

Strategic Management Practices And Organizational Performance Of Kilifi County Government, Kenya

Umul Khultum Aden, Dr. Elizabeth Nambuswa Makokha

Abstract— Strategic management is the control of an organization's resources for the purpose of achieving its goals and objectives. Methods for strategic leadership include both the science and the art of formulating, implementing, and evaluating cross-functional choices that assist a company achieve its stated objectives. The foundation of strategic practice is the obvious notion that tactics must be linked to strategy and strategic objectives. This entails determining the decisions that businesses must make in order to meet this challenge while also being effective in the short term. The purpose of the study was to examine the effect of strategic management practices on organisational performance of Kilifi County government, Kenya. The study specific objectives were to determine the influence of strategic planning and strategic leadership on organisational performance of Kilifi County government, Kenya. The study used the system theory and results-based theory. A descriptive design for research was used for the investigation. The target population was all county directors from Kilifi County's 13 departments. A structured questionnaire was used to collect data. Primary and secondary data was gathered. Stratified random sampling was used to arrive at a study sample of size of 45. Collection of primary data was conducted using questionnaires presented in Likert scale. Both descriptive and inferential statistics were used in analysis of data collected. Inferential statistics was used to determine the strength of relationship between the independent and dependent variables. The study results revealed that there is a positive and significant relationship between strategic management practices (strategic planning, strategic leadership) and organisational performance of Kilifi County government, Kenya. The study therefore concluded that an increase in each of the strategic management practices would lead to an increase in organisational performance of Kilifi County government, Kenya. The study recommends that Kilifi County government has to develop and implement an effective plan that matches the desired organizational structure and that includes resource organization to improve county government performance.

Index Terms—Strategic Management Practices, Strategic Planning Practices, Strategic Leadership practices, organizational performance

Umul Khultum Aden, MBA Student, School of Business, Department of Business Administration, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya

Dr. Elizabeth Nambuswa Makokha, Lecturer, School of Business, Department of Business Administration, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya

I. INTRODUCTION

The management of the resources that an organization has to accomplish its objectives and goals is known as strategic management (Will, 2022) [1]. The science and art of developing, implementing, and assessing cross-functional decisions that help a business achieve its goals are both a part of the management of strategic strategies [2]. It is the official process, or combination of procedures, used to choose the plans of the company. One of the many subjects it covers includes leadership, marketing, finance, production, technological advancement, and computerized information systems [3]. From the perspective of practice, strategy is something that individuals do. The foundation of strategic practice is the obvious notion that tactics must be linked to strategy and strategic objectives. This entails determining the decisions that businesses must make in order to meet this challenge while also being effective in the immediate future [3].

a) *Global Perspectives of Strategic Management Practices*

Establishing operational performance in businesses is based on a variety of elements, both internal and external, in today's competitive and dynamic business climate [4]. [5] points out that firms from different sectors can use strategic resources to achieve both long-term and short-term goals in the contemporary, cutthroat business climate. According to [1] controlling an organization's resources with the intention of achieving its goals and objectives is known as strategic management. The science and art of developing, implementing, and assessing cross-functional decisions that help a corporation accomplish its stated goals are all part of strategic leadership techniques ([2]. According to, [6] for a company to be profitable, it must generate substantial profits and determine factors that affect performance from the top to the bottom. According to [7] one of the instruments that companies can use to evaluate performance, highlight areas that need attention, enhance motivation, improve interaction and reinforce accountability is performance evaluation.

b) *Regional Perspectives of Strategic Management Practices*

In order for a corporation to perform well regionally, strategic management methods that combine both the science and the art of developing, putting into practice, and assessing cross-functional decisions are required. [8] argued that, it is official procedure or group of processes used to decide the

organization's strategies. Strategic leadership must focus on many areas for high organizational performance, including leadership, advertising and marketing, production, scientific and technological advancement, and computer information technology. It is believed that people engage in strategy as a technique to enhance organizational performance. The premise of strategic practice is the clear requirement to connect tactics to strategy and accomplish strategic goals. This means tackling this issue and looking at the decisions that organizations must make in order to be successful in the short term. [9] looked into how strategic planning Techniques affected the effectiveness of the UNDP's organization in Mogadishu, Somalia. The results demonstrate a strong link between methods of strategic management and successful organizational outcomes.

