

Influence of Strategy Communication and Strategic Planning on Organisational Performance of International Schools in Kiambu County

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ABSTRACT

The purpose of this research was to examine the influence of strategy communication and strategic planning on organisational performance of international schools in Kiambu County. The target population comprised of the selected six international schools in Kiambu County with a combined total staff population of 436 personnel. The study adopted causal approach and using purposive sampling the researcher selected 10 respondents from each school which included managers, administrators and senior teachers. This resulted in 60 respondents selected from 6 international schools that the researcher believed were knowledgeable about the strategies being implemented in their respective schools. The collection of research data was done using questionnaires which had multiple choice questions and Likert scale questions. The research data were entered into SPSS version 21 for quantitative analysis. The analysis generated descriptive statistics for each variable, which are presented in tables and charts for easy interpretation. The study established that strategy communication and strategic planning supports strategy implementation in various ways which in turn contribute to improved organisational performance of the international schools.

Keywords: Strategy Communication, Strategic Planning, Organisational Performance, International Schools

BACKGROUND OF THE STUDY

Global competition has increased customers' accessibility to products and services around the globe. Intense competition globally and locally has forced organisations towards having concerted efforts to building strategic action through evaluation of the environment, the development of strategies followed by implementation of strategic plans (Sammut-Bonnici, 2015). Organisations try to cope with global competition by adopting various ways and means. Strategy implementation is one of the competitive techniques employed by organisations to attain the set goals and objectives (Lawrimore, 2013).

According to research conducted in Malaysia, implementation of strategies was insufficient and poor, which led to the failure of construction enterprises (Bakar et al., 2012). The majority of construction companies were unable to successfully implement their strategies due to implementation issues (Gbczyska, 2016). One of the mistakes mentioned by (Gbczyska, 2016) is the managers' transfer of strategy communication to lower cadre personnel within the company. This is a significant barrier that prevents the implementation of a strategy. Lack of strategy awareness among low level personnel is the cause of the inefficient and poor strategy execution.

The government of South Africa has come to the conclusion that strengthening mechanisms for appropriate evaluation are required to assist the execution of initiatives in institutions of higher learning (Omutoko, 2010). Similar to this, higher education institutions in Nigeria have extensively engaged in strategy execution by putting in place the necessary processes while also minimising stakeholder conflict of interest,

and their activities have led to increased performance. The creation, application and fusion of structure, control systems and culture are among the processes used to monitor tactics. Higher education institutions in Nigeria are one of the modern organisations that have experienced rapid growth (Omutoko, 2010).

In Kenya, institutions of Higher Learning (IHLs) have experienced exponential growth in the past five years due to the rise in student enrolment. Donna and Wanjira (2018) conducted a research on the effect of strategy implementation on organizational performance of institutions of higher learning in Kiambu County, Kenya. The study used resource allocation, strategic leadership, communication of strategies and monitoring and controls as the independent variables. The study demonstrated that strategy communication, resource allocation, and strategy control all had a major impact on organizational success. The study population comprised of 10 universities and 42 technical and vocational institutions.

Organisation Strategies are managerial actions aimed at attaining the goals of the organisation. A company uses strategies to set directions that will aid it to attain a desired state in the future. Strategies are arrived at after a thorough strategic planning process. A strategy is also seen as a strand in the market and activities of a business (Aristotle, 2014). The identification of an organisation's fundamental long-term aims and objectives, as well as the adoption of the course of action and resource allocation required for accomplishing these long-term goals, constitute strategy. Because there are typically few resources available to accomplish goals, strategy is crucial. Setting objectives and goals, deciding on steps to attain the goals and allocating resources to carry out the activities are all common components of strategy (Freedman, 2013). A strategy outlines how the means (resources) will be used to accomplish the objectives (goals) (Someone, 2020). As an organisation competes or adapts to its environment, a pattern of behaviour known as strategy may or may not be intentional.

Strategy implementation transforms the selected strategy into organisational actions that will lead to the attainment of strategic goals and objectives. It involves developing, utilising and amalgamating structure, systems of controls and culture to track strategies that will result in improvement of performance and competitiveness. Excellently formulated strategies are bound to fail if there is no proper implementation. It is also worth noting that strategy implementation is impossible unless there is stability between strategy and organisational dimensions for example organisational structure, structure of rewards and the process of allocating resources (Juneja, 2015).

