

**STRATEGIC PLANNING PRACTICES AND  
PERFORMANCE OF NATIONAL SOCIAL SECURITY  
FUND IN KENYA**

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**DECLARATION**

This research project is my original work and has never been submitted for examination to any other University.

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This project has been submitted with my authority as the university supervisor.

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## **DEDICATION**

This project is dedicated to my family, my wife, Dorris, children, Justin, Jamal and Annet for their enduring love, moral support and encouragement when I was pursuing my studies.

## **ABSTRACT**

Organizations have realized the importance of a strategic plan for shaping the vision and mission as well as selecting strategies to be executed and allocating resources to facilitate achievement of corporate goals. A strategic plan is instrumental in ensuring that strategic goals are aligned with organizational activities with its environment thereby providing for its continued survival, effectiveness and improved performance. This study was set out to establish the influence of strategic planning practices on performance of National Social Security Fund in Kenya. The study adopted a case study research design. An interview guide was used for data collection purposes. Primary data was gathered by interviewing the General Manager and Officers in the department of Strategy, Research & Development. Data was analyzed using content analysis which was a systematic qualitative description of the composition of the objects or materials of the study. The study concluded that the most popular strategic planning practices used by National Social Security Fund in the implementation of strategic plans were formulation of a strategic plan, a two-way communication approach, top management support, rewards and recognition, access to tools and equipment, effective leadership and training and development programmes. Adoption of these practices was considered key in enhancing success in the implementation of strategic plans. The findings further concluded that integrated systems, performance contracting, lean and competent staff, appropriate feedback mechanism and continuous training and development programmes were some of the practices that were deemed to have the greatest contribution towards performance. The study

recommends that NSSF through the government should allocate adequate finances to support in strategy implementation to improve the quality of their services to the Kenyan citizens. The study also recommends that NSSF should formulate strategic policies that can provide a clear direction to develop and implement an effective performance management system that can integrate all the stakeholders of organization. This will ensure everyone including the end-users is part of the strategic plan and the interests of all the stakeholders are well represented. The study was limited to time and cost constraints which necessitated a case study of National Social Security Fund; the findings obtained in this study are unique and specific to NSSF and hence cannot be used to make generalization of other parastatal bodies in Kenya. Future researchers should conduct a comparative study in another parastatal body in Kenya. Investigations can be done on similar variables then this will give room for the researchers to compare findings to establish areas that are similar and those which are unique after which a reliable conclusion can be drawn.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>KES</b>	Kenya Shillings
<b>NSSF</b>	National Social Security Fund
<b>RBM</b>	Results Based Management
<b>RBV</b>	Resource Based View

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

The dynamics of the business environment have forced firms to rethink their strategic plans as part of their corporate strategy because of its apparent role in contributing towards organizational effectiveness. Today both public and private sectors are embracing the adoption of strategic planning practices as a tool that can be used to facilitate their performances. Strategic planning is an essential component of strategic management. Trainer (2004) contends that strategic planning guides the framework for the formulation and implementation of strategies in an organization. Porter (2008) insists on the importance of strategic planning in shaping the directions in the strategy adoption. Strategic planning focuses in the future and most managers have shifted their focus to strategic planning as a way of devising a sustainable approach towards the realization of strategic goals. The top management of most institutions prefers to have a strategic plan because it allows an organization to effectively manage its external changes (McKiernan & Morris, 2010).

The study will be guided by two theories namely, resource-based view and agency theory. Resource-based theory posits that an organization's internal environment and its resources and capabilities are more significant in determining the strategic action rather than the external environment (Barney, 2001). In agency theory, the agent ensures that the principal's goals are achieved. The agent has to balance between his interest and those of the principal; he should act in the best interest of the stakeholders (Duckworth & Moore, 2010).

In Kenya, National Social Security Fund (NSSF) is making tremendous efforts to improve the quality of services offered to the public. Currently, NSSF is developing a strategic plan based on the NSSF Act. This is meant to ensure that the Fund plays its rightful role in serving Kenyans through the provision of social security. The Kenya's Vision 2030 is aimed at creating a worldwide competitive and prosperous nation that will transform Kenya into an industrialized middle-income country by providing high-quality services to its citizens that will meet their changing needs (Kangethe, 2013).

### **1.1.1 Strategic Planning Practices**

McKiernan & Morris (2010) define strategic planning as a process that is aimed at defining strategies, setting policies and developing detailed plans that seek to achieve organizational goals and objectives. Strategic planning consists of a well-defined company effort that integrates the specifications of the firm's strategy and the allocation of responsibilities for execution. Strategic planning is a process that involves selection of organizational goals and strategies that determine essential programs that aim at achieving specific goals and approaches that ensure these programs and policies are implemented.

According to Ghobadian, O'Regan & Thomas, Liu (2008) strategic planning process consists of three key components that enable the firm to accomplish its vision and mission. These include strategic analysis, strategic choice and strategic implementation. The strategic analysis comprises setting the firm's vision, mission, and goals. This, in particular, involves executing the strategic corporate target and putting efforts in understanding the business environment.

Kraus et al. (2006) posit that strategic choice encompasses generating, evaluating, and identifying the most viable strategy. Strategy implementation focuses on putting in

place the appropriate policies and formulating a framework that will help in translating selected strategies into actions. In this study, the three major steps have been sequenced into five broad components that are considered to complete the process of strategic planning. These include corporate direction, scanning of the business environment, identification and analysis of the firm's strategic issues, strategic choice and development of implementation and evaluation and control of systems (Ghobadian et al., 2008). The strategic planning practices that will be discussed in this study include: formality, use of strategic planning tools and techniques, management participation and employee participation.