c) *Local Perspectives of Strategic Management Practices*

Strategic leadership practice at the local level consists of four key elements: strategy development, implementation, assessment and control. Strategic management practices manifest within these four elements, which are also referred to as the method of strategic management [10]. A sort of strategic management technique known as strategic leadership is giving direction and leadership during the execution of a strategy. The creation of long-term strategies for the efficient management of environmental risks and opportunities in light of organizational strengths and limitations is known as strategy formulation. It involves determining the organization's mission, establishing realistic objectives, creating strategies, and establishing norms for policy. According to [11], methods of strategic management are and will always be the foundation of any organization. Strategic leadership problems, according to [12] are the primary concerns in many organizations. According to [13] strategic leaders include CEOs, company directors, and senior managers who mentor mid-level staff members and the overall organization's workforce to provide value for investors and stakeholders. Strategic decision-makers are in charge of making crucial choices that affect the organization's success through enabling the flow of knowledge, clout, and resources [13].

II. STATEMENT OF THE PROBLEM

Organizations are becoming more complicated as the world becomes more complex. With various dynamic and competing forces at play, an effective strategic leadership plan is required to tackle current management difficulties. Firms have to continually enhance their performance to compete successfully in this environment by cutting costs, developing items and processes, and boosting efficiency, effectiveness, and time getting products to market [14]. Proper strategic management procedures should provide a platform for all key stakeholders to select initiatives, absorb development financing in a timely and sufficient manner, and carry out scheduled projects and programs.

Several research on strategic management practices in various firms have previously been conducted. On a worldwide scale, [15] who employed a correlational research strategy to analyze the influence of best practices in strategic management on European governments, observed that as environmental circumstances change, change is required. The

Rwandese organization of Local Government Authorities (RALGA) produced a paper on the factors impacting local government performance in Africa in 2010. However, it did not conduct an empirical investigation of the techniques that can be utilized to improve local government performance. [16] found that although some businesses in the area acknowledged the need to adapt their strategy owing to changes in the environment of competition, they lacked the necessary capital and management ability to do so. This study therefore seeks to establish the influence of strategic management practices on organisational performance of Kilifi County government, Kenya.

III. OBJECTIVES

The general objective of the study was to examine influence of strategic management practices on organisational performance of Kilifi County government, Kenya. The study will be guided by the following objectives:

- i. To assess the influence of strategic planning practice on organisational performance of Kilifi County government, Kenya.
- ii. To determine influence of strategic leadership practice on organisational performance of Kilifi County government, Kenya.

IV. LITERATURE REVIEW

A. *Theoretical framework*

The theoretical framework consists of system theory and result theory.

1) *The Systems Theory*

The systems theory is critical to the investigation of strategic management methods and organizational success. [17] proposed this theory initially in understanding the way things work as a system of interconnected subsystems. Systems theory serves as the underlying theory for this investigation. Von Bertalanffy Ludwig, a Hungarian physicist, initially proposed the concept of the system theory in 1928 [18]. Later, in 1958, Dunlop developed the systems theory. The core tenet of the concept of systems is that every part of an organization is interrelated, that changing one factor can have a significant impact on a vast number of others, or that if one subsystem fails, the system as a whole is put in danger.

According to [8] organizations are viewed as transparent structures that interact with the environment continually. The market and an organization's consumers are just two examples of external or natural forces that the systems theory places a high value on. In other words, a shared ideology exists among leadership, consumers, labor, and the government that establishes their respective responsibilities throughout the connection and guarantees the system's stability [19].