The operationalisation of planned strategies includes allocation of resources, instilling strategic leadership, communication, monitoring and control (Steiner, 2004). Strategy implementation is dependent upon there being leaders that can provide strategic leadership. The strategy must be clearly communicated to all stakeholders including the employees by the leaders. Ballentine & Eckles (2009) noted that the communication of strategy is vital and can either be internal to the organisation or external. The organisation culture must also be conducive and able to support the implementation of the strategy. Strategic planning that involves all and sundry within an organisation is also important as it informs all stakeholders of the intended strategic direction of the organisation.

LITERATURE REVIEW

Strategy Communication and Organisational Performance

It is necessary to have communication vertically and frequently within the organisation (Rapert et al, 2002). This is the means to reaching common perceptions, beliefs and values among the workforce and it eventually leads to higher performance of the organisation. Johnson and Coffey (2007) presented four ways to effectively communicate a strategy with the first being non-reliance on written communication alone. Secondly, there is need for communicating a message that is clear and relevant. Thirdly, communication should flow in both directions. Fourthly, the management should be flexible and open to employees'

suggestions. It is the management responsibility to ensure that communication takes place between top and middle level managers and also between different functions.

A research by Mutisya (2016) on how strategy implementation is influenced by communication was conducted among pharmaceutical companies in Nairobi. The research findings showed horizontal communication was the first form of communication structure chosen by majority of pharmaceutical companies. The second was down-up communication and lastly upward down communication. The research further established that organisational performance was improved through the use of various communication mechanisms. Onwuka et al (2020) researched on the influence of communication on the organisational effectiveness in Nigeria. The results of the study reflected the importance of communication as a fundamental element of strategy implementation. The research also noted that when strategies are clearly and continuously communicated to all employees, there is improvement of overall attainment of the set goals. Onserio (2018) conducted a study on the relationship between organizational performance and strategy implementation in higher education institutions (IHL) in Kiambu County, Kenya. The study revealed that IHL's performance is highly influenced by strategic resource allocation, strategic leadership, strategic communication, and monitoring and control of strategies. The researcher also recommended that comparable studies be conducted in institutions other than IHLs. This study sought to establish the influence of strategy communication on organisational performance of international schools in Kiambu County.

The majority of people struggle to recollect the organisation's approach. One survey found that just 28% of executives and managers who are in charge of strategy could articulate three strategic priorities. The few firms that do have a plan struggle to communicate successfully since it necessitates interacting with a variety of stakeholders in various contexts. Instead, they find it simpler and less dangerous to make grandiose purpose statements, outline important objectives, start initiatives or release set plans. By assisting employees in determining where to concentrate their attention, energy, resources and capabilities, effective strategy communication raises the likelihood that a company will "win." Lack of alignment and uncertainty caused by unclear communication lead to lost effort, which in turn result in inertia (Lancefield, 2022).

Strategic Planning and Organisational Performance

Strategic planning is the ongoing organisational process of using available knowledge to lay out the intended direction of an organisation. Strategic planning prioritises efforts, allocate resources effectively, align shareholders and employees on the organisation's goals, and ensure that objectives are supported by facts and logic (Cote, 2020). The creation of a unified, future-focused vision via strategic planning can help your business and its shareholders unite, which is a huge advantage.

Strategic planning is the process of establishing and upholding consistency between an organisation's goals, resources and evolving external conditions (Wendy, 2013). Also, the goal of strategic planning is to describe and record a method of conducting business that will lead to enough earnings and growth. Awino et al. (2012) looked into how strategic planning and its results affected bank performance. The study found a significant positive association between organisational performance and strategic planning.

A research to see how the performance of University of Nairobi (UoN) was affected by strategic planning was conducted by (Mukokho, 2010). The results of the study demonstrated that strategic planning improves the university's performance on a number of performance criteria. The measurements included adhering to the established budgeted levels, public events held by the University of Nairobi, the workplace environment, the application of the charter for service delivery, research innovation and technology, and outreach and extension programs.

