active involvement throughout all aspects of the organizations. The leadership actively encourages employee engagement in the process of strategy formulation by actively seeking their input and acknowledging the importance of their perspectives. The organizational structure follows a formal methodology for assigning tasks, delegating and coordinating work, and establishing effective communication channels for sharing instructions and feedback within the company.

The study found a clear link between strategic alignment factors such as organization structure, resources, culture, and marketing orientation, and the performance of state corporations in Kenya. The regression analyses showed significant coefficients and p-values for each alignment variable, indicating their impact on performance outcomes.

5.5 Recommendations

The study gives the following recommendations.

5.5.1 Recommendation for practice

It is essential for KBC to prioritize efforts that strive to improve the alignment of their organizational structure, resources, culture, and marketing emphasis with their strategic objectives. This may be achieved by the implementation of regular reviews, active involvement of stakeholders, and the execution of targeted measures to address any instances of misalignment.

State firms must cultivate a culture of continuous learning and adaptation to improve their capacity to promptly and efficiently address external changes. In order to foster innovation and enhance the resilience of organizations, it is recommended to implement knowledge sharing initiatives, training programs, and facilitation of cross-functional collaboration.

5.5.2 Recommendation for Policy

State corporations need to develop a comprehensive policy framework that outlines guidelines and best practices for ensuring strategic alignment across organizational structures, resources,

culture, and marketing orientation. This framework should provide clear directives on assessing alignment, implementing corrective measures, and fostering a culture of continuous improvement. State corporations should implement policies to enhance market intelligence gathering capabilities within state corporations, ensuring regular monitoring of market trends, regulatory changes, and competitor activities. Establish protocols for promptly adapting strategies and operations to comply with evolving regulations and capitalize on emerging market opportunities.

In order to ensure strategic alignment across organizational structures, resources, culture, and marketing orientation, it is essential for state businesses to have a thorough policy framework that delineates principles and best practices. The proposed framework aims to provide explicit guidelines for evaluating alignment, executing remedial actions, and cultivating a culture of ongoing improvement.

State firms need to adopt measures to bolster their market intelligence collecting capacities, guaranteeing consistent surveillance of market trends, regulatory modifications, and competitor endeavors.

5.6 Areas of further research

The study focused solely on state corporations, with a specific emphasis on Kenya Broadcasting Corporation. As a result, the findings may be influenced by the unique circumstances of this sector. Therefore, it is important to conduct additional studies in various other sectors such as hospitality, education institutions, manufacturing, and agricultural companies.

Additional research might be undertaken to do a comparative examination of state-owned firms and private sector equivalents in Kenya, with the aim of comprehending the variations in strategic alignment methods and their corresponding effects on performance. Research may investigate the distinct obstacles and prospects encountered by state firms when it comes to harmonizing their strategies with public policy goals, regulatory structures, and stakeholder anticipations.

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Appendix I: Participant Information Sheet

Study Title: Strategic Alignment, Operating Environment and Performance of State Corporations in Kenya: A Case of Kenya Broadcasting Corporation

I would like to invite you to take part in the above research study. Before you decide, it is important that you understand why the research is being done and what it would involve for you. Please take time to read this information and discuss it with others if you wish. If there is anything that is not clear, or if you would like more information, please don't hesitate to request.

Purpose of the study

I am a student at African Nazarene University undertaking a master's degree in partial fulfilment of the requirements for the degree of master's in business administration degree of Africa Nazarene University

Reason for the Invitation

The reason why you have been invited is because you have relevant information that can aid in the achievement of the research objectives.

Whether to take part

Participation in the study is entirely voluntary and you can withdraw if you later change your mind, without giving a reason.

What happens if a Participant decides to take Part?

You will participate in research study by answering questions contained in the study questionnaire about strategic management in Kenya. Your participation will be scheduled with your consultation in relation to time and location of your convenience.

What the Participant Should Consider

The participant will be excluded if they will be unwilling to take part or to continue taking part in the study.

Possible Disadvantages or Risks in Taking Part in Research Study

There is no risk in taking part in research study.