A company is seen in this study as an architecture made up of interrelated and reliant sub-systems. These subsystems are capable of having their own sub-subsystems. [17]'s earlier research, which viewed a system as an assortment of elements, activities, and processes, was elaborated upon [20]. The research of [21], which saw an organization as a structure made up of three important components linking processes, business objectives, and organization objectives may be understood as the foundation for this school of thought. Proponents of system theoretical terms, like [22], view the company as a business or a human family with multiple

sub-components inside the overall system as it is applied in different companies today, especially those engaged in manufacturing.

The department head assigns duties that are proportionate to the power and authority assigned to them, and from how well they perform is judged. According to [23] the systems approach was developed to boost productivity by giving each employee in the company a specific task. According to this theory, the main challenges to executing a strategy are a lack of cooperation between the planning team and the implementers. It also emphasizes the need of effective leadership and the difficulties of putting strategic management techniques into practice.

2) *Results Theory*

The theory offers a conceptual foundation for understanding about and engaging with any sort of result system [24]. The result system is any system that recognizes, points out, quantifies, or holds participants responsible for results of any kind in any domain. [25] developed this theory, which was originally adopted from non-governmental groups and is regarded as the most recent approach to the efficiency of organizations by academics such as [25] Governments all across what is happening are now adopting the results hypothesis. This was inspired by [25] claims that results-based management is the greatest strategy for long-term prosperity in developing nations.

According to [26] Results Theory addresses these gaps adequately for this study because it combines both technical and human components as variables of organizational effectiveness. [27], noted that PC system in ministries of Kenyan government is a focused-on outcomes management strategy, hence this study will be based on Results Theory. [28] asserted that Outcomes Theory as a participative management style, which is the foundation for successful contracting systems. This theory roots in the factor that implementation of strategy arguing that very principle of strategic implementation, particularly in counties, is the consequence of changing the socioeconomic position of the community.

V. CONCEPTUAL FRAMEWORK

Based on a review of existing literature, the conceptual framework consists of the following categories: The conceptual framework highlights the independent variable and dependent variables as follows

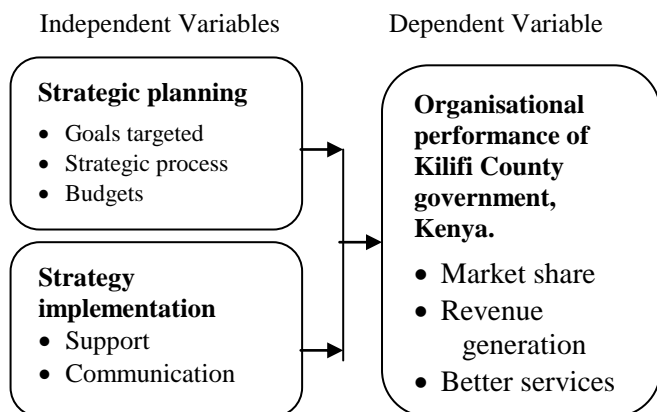


Fig 1: Conceptual Framework

1) *Strategic Planning Practice on Organisational performance*

Strategy planning is seen as a crucial method used by businesses to interact with stakeholders and understand their expectations. Strategic planning entails determining the most crucial possibilities for achieving a workable vision [29]. Strategic planning, according to [30], includes managing organizational activities like concentrating effort and resources, enhancing activities capability, making sure stakeholders and employees work together toward common goals, and evaluating and adjusting the trajectory of an organization to changing conditions. strategic planning process is ongoing rather than a one-time event. It aids project or organization stakeholders in figuring out what they hope to achieve in a certain time frame [31]. Along with keeping an eye on the future, it also assesses and adjusts the firm's direction in reaction to events that affect and direct who the company serves, the job it does, and the reason it does it [32]. This guarantees that workers and other participants keep working toward common goals that have been created based on unanimity over desired outputs or outcomes. Strategic planning is also concerned with the company's strategic objectives, goal, goals, and numbers, as well as the function that the organization will play in the community, according to [33]. The necessary resources are also covered, including personnel, funds, information, contacts, and facilities. According [29], a hybrid planning team is important to ensure that both political and technical concerns are handled because strategic planning is a technology approach. Decision-making and planning are integrated.