A research by Njoroge (2018) was to determine the effects of strategic planning on organisational performance in event planning firms. The study demonstrated that strategic planning is a crucial tool for

planning and forecasting in event planning companies, positioning the business to meet needs and adapt to changes that may arise while providing its services. The study also showed that there needs to be a strategic fit between what the market demands and what the company can provide. In addition, there must be a fit between the needs of the business and what is provided by the environment in which the business operates. The study further also showed that every step in the strategic planning process is significant.

In a study of micro, small and medium-sized businesses in the Czech and Slovak Republic, Karel, Adam and Radomir (2013) found that strategic planning is unquestionably a reasonable business activity because those businesses that prepared a thorough strategic document outperformed those without one in 80% of the performance metrics that were tracked. Further, they claimed that businesses without written business plans only outperformed those that had in 40% of the performance metrics that were tracked, proving the importance of implementing proper strategic planning in all important business areas.

Strategic planning has been proven to have a favourable correlation and predictive link with the success of SMEs, according to Sandada, Poee and Dhurup (2014). The dimensions of strategic planning and their connections to corporate performance were extracted using factor analysis, correlations and regression techniques. Strategic planning features include environmental scanning, business goal and vision, formality of strategic plans, evaluation and control, information sourcing, strategy execution incentives, staff involvement and time horizons. Two hundred (200) valid questionnaires that were given to SME managers and owners were the source of the data analysis.

Organisational Performance

Organisational performance is the actual output or achievements of an organisation measured against its intended aims and objectives (Richard et al, 2009). Organisational performance is also the success or fulfilment of organisation at end of program or projects as it is intended. Three distinct areas of company outcomes are covered by organisation performance: financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.).

A research was undertaken by Mustaffa (2013) on the factors that influence organisational performance at Metro Specialist Hospital in Malaysia. The working environment, management participation, training and skill development, and employee motivation were the four aspects that the researcher had examined as influencing factors on organisational performance. The study's conclusions showed a strong correlation between management engagement, training and skill levels, and working conditions and organisational success. The multiple regression established that training and skill, and management involvement are significant predictors for organisational performance.

A study on organisational performance and strategy implementation in Kenya's pharmaceutical sector was undertaken by Mailu, Ntale and Ngui (2018). The study's specific goal was to ascertain the impact of organisational culture, organisational resources and organisational structure on the pharmaceutical business in Kenya's implementation of strategy. The population target of this study, which used a descriptive survey research approach, included all sixty-four (64) pharmaceutical enterprises in Nairobi, Kenya. Data was collected via a questionnaire, and descriptive statistics were utilised to analyse it. To aid in comparison and further analysis, the results were presented using tables and graphs. To determine the impact of strategy execution on organisational performance, multiple regressions were performed. According to the study, strategy implementation has a big impact on how well a business performs. The study established that organisational structure, organisational resources and organisational culture have a significant effect on the performance of the pharmaceutical industry.

In order to ascertain the impact of strategy execution on the performance of commercial banks in Kenya,

Njagi and Kombo (2014) conducted a study. The study's precise goals included figuring out how operationalising a strategy would affect bank performance as well as how institutionalising a strategy would affect bank performance. The research design for the study was correlational. The forty-three (43) commercial banks in Kenya were the target population. A census research was carried out since there were so few commercial banks. Descriptive statistics, such as percentages, were used in the analysis of the data collected to provide a summary. The type and intensity of the association between strategy implementation and organisational performance were assessed using Pearson's correlation coefficient. A multiple regression model was created to assess the impact of strategy execution on organisational performance. The findings show a reasonably substantial correlation between organisational performance and strategy adoption. The researcher advised institutions to implement strategies successfully in order for them to compete and grow.

Coming up with a creative approach is not always preferable to carrying it out successfully (Davenport, 2007). Because effective strategy execution is essential for organisational success, achieving strategic goals requires a properly thought-out methodology. Hence, sound methods should be effectively put into practice in order to get the intended results. The process of putting a strategy into action and subsequently seeing outcomes is known as strategy implementation. Hence, implementing a plan is intended to boost a company's performance. Establishing organisational goals, tracking progress toward those goals and making modifications to accomplish those goals more effectively and efficiently are recurring actions that make up organisational performance. Organisations must be both financially sustainable and appealing to their stakeholders and other stakeholders if they want to stay relevant over time.