The Possible Benefits of Taking Part

As a participant, you will benefit from the outcome/findings of the study directly or indirectly through acquisition knowledge and skills, and indirectly by the actions the policy makers will take arising from the finding of the study.

Whether Taking part in Study Will be Kept Confidential

All participants will be identified by study code only hence the researcher will destroy all direct identifiers and store only fully anonymized data. However, if the participant anonymizes their identity during the study, it will not be possible for participants to withdraw their data.

Reimbursement for Taking Part

The participants will not be compensated for their time or inconvenience for taking part in the study.

What Will Happen to the Information Given

The information given will be kept anonymous and may be used for future research to validate the research obtained in the study.

What will happen if Participants do not want to carry with the study?

Participation is voluntary and participants may change their minds at a later stage and if you withdraw from the study, the study will use the data collected up to your withdrawal.

What will happen to the results of this study?

Potential participants will not be identified from any report or publication placed in the public domain. If they will be (for instance, with images of faces) it will be necessary to obtain specific consent for this.

Complain System and Contact

If the participant wishes to complain, or has any concerns about any aspect of the way the participant has been approached or treated during this study, you should contact:

Phone: +254721597135 Email: victormuasya@gmail.com

Participation in Future Research:

Your contact details would be held separately from this study and that agreeing to be contacted does not oblige you to take part in future research.

Further Information and Contact Details:

Postal Address: 212 - 00517 Nairobi, Kenya

Mobile No: +254721597135 e-mail

Address: victormuasya@gmail.com

Thank you for considering taking part.

Appendix II: Consent Form

Study Title: Strategic Alignment, Operating Environment and Performance of State Corporations in Kenya: A Case of Kenya Broadcasting Corporation

Name of Researcher: Victor Muasya

If you agree, please initial box.

SN	Stipulations	Initials
1	I confirm that I have read the information sheet dated..... for this study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily	

2	I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason, without my legal rights being affected.	
3	I understand that relevant sections of my information and data collected during the study may be looked at by individuals from the university and other parties with interest in the study. I give permission for these individuals to have access to the information.	
4	I agree to provide information as part of my involvement in this study and I understand I will not gain any direct personal or financial benefit from them.	
5	I agree to audio/video recording and the use of anonymized quotes in research reports and publications.	
6	I agree to take part in this study.	
	Additionally:	
7	I agree to be contacted about ethically approved research studies for which I may be suitable. I understand that agreeing to be contacted does not oblige me to participate in any further studies.	
8	I agree for my anonymized information or data to be used in future research,	

Name of Participant …… signature ……Date……

Appendix III: Letter to Respondents

Dear Respondents,

RE: Introduction Letter

My names are Victor Muasya, a student in African Nazarene University doing a master's in business administration. As part of the requirements to graduate with master's degree, I am

required to do research in my area of specialization. My study title is "Strategic Alignment, Operating Environment and Performance of State Corporations in Kenya: A Case of Kenya Broadcasting Corporation". Am requesting you to fill in the questions attached in as honestly as possible. Please fill free to ask any clarification at any time during the study.

Yours Faithfully,

Victor Muasya

+254721597135

Appendix IV: Questionnaire

Please use a tick to fill in the questions in various sections. The choices are given in each section.

SECTION A: BACKGROUND INFORMATION

1. Please indicate your gender.
   Male [ ]
   Female [ ]
2. Indicate your age bracket?

Below 25 Years [ ]

25 Years- 35 Years [ ]

36 Years- 46 Years [ ]

Above 46 Years [ ]

3. Indicate the years of work experience.

Below 5 Years [ ]

5 to 10 Years [ ]

11 to 15 Years [ ]

Above 16 Years [ ]

SECTION B: Organizational Performance

Please indicate the extent to which you agree with the statements presented. Use the Key; Strongly Disagree (SD)=1, Disagree (D)=2, Neutral(N)=3, Agree (A)=4 and Strongly Agree (SA)=5

	Statements	1	2	3	4	5
1	The broadcasting revenues generated over the years have increased					
2	The corporation market share has grown over the years					
6	The Corporation has reported improved profitability in the recent past					
7	The number of the assets acquired has increased tremendously					
8	The value of the assets as compared to other broadcasters has improved					
9	The quality of services offered has improved over the years					

10. In your considered opinion has the level of performance of the corporation been high or low?

Explain your answer…….....