2) *Strategic Leadership Practice and Organisational Performance*

The business climate in which organizations work is dynamic and chaotic, with regular and quick changes that frequently leave previous plans obsolete [34] As a result, strategies ought to be put in place to protect firms from the unpredictability that comes with an unpredictable climate. In the past, governments have frequently seized ultimate control and centralized decision-making for the entire nation. But nations, both unilateral or federal, have increasingly pushed for the delegation of power to local and regional governments in recent years, a process referred to as democratic development or devolution [35]

In organizational and business studies and practice, the concept of leadership is hotly contested [36] Leadership, according to [37], is the capacity to influence others to carry out particular activities and reach particular objectives. According to [38] leaders are tasked with communicating visions, corporate objectives, and concepts to the general audience. According to [39], effective leaders may develop an inspiring goal and devise strategies to help people realize the vision. Additionally, leaders are responsible for developing and upholding crucial business policies and rules as well as having a big say in organizational discipline.

[38] assert that it is the responsibility of leaders to convey to the general public visions, company goals, and ideas. According to [39], successful managers may create a compelling objective and come up with plans to aid others in realizing the vision. In addition, managers are in charge of creating and upholding important corporate laws and regulations as well as exercising significant control over organizational discipline. Strategic leadership necessitates

competence in managing both the inside and outside of the company settings, as well as the ability to participate in complex information processing [40]. Leadership environment is described in three levels by distinct elements: intricacy, time spans, and emphasis [41]. Leaders must be direct, broad, and smart [42].

[43], by employing strategic leadership techniques, organizational leaders can persuade those who follow them to contribute effectively to the achievement of the business's objectives and goals. It was additionally stated that tactics for strategic leadership are just as appropriate for organizations that are not-for-profit because they require effectiveness as well [44] that strategic strategies for leadership can also result in increased organizational efficiency. [45] argue that lack of strategic leadership in practice is to blame for failures in organizations because leaders are unable to persuade participants of the organization's mission, inspire backers to be passionate about the organization's goals, and maintain staff members' loyalty to its objectives.

3) *Organisational Performance*

With effective strategic planning techniques, organizations will be able to fulfill their goals on time and in a competitive manner, because it is focused on the overall productivity of a firm in terms of stock turnover, customers, revenue, and market share. Businesses place a high priority on performance inside their organizations since making money is their main objective. Why some businesses succeed while others fail has been one of the main issues in business, as stated by [46] and this has inspired a study on the elements that form the basis of organizational performance. Performance refers to organization's overall efficiency in terms of stock turnover, customer traffic, revenue, and market share. Businesses place a high priority on performance inside their organizations since making money is their main objective. Why some businesses succeed and others fail remains one of the major issues in business, and this has prompted a study on the factors that affect firm success, [46].

Performance is defined by [47] as a formula for evaluating an organization's operation based on traits including productivity, staff morale, and economic effectiveness. [48] assert that as the majority of strategic thinking is centered on establishing and assessing effectiveness, performance oversight and growth are at the core of strategic leadership. In order for a company to be successful, according to [6], it must produce large earnings and identify factors influencing performance from the top through the bottom of the corporation. [49] identified three strategies for successful organizational design. The goal method suggests that a business pursues specific, measurable goals. According to this methodology, success in accomplishing these goals constitutes performance. The second approach is known as the systems resource approach, and it views productivity as a connection between an organization and its surroundings. According to this idea, performance refers to a company's capacity to obtain important resources that are in short supply.