A research was done by Njenga (2018), on the impact of strategy implementation on organisational performance. The study's specific objectives were to; establish the effects of strategy implementation on organisational performance, establish the effects of institutionalisation on organisational performance and lastly, establish the effects of operationalisation on organisational performance at Broadcast Solutions International Limited. Through a cross-sectional descriptive survey, data was obtained using a structured questionnaire. The mean and standard deviation were used as the descriptive statistics to summarise the acquired data. Pearson's correlation and regression analysis were employed for inferential statistics. The findings indicate a positive but weak statistical association between the strategy implementation and organisational performance.

The performance of private primary schools in Kiambu County was evaluated in a study by Ndugo, Kyongo and Njoroge (2018) to determine the relationship between competitive strategies and performance. According to the study's hypothesis, competitive methods have no discernible impact on how well Kiambu County's primary schools do. The outcomes demonstrated that competitive strategies have a favourable impact on school performance. However, the study did not differentiate between local or international schools when focusing on private schools. The findings could not be applied to all types of institutions.

The impact of competitive strategies on Strathmore University's success was analysed by Njoroge (2017). The study's goal was to determine how much performance at Strathmore University in Nairobi, Kenya, was affected by competitors' methods. The study used a case study and used an interviewing guide to gather data. The outcomes showed that Strathmore University's performance was significantly impacted by the implementation of distinctiveness and market focus tactics. According to the report, the institution boosted the number of graduants by 892 in 2014, 790 in 2015, and 1,055 in 2016 by putting the methods into practice. The university was recognised as a top university because it provided distinctive study programs, upheld high moral standards and enforced discipline.

A study by Barach (2022) was to examine the influence of strategy implementation on organisational performance of Nile Petroleum Corporation (NILEPET). The specific objectives of the research were: to determine whether strategic leadership, strategy communication, organisation culture and working conditions have any influence on organisational performance of NILEPET. The study was anchored on The

Resource Based View Theory and the Agency Theory. The research which adopted the descriptive research design had a target population that comprised of the two hundred and sixty-two (262) staff based at the head office of NILEPET in Juba, South Sudan. Stratified random sampling was used to select a sample of seventy-nine (79) respondents. Data was collected from the respondents using survey questionnaires which were pre-tested to ensure validity and reliability. Data analysis was undertaken using SPSS Version 21 that generated descriptive and inferential statistics. The significance of the research findings is to the benefit of the Government of South Sudan, Nile Petroleum Corporation and researchers. The research could enable the ministry to understand why the corporation has not been profitable. Researchers in the petroleum sector in South Sudan may draw useful information from the findings of this research. The regression results showed that 12.7% of the variation in organisational performance is explained by the four independent variables (strategic leadership, strategy communication, organisation culture and working conditions) as depicted by the R square value of 0.127 in the model summary. Organisation culture was the most significant among the four variables.

A study to investigate the impact of NHIF's strategy implementation on organisational performance was conducted by Simiyu and Kilikam (2020). The study's main objectives were to ascertain the impact of organisational leadership on NHIF performance in Kenya, the impact of organisational structure on NHIF performance in Kenya, the impact of organisational culture on NHIF performance in Kenya, and the impact of organisational communication on NHIF performance in Kenya. According to the study's findings, organisational structure, organisational culture and communication all had a positive and significant impact on how well the NHIF performed in Kenya. Yet, it was discovered that organisational leadership had no impact on how well the NHIF performed in Kenya. This study came to the conclusion that elements which include organisation structure, organisation culture and communication play a significant role in firm performance.

From theoretical, empirical and managerial perspectives, it is possible to see how important organisational performance is (Venkatraman and Ramanujam, 2016). The practical lens highlights the many frameworks that have been used to capture performance, while the theoretical lens focuses on the efficacy of techniques that influence the degree of performance they cause (Mintzberg and Lampel, 2009). The managerial perspective focuses on how well managers make decisions on a daily basis (Venkatraman and Ramanujam, 2016). Despite this significance, research findings on performance remain ambiguous. Methodological flaws, the exclusion of organisational characteristics from performance relationships and the inappropriate application of models have all been put forth as possible explanations (Mugambi and K'Obonyo, 2017). Measurement of performance is one of the most difficult problems in the study of strategic management.