SECTION C: Organization Structure Alignment

	Statements	1	2	3	4	5

1	My position responsibilities have been clearly spelt out					
2	I am accountable for every task I perform					
3	I have been given the authority to make decision in relations to the tasks assigned to me.					
4	The span our control is appropriate					
5	My duties have been clearly defined					
6	There is no duplication of my responsibilities in any department					

7. In your view has the organization structure alignment affected the performance of the corporation? If yes/no explain why and how……

SECTION D: Resource Alignment

	Statements	1	2	3	4	5
1	All the allocated resources are utilized efficiently without or with minimal wastage.					
2	Financial resources have been allocated and availed at the right time to every department					
3	Adequate and competent human resources have been availed to every department					
4	We have continuously adopted and used appropriate technology in our operation and production					
5	Physical resources are adequate and are readily available for use					
6	Our Brands have strong reputation and image in the marketplace s					

7. In your view has the organization resource alignment affected the performance of the corporation? If yes/no explain why and how……

SECTION E: Culture Alignment

	Statements	1	2	3	4	5

1	Our culture encourages employees to embrace creativity, innovation, and risk					
2	Our culture has enhanced employees' engagement with the organization brands and customers					
3	Our culture has oriented our focus on helping communities and the vulnerable members of the society					
4	Our culture focuses on transforming employees, customers, and other stakeholders into our brand advocates					
5	Our culture has given us strong corporate identity hence differentiates us in the market from competition					
6	Our culture encourages sharing of information and insights among employees, management and customers leading to higher performance					

7. In your view has the organization culture alignment affected the performance of the corporation?

If yes/no explain why and how……

SECTION F: Marketing Orientation Alignment

	Statements	1	2	3	4	5
1	We continuously analyze our customers to understand their needs and changes in tasted and preferences					
2	We regularly meet with our customers to get their feedback and to forge strong relationships					
3	We take competition seriously and regularly benchmark against their performance					
4	We have a competitive advantage in the market because of our superior brand and service offerings					
5	We have effectively segmented, targeted and positioned our brands and services based on our strength and customer value					
6	The strong image and reputation of our brands has enabled us to attract and retain customers					

7. In your view has the market orientation alignment affected the performance of the corporation?

If yes/no explain why and how……

SECTION G: Operating Environment

	Statements	1	2	3	4	5
1	Regulatory framework on which we operate has constricted our strategic alignment and negatively affected performance					
2	Our competitors in the market have positively influenced our strategic alignment and performance					
3	Our corporation internal policies have facilitated its positive strategic alignment and improved performance in the market					
4	Our market social trends have ensured continued growth of our market share hence positively influencing our strategic alignment and performance					
5	We have forged strategic relationships with our suppliers, agents and government which have ensured access to needed resources and markets					
6	We have modern technological infrastructure that has enabled us to meet our production needs and delivery of value to our customers					
7	We experience smooth transition in management ensuring continued positive strategic alignment and performance					

8. Has the operating environment affected the corporation performance? If yes/no, explain why and how.....

SECTION H- Strategic alignment, Operating environment, and Organization performance

	Statements	1	2	3	4	5
1	The operating environment of the corporation has affected the way it has strategically aligned its structure and the resultant performance it has achieved					
2	The operating environment of the corporation has influenced the way it has strategically aligned its resources and the resultant performance it has achieved					
3	The operating environment of the corporation has affected the way it has strategically aligned its culture and the resultant performance it has achieved					
4	The operating environment of the corporation has affected the way it has aligned its market for products and the resultant performance it has achieved					

5. In your considered opinion does the corporation operating environment affect the relationship between its strategic alignment variables and the corporation performance? If yes/no explain your answer.....

Thank You for Your Time!