VI. RESEARCH METHODOLOGY

The method of descriptive research was used in this study to determine its overall goal. The researcher was able to explain the current state of affairs without manipulating variables, which was the study's intended goal, making this design acceptable for the sort of purpose of the study. This

study focused on getting quantitative data from the people who participated by using this study design. The population that was available consists of every person who could theoretically be incorporated into the sample, where as the community to be studied consists of each individual who is a part of a real or fictitious group of people, events, or things from which the investigator hopes to derive the results of the research. This research was carried out in Kilifi County. Thus, heads of departments from County Government of Kilifi were included in the population under study.

Table 3.1 Target group

| County government Departments | Target Population |
|---|-------------------|
| Governor's office | 3 |
| Department of human resource | 1 |
| Board of public service, county | 1 |
| Department of land, finance, economic and planning | 2 |
| Department of housing and physical planning | 1 |
| Trade and industry ministry | 4 |
| Department of cooperative, development and tourism | 2 |
| Agriculture, Livestock and Fisheries | 3 |
| Public Service Management | 3 |
| Public, Works, Roads and Transport | 2 |
| Department of water, energy, forestry and natural resources | 3 |
| ICT department | 3 |
| Education ministry | 5 |
| Ministry of Youth Affairs, | 2 |
| Department of health services | 10 |
| Total | 45 |

The following regression model was used;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (i)$$

Where; Y= Project Performance

X₁= Strategic Planning

X₂= Strategic Leadership

VII. DATA ANALYSIS AND DISCUSSIONS

The researcher sampled 45 respondents who were each administered with the questionnaires. From the 45 questionnaires 43 were completely filled and returned hence a response rate of 96.0%.

A. *Descriptive Statistics Analysis*

1) *Strategic Planning Practice and Organisational performance*

Strategic planning is a process not done as a once off activity but as a continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time [31]. This ensures that employees and other stakeholders are working towards common goals that have established agreement around intended outcomes or results, assess and adjust the organizations direction in response to actions that shape and guide what an organization serves, what it does and why it does it, while focusing on the future [32]. The first specific objective of the study was to examine the influence of

strategic planning practice on organisational performance of Kilifi County government, Kenya. The respondents were requested to indicate their level of agreement on statements relating to the influence of strategic planning practice on performance of county government executive in Kilifi County, Kenya. A 5-point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

Table 2: Strategic Planning Practice

| Strategic Planning Practice | Mean | STDV |
|---|--------------|--------------|
| The county's strategic objectives are consistent with its purpose and vision statements. | 3.811 | 0.968 |
| Scorecards are used by the county to measure progress toward goals. | 3.834 | 0.836 |
| Every department head is responsible for developing strategic plans that will impact the county's performance | 3.452 | 0.927 |
| The strategic plans of the county are communicated to all county workers | 3.687 | 0.963 |
| An effective and efficient strategic planning process can boost corporate performance | 3.724 | 0.932 |
| Aggregate | 3.702 | 0.925 |

From the results Table 2 above showed that, the respondents agreed that county's strategic objectives are consistent with its purpose and vision statements. This is supported by a mean of 3.811 (std. dv = 0.968). In addition to results in table 4.5 results, as shown by a mean of 3.834 (std. dv = 0.836), the respondents agreed that in Kilifi County government, scorecards are used to measure progress toward strategic goals. Further, table 2 results showed that majority the respondents agreed that; every department head is responsible for developing strategic plans that will impact the county's performance. This is shown by a mean of 3.452 (std. dv = 0.927). Study results also showed that majority respondents also agreed that strategic plans of the county are communicated to all county workers. This is shown by a mean of 3.687 (std. dv = 0.963)-see table 4.5 above. Lastly, on strategic planning practices, majority respondents agreed that effective and efficient strategic planning process can boost county performance. This is as shown by mean value of 3.724 in Table 2 above.