RESEARCH METHODOLOGY

Causal research design was employed in the study. Determining the impacts of modifying techniques and approaches is made easier with the use of causal research. The selection of subjects is done methodically and it helps to increase internal validity. This kind of study uses the scientific method of inquiry and uses data gathering and analysis to deliver answers to the research questions. The research design is the overarching plan that a researcher selects to integrate the many study components in a logical and rational manner, so ensuring successful answer to the research problem. It serves as the guide for data collecting, measurement and analysis.

Target population is the whole group of individuals or objects that is of interest to researchers in their generalisation of the research conclusions (Mugenda & Mugenda, 2019). Target population is also commonly referred to as the theoretical population and generally has a variety of characteristics. The target population comprised of the six international schools in Kiambu County. The six schools have a combined staff population of 436 categorised as management, administration and senior teaching staff as shown in Table 1.

Table 1 Target Population

International School	No. of staff
Woodcreek School	82
Crawford International School	69
Braeburn Imani International School	92
Woodland Star International School	60
Brookhouse School Runda	74
Peponi School	59
Total	436

Source: Researcher (2022)

Purposive sampling was used in selecting the sample from the target population. The respondents were selected from schools’ management, administrative and senior staff who the researcher believes have the knowledge about the strategies being implemented at their schools. Based on the researcher’s knowledge who works in one of the international schools, it is the managers, administration staff and senior teaching staff who have in-depth information about their schools. Ten (10) respondents were chosen from the management, administrative and senior teaching personnel of each school as shown in Table 2. Bernard (2006) states that purposive sampling is the deliberate selection of participants based on the attributes the individuals possess. The researcher selects what information is necessary to have and then searches for individuals who can and are willing to supply it due to their knowledge or experience. The researcher used purposive sampling in order to select respondents from the management, administrative and senior teachers that have long work experience in their schools and who could provide appropriate information that the researcher was seeking.

Table 2 Sample Size

International School	No. of staff	Sample Size
Woodcreek School	82	10
Crawford International School	69	10
Braeburn Imani International School	92	10
Woodland Star International School	60	10
Brookhouse School Runda	74	10
Peponi School	59	10
Total	436	60

Source: Researcher (2022)

The questionnaire was the primary tool that was utilised in this study to collect data. The purpose of a questionnaire is to collect information from respondents about their attitudes, experiences and opinions. Questionnaires can be used to gather quantitative and/or qualitative data (Bhandari, 2021). The research used a structured questionnaire with questions that were mostly closed-ended, with some offering numerous alternatives for general information and Likert scale responses for the other sections.

The research questionnaire was pre-tested in order to detect and correct any irregularities and ensure that the questions are well understood by the respondents. The pre-test used eight management and administrative staff of another international school which is not among the six schools that took part in the actual study.

Before the data was collected, the researcher ensured the research questionnaire is reliable and valid.

The research instrument was tested using the Cronbach’s alpha coefficient analysis to ensure consistency of responses. The research questionnaires scored a Cronbach’s alpha coefficient of more than 0.7 and it was considered to have passed the reliability test.

The researcher used the ‘drop and pick’ method whereby the questionnaires were issued to the respondents for them to fill. The researcher later collected the questionnaires after a period of two weeks; this ensured that the respondents had ample time to fill the questionnaires. For confidentiality of the respondents, the respondents were asked not to write their names on the questionnaires and the researcher personally collected the questionnaires from each respondent. The questionnaire was chosen for data collection because it is considered cost effective (Mugenda and Mugenda, 2019).

Statistical Package for Social Sciences (SPSS) was used to analyse the research data. The data obtained from the respondents using questionnaires was cleaned, coded and then entered into SPSS Version 21 for analysis. In addition, multiple regression analysis was done to determine how the independent variables are related to dependent variable.