The aggregate mean value of the influence of strategic planning practice on performance of county government executive in Kilifi County, Kenya was 3.702. This indicated that majority of respondents agreed with statements concerning the influence of strategic planning practice on performance of county government executive in Kilifi County, Kenya. These findings are consistent with the study findings of [29] that revealed strategy planning is a crucial method used by businesses to interact with stakeholders and understand their expectations. Strategic planning entails determining the most crucial possibilities for achieving a workable vision. [30] on other hand argue that strategic planning includes managing organizational activities like concentrating effort and resources, enhancing activities capability, making sure stakeholders and employees work

together toward common goals, and evaluating and adjusting the trajectory of an organization to changing conditions.

2) *Strategic Leadership Practice and organisational performance*

The business environment in which firms operate is dynamic and turbulent with constant and fast paced changes that often render yester-years strategies irrelevant [34]. Strategies should therefore be put in place to cushion the businesses from the uncertainty that comes along with an unpredictable environment. While some leaders spend their days immersed in these day-to-day, short-term operational issues, strategic leaders focus on the big picture where the organization is going and how to best utilize talent to get there. Strategic leadership is about understanding yourself and your goals," she says. "It's about understanding the situation, considering options, and deciding. It is also about getting the best out of people, the best out of the situation, so that the organization does well. Leaders who lead strategically have done the inner work necessary to lead with integrity, vision, and purpose." The second specific objective of the study was to examine the influence of strategic leadership practices on organisational performance of Kilifi County government, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to the influence of strategic leadership practice on organisational performance of Kilifi County government, Kenya. The results were as shown in Table 3.

Table 3: Strategic Leadership Practice

| Strategic Leadership Practice | Mean | STDV |
|--|--------------|--------------|
| The county top leadership team has assumed responsibility for the implementation of the strategy | 3.793 | 0.814 |
| The county executive officer provide adequate leadership and direction | 3.729 | 0.845 |
| Strategic problems that require professional assistance are raised early enough | 3.496 | 0.721 |
| The county strategy plan is sufficiently and effectively communicated to all within the department | 3.639 | 0.802 |
| The county leadership has taken early and determined steps to put into practice the strategy in the department as a whole. | 3.662 | 0.833 |
| Aggregate | 3.794 | 0.867 |

From the results of Table 3, the respondents agreed that the county top leadership team has assumed responsibility for the implementation of the strategy. This is supported by a mean of 3.793 (std. dv = 0.814). In addition, a mean of 3.729 in Table 4.6 above show that majority respondents agreed that Kilifi County executive officer provide adequate leadership and direction. Moreover, Table 3 results show that majority respondents agreed that strategic problems that require professional assistance are raised early enough this is shown by a mean of 3.496 (std. dv = 0.712). With a mean value of 3.639, in Table 4.6 indicated that respondents agreed that Kilifi County strategy plan is sufficiently and effectively communicated to all within the department. Lastly, the respondents agreed that the county leadership has taken early

and determined steps to put into practice the strategy in the department as a whole. This is shown by a mean of 3.662 (std. dv = 0.833) in Table 3 above.

The implication of the results is that majority of the respondents agreed with the statements concerning influence of strategic leadership practices on performance of county government executive in Kilifi County; this is as by aggregate mean value of 3.794. Aggregate standard deviation value of 0.867 indicated that responses given by respondents had small variations. According to [38], leaders are tasked with communicating visions, corporate objectives, and concepts to the general audience. According to [39], effective leaders may develop an inspiring goal and devise strategies to help people realize the vision. Additionally, leaders are responsible for developing and upholding crucial business policies and rules as well as having a big say in organizational discipline. [39] argued that successful managers may create a compelling objective and come up with plans to aid others in realizing the vision.

3) *Organisational performance of Kilifi County government, Kenya*

Organizational performance involves with assessing a company's total productivity in terms of stock turnover, customers, profitability and market share. Because primary goal of businesses is to produce profits, the notion of organizational performance is central to them. With the changing dynamics of the surroundings, enterprises must step up their game by employing effective tactics to remain competitive [49]. The respondents were asked to rate their level of agreement on statements used to measure performance of county government executive Kilifi County, Kenya. The results were presented in Table 4.

Table 4: Organisational performance of Kilifi County government, Kenya

| Organisational performance of Kilifi County government, Kenya | Mean | STDV |
|---|--------------|--------------|
| Kilifi county sources of income have been increasing for the past few years | 4.074 | 0.986 |
| In the county, the number of job opportunities has been on the rise | 3.807 | 0.820 |
| The county operational cost has been reducing | 3.748 | 0.552 |
| Kilifi county assets base have increased | 3.721 | 0.840 |
| The county residents are satisfied with county services | 3.719 | 0.802 |
| The county profits before tax have been on the rise | 3.762 | 0.833 |
| Aggregate | 3.805 | 0.806 |

From results in Table 4. above, majority respondents agreed that Kilifi County sources of income have been increasing for the past few years. This is as indicated by mean of 4.074 for this particular statement. Results is table 4 above in addition, as shown by a mean of 3.906, this indicated that majority respondents agreed that; in Kilifi County, the number of job opportunities has been increasing. Further, results of Table 4 above showed that most respondents agreed that the county operational cost has been reducing; this is

shown by a mean of 3.847. The study results of Table 4 also showed that most of study participants agreed that Kilifi County assets base have increased for the past years; this is because the statement had a mean value of 3.820. Results in Table 4 above showed that majority respondents agreed that Kilifi County residents are satisfied with county services and the county profits before tax have been increasing as indicated by mean value of 3.719 and 3.762 respectively.

The aggregate mean value of 3.805 on statements used to measure the performance of county government executive Kilifi County, Kenya; implied that majority of study respondents agreed with the statements on performance of county government executive Kilifi County, Kenya. The aggregate standard deviation value of 0.806; indicated that the responses given by respondents had small variation. These results agree with [48] study results that revealed that most of strategic thinking is centered on establishing and assessing effectiveness, performance oversight and growth are at the core of strategic leadership. In order for a company to be successful, according to [6] it must produce large earnings and identify factors influencing performance from the top through the bottom of the corporation. While [49] identified three strategies for successful organizational design. The goal method suggests that a business pursues specific, measurable goals.

B. *Inferential Statistics*

To further establish the influence of examine influence of strategic management practices on organisational performance of Kilifi County government, Kenya, the study employed both correlation and multiple regression analysis

1) *Correlation Analysis*

The study used correlation analysis to evaluate strength of relationship between independent variables (strategic planning, strategic leadership).and dependent variable (Organisational performance of Kilifi County government, Kenya).

Table 6: Correlation Coefficients

| | | Organizational Performance |
|----------------------|---------------------|----------------------------|
| Strategic planning | Pearson Correlation | 0.809** |
| | Sig. (2-tailed) | 0.002 |
| | N | 43 |
| Strategic leadership | Pearson Correlation | 0.811** |
| | Sig. (2-tailed) | 0.001 |
| | N | 43 |

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

Table 6 above correlation results show that the relationship between strategic planning and organisational performance of Kilifi County government, Kenya is positively strong and significant (Pearson Correlation= 0.809, sig value= 0.002<0.05). This implies that improving strategic planning practices indicators will positively lead to an increase in organisational performance of Kilifi County government, Kenya. The findings of this study concur with [29] that

revealed strategy planning is a crucial method used by businesses to interact with stakeholders and understand their expectations. Strategic planning entails determining the most crucial possibilities for achieving a workable vision. The findings in Table 6 further show that correlation between strategic leadership and organisational performance of Kilifi County government, Kenya is strong, positive and significant (R=0.811, Sig=0.001<0.05). This implies that an improvement in the indicators of strategic leadership positively leads to an increase in organisational performance of Kilifi County government, Kenya. The study findings are similar to the findings of [39] that revealed that effective leaders might develop an inspiring goal and devise strategies to help people realize the vision. Additionally, leaders are responsible for developing and upholding crucial business policies and rules as well as having a big say in organizational discipline. Successful managers may create a compelling objective and come up with plans to aid others in realizing the vision.