DATA ANALYSIS AND INTERPRETATION

Results of the Descriptive Analysis

Effect of Strategy Communication on Strategy Implementation

The analyses of the responses on the effect of strategy communication on strategy implementation are shown in Table 3.

Table 3 Effect of Strategy Communication on Strategy Implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Communicating strategy effectively can improve the school’s Strategy Implementation	55	1.00	5.00	4.4545	0.9392
The school strategy has been effectively communicated to all employees.	55	1.00	5.00	4.0363	1.1857
Effective communication of strategy to all the school employees contributes to improved Strategy Implementation.	55	1.00	5.00	4.4909	1.0693
There are adequate communication channels/structures at the school to support strategy implementation.	55	1.00	5.00	3.5818	1.3566
The management has ensured that there is a clear and open communication about strategy and its implementation.	55	2.00	5.00	4.5272	0.8356
Valid N (listwise)	55				

The results of the descriptive analysis on the effect of strategy communication on strategy implementation are as shown in Table 3.

The findings suggest that effective communication of strategy(ies) is important and can improve the

school's strategy implementation. Majority of the respondents were in agreement and the mean was 4.4545 and standard deviation of 0.9392. The findings also suggest that most of the international schools have communicated their strategies to all employees and this can contribute to the schools' strategy implementation. Communication structures are also necessary to communicate strategies and most of the international schools have in place clear communication structures and have been used to communicate the strategies and their implementation. The findings support those of Onwuka et al (2020) who researched on the influence of communication on the organisational effectiveness in Nigeria. The results indicate the importance of communication as a fundamental element of strategy implementation. The research also noted that when strategies are clearly and continuously communicated to all employees, there is improvement of overall attainment of the set goals.

Effect of Strategic Planning on Strategy Implementation

The analyses of the responses on the effect of strategic planning on strategy implementation are shown in Table 4.

Table 4 Effect of Strategic Planning on Strategy Implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Strategic planning directly affects strategy implementation.	55	3.00	5.00	4.3272	0.7711
All departments of the schools participated in the preparation of the school's strategic plan.	55	3.00	5.00	4.3272	0.7711
All employees of the school are aware of the vision, mission and objectives contained in the strategic plan.	55	1.00	5.00	3.7090	1.3967
The school has budgeted for adequate financial resources required to implement the strategic plan.	55	3.00	5.00	4.4727	0.7662
The school has realised improved strategy implementation as a result of strategic planning.	55	3.00	5.00	4.3636	0.7543
The school's strategic plan has been well communicated and understood across all departments.	55	1.00	5.00	3.6545	1.3637
Valid N (listwise)	55				

The results of the descriptive analysis on the effect of strategic planning on strategy implementation are as shown in Table 4.

The findings suggest that strategic planning affects and can improve the schools' implementation of strategy. Almost all the respondents were in agreement and the mean was 4.3272 and standard deviation of 0.7711. According to the findings, all the schools had their departments participate in the strategic planning of the school. As a result of the participatory strategic planning, all the schools' employees are aware of their school's vision, mission and objectives contained. The findings also suggest that nearly all the international schools that participated in the research had budgeted for adequate financial resources towards the implementation of their strategic plans. The schools had realised improved performance from the strategic planning process and implementation of the strategic plans. The results agree with those of Mukokho (2010) that demonstrated that strategic planning improves the university's performance on a number of performance criteria such as adhering to the established budgeted levels, public events held by the University of Nairobi, the workplace environment, the application of the charter for service delivery,

research innovation and technology, and outreach and extension programs.

Regression Analysis

The relationship between the independent variables (strategic leadership, strategy communication, strategic planning and organizational culture) and the dependent variable (organizational performance) was demonstrated using multiple regression analysis. The regression analysis generated the following results shown in Table 5 that contains the model summary, Anova and coefficients. The regression analysis also determined the level of contribution each independent variable makes to organisational performance, and which among the two variables was the most significant contributor to organisational performance. The final regression equation with the coefficients substituted is: –

$$Y = -0.262 - 0.205X_1 + 0.142X_2 + 0.106$$

According to the equation, taking all factors (strategy communication and strategic planning) constant at zero, organisational performance will be –0.156 (-0.262 + 0.106). The R square value of 0.983 means that 98.3% of the variation in organisational performance is explained by the four independent variables.