C. Regression Analysis

The study conducted a multiple regression analysis to establish the influence of strategic management practices on organisational performance of Kilifi County government, Kenya. The significance of the beta coefficients was tested at 5% level of significance. The results for model summary, fitness and coefficients are presented.

Table 7: ANOVA Test

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 12.021 | 4 | 3.016 | 63.02 | .000 ^b |
| | Residual | 3.432 | 39 | .030 | | |
| | Total | 15.453 | 43 | | | |

Table 7 results showed; F value was 63.02 with a significance of p value = 0.000 which was less than 0.05, meaning that there is a significant relationship between by strategic planning, strategic leadership, strategic implementation, and strategic evaluation and organisational performance of Kilifi County government, Kenya. The computed value of F in the ANOVA statistics at the 5% level of significance is 62.02, and the computed value of F critical at 4;39 degrees of freedom at the 5% level of significance is 2.011. As a result, the calculated F is higher than the F critical value (63.02>2.011), indicating that the whole model was statistically significant at the 5% level of significance. Table 8 below presents regression coefficients results.

Table 8: Regression Coefficients

| Model | Unstandardize d Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------|------------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| (Constant) | 0.289 | 0.046 | | 5.163 | 0.000 |
| Strategic planning | 0.472 | 0.095 | 0.365 | 3.404 | 0.000 |
| Strategic leadership | 0.523 | 0.103 | 0.481 | 4.213 | 0.000 |

a. Dependent Variable: Organizational Performance

Results in table 8 above revealed that regression coefficient of strategic planning was (β=0.472, p value=0.000), this implies that there is positive and significant relationship between strategic planning and organisational performance of Kilifi County government, Kenya. The results implied that a unit increase in strategic planning would results to an increase of 0.472 units in organisational performance of Kilifi County government, Kenya. The study findings are consistent with [29] that revealed strategy planning is a crucial method used by businesses to interact with stakeholders and understand their expectations. Strategic planning entails determining the most crucial possibilities for achieving a workable vision.

The results also revealed that strategic leadership has significant effect on organisational performance of Kilifi County government, Kenya (Beta=0.523, Sig=0.000). This result implied that a unit increase in strategic leadership would results to an increase of 0.523 units in organisational performance of Kilifi County government, Kenya. The study findings are similar to the findings of [39] that revealed that effective leaders might develop an inspiring goal and devise strategies to help people realize the vision. Additionally, leaders are responsible for developing and upholding crucial business policies and rules as well as having a big say in organizational discipline. Successful managers may create a compelling objective and come up with plans to aid others in realizing the vision.

The optimal regression equation is as shown below:

Organisational Performance in Kilifi County government, Kenya = 0.28+ 0.523 (strategic leadership) + 0.472(Strategic planning)

VIII. CONCLUSIONS

The study concluded that strategy planning positive and significantly influence organisational performance in Kilifi County government, Kenya. The organisational performance of Kilifi County government, Kenya, will performs better when strategy planning procedures are improved, such as making sure the county's strategic objective is consistent with its purpose and vision statements, using balance scorecards to measure strategy progress toward goals, making sure every department head is responsible for developing strategic plans, and communicating the county's strategic plans to all county workers. Moreover, the study also concluded that there exists significant and positive relationship between strategy leadership and organisational performance in Kilifi County government, Kenya. The organisational performance of Kilifi County government would significantly improve when strategy leadership practices such as making sure the county's top leadership team has taken on responsibility for the implementation of the strategy, making sure the county executive officer provides adequate leadership and direction, and making sure strategic problems that require professional assistance are raised early enough are increased.

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