Table 5 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 ^a	0.983	0.982	0.1429

a. Predictors: (Constant), Strategy Communication, Strategic Planning

Table 6 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.405	4	15.101	739.505	.000 ^b
	Residual	1.021	50	0.02		
	Total	61.426	54			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Strategy Communication, Strategic Planning

Table 7 Regression Coefficients

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.262	0.106		-2.471	0.017
	Strategy Communication	0.205	0.074	0.189	2.772	0.008
	Strategic Planning	0.142	0.132	0.125	1.076	0.287

1. Dependent Variable: Organisational Performance

Effect of Strategy Communication on Organisational Performance

The regression results also suggested that strategy communication has a positive influence on organisational performance. A unit increase in strategy communication will result in an increase of 0.205 on organisational performance. This results support Jones (2008) who stated that successful and high performing organisations effectively communicate whatever they want to achieve and the key activities to be undertaken. Such organisations do so by enlisting the support of employees by getting them motivated and involved.

Effect of Strategic Planning on Organisational Performance

The regression results suggested that strategic planning positively influence organisational performance. A unit increase in strategic planning will result in an increase of 0.142 in organisational performance. This result supports the finding of Awino et al. (2012) who looked into how strategic planning and the results of that planning affected bank performance. The study established a significant positive correlation between strategic planning and organisational performance.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of the Findings

Effect of Strategy Communication on Organisational Performance of International Schools

The study suggests that if the schools' strategies are effectively communicated to all employees, it may have a positive effect on strategy implementation and improve the school's performance. The study also revealed that International Schools strategy(ies) has not been well communicated to all employees such that some employees are well conversant with it while others do not fully understand what the strategy is. While it was the view of most respondents that there are adequate communication channels to support strategy implementation, the management has not fully employed these channels to convey the school's strategy(ies). Majority of the respondents indicated that there are clear and open channels to communicate the strategies and implementation of the strategies.

Effect of Strategic Planning on Organisational Performance of International Schools

The research indicate that strategic planning has a direct effect on organisational performance. All the departments of the school were included and participated in the strategic planning process. In some schools the strategic plans have been communicated and shared with all employees of the schools, while in others they have not. The vision, mission and objectives of the school as contained in the strategic plan are well understood by the school employees. The schools have budgeted for and deployed adequate financial resources for the purpose of implementing the strategies. The schools have realised improved performance due to strategic planning and implementation of the strategies contained in the strategic plan.

Conclusion

The study's main goal was to investigate the impact of strategy communication and strategic planning on organisational performance of International Schools in Kiambu County. Strategy communication and strategic planning affect organisational performance. The factor with the highest influence on organisational performance was strategy communication. These two factors create an environment where employees are able to support strategy implementation. Strategy communication ensures that all the stakeholders clearly

understand what the company's strategy is. Strategic planning results in the production of a Strategic plan which contains all the goals and objectives that the school aim to achieve in the future. Increased employee productivity and increase in market share are the results of improved organisational performance, which is attained when strategies are fully implemented.

Recommendations

Based on the foregoing research findings, the following recommendations are put forward for international schools to consider implementing in order to improve the schools' performance. There is need for organisational strategies to be communicated continuously to staff at all levels so that everyone in the organisation has a clear understanding of what the strategy is all about. This requires the improvement of communication structures and channels within organisations and especially International Schools, as a way for facilitating the implementation of strategy. Strategic planning exercise should involve as many staff as possible and all departments, and the final strategic plan shared across all departments. All departments must prepare well in order to make their contribution in terms of departmental goals and objectives that will be incorporated into the strategic plan.

The progress of the implementation of the strategic plan should be shared with all employees in the middle and end of the strategic plan period. This will aid the schools in general and each department to know the progress they have made towards attaining the goals and objectives according to the timelines set out in the strategic plan.

Each manager should provide his/her departmental records on the attainment of the goals and objectives set for the department or the section that he/she heads. Each department should also come up with corrective actions to be taken in case they are behind in the attainment of the departmental goals/objectives.

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