### **1.1.2 Concept of Performance**

Daft (2010), defines performance as the ability of the firm to make maximum use of its resources (knowledge, people, and raw materials) to accomplish its goals in an efficient manner. Flapper et al., (1996), note that performance is defined as a way in which the organization "carries its objectives into effect." The most popular tool that is used to measure organizational performance is the Balanced Score Card. Kaplan & Norton (2009) posit that the Balanced Score Card (BSC) uses four perspectives to measure organizational performance namely:-financial, internal business process, the customer, and learning and growth. The aim of the BSC is to keep score of a set of items that maintain a balance that is between short-term and long-term objectives, between financial and non-financial measures, between lagging and leading indicators, and between internal and external performance perspectives (Santos & Brito, 2012).

When evaluating performance, organizations need to identify and select appropriate measures for performance measurement. Scholars' such as Hudson, Smart, & Bourne (2001) maintain that the functions of a balanced scores card tool for evaluating an organizational performance uses four perspectives. Organizations in the global setting use the BSC as a tool for measuring performance, even though performance is broad, the organizations might lay more concentration on setting targets, goals, performance measurement, feedback or rewards. Performance management has been the subject of discussion on the best measures and indicators to use in evaluating performance of an organization. One of the limitations that face organizational performance measurement is there are no specific measures to measure performance since practitioners, organizations and academicians use selected measures of performance based on their areas of interest.

### **1.1.3 National Social Security Fund, Kenya**

In Kenya, the National Social Security Fund (NSSF) started its operations in 1965 by an Act of Parliament Cap 28 of the laws of Kenya. Previously, The Fund operated as a department of the Ministry of Labour until 1987 when the NSSF Act was revised hence transforming the Fund into a State Corporation under the management of a Board of Trustees. The Act was introduced as a compulsory national scheme whose broader objective was to offer basic financial security benefits to Kenyans upon retirement. The Fund was established as a Provident Fund to provide repayment in the form of a lump sum. The National Social Security Fund (NSSF), Kenya, Act No.45 of 2013 was approved on 24th December 2013 and started its operations on 10th January 2014. This transformed NSSF from a Provident Fund to a pension scheme that every Kenyan with an income shall make contributions as a percentage of gross earnings so to be guaranteed basic compensation in any event of permanent disability.

Basic assistance to indigent defendants in cases of death and a monthly life pension upon retirement. The Act provides two Funds; the Pension Fund and the Provident Fund, to make contributions to and pay benefits from the Funds (Kangethe, 2013). A strategic plan as a fundamental principle of Results Based Management (RBM) this was initiated as part of the public service reforms of 2013. The plan is intended to transform the public service by enabling the Ministries and State Corporations to identify their strategic focus, guided by the national development agenda. These were aimed at providing quality services delivery to the public (Maina, 2014).

Currently, NSSF has made a tremendous improvement in enhancing the efficiency of their services which has resulted in reduced costs and improved performance. In year 2013/2014, the fund mobilized savings through contributions amounting to a tune of KES. 8.4 billion. In addition to the existing assets, this grew the total asset base of the Fund from KES.134 billion in June 2013 to KES.151 billion in June 2014 (Maina, 2014).

## **1.2 Research Problem**

Organizations have realized the importance of a strategic plan for shaping the vision and mission as well as selecting strategies to be executed and allocating resources to facilitate achievement of corporate goals (Suklev & Debarliev, 2012). A strategic plan is instrumental in ensuring that strategic goals are aligned with organizational activities with its environment thereby providing for its continued survival and effectiveness. This leads to improved organizational performance (Kraus et al., 2006).

In Kenya, the public sector in particular parastatals are considering crafting a strategic plan to act as a guide in policy formulation and developing detailed plans that act as a guide in helping these institutions to achieve their strategic goals. National Social

Security Fund (NSSF) is one of the institutions that have realized the worth of adopting a strategic plan which was one of the reforms agenda of 2013 by the public service. This was aimed at enabling State Corporations to provide quality services to the public (Maina, 2014).

Studies have been done investigating the relationship between strategic planning and performance as follows: a meta-analysis study was carried out in Europe by Schwenk & Shrader (1993), the findings revealed that there was a positive relationship between strategic planning and firm performance. Aldehayyat & Twaissi (2011) investigated the connection between strategic planning and organizational performance in the Middle East. The results found a positive relationship between strategic planning and firm performance. Studies by: Glaister, Dinner, Tatoglu, Demirbag & Zaim, 2008; Kraus et al., 2006; Suclev & Debarliev (2012) found a positive relationship between strategic planning and firm's performance.

Wanjala (2009) assessed the link between strategic planning practices and organizational performance of non-governmental organizations, a case of NGOs in Nairobi. A positive relationship was found to exist between strategic planning practices and organizational performance. Akelo (2011) studied the strategic planning used by Kenya Pipeline Corporation; the findings revealed that both internal and external factors influenced strategic planning practices. Kathama (2012) investigated the link between strategic planning practices and performance of State Corporations in Kenya. The study found a positive correlation between strategic planning practices and performance of State Corporations. Gitagia (2015) studied the practices and influence of strategic planning on the organizational performance of Kenyatta National Hospital. The study found that Hospital performance positively influenced strategic planning.

These studies have limited themselves on the steps of strategic planning and use of descriptive research design. Limited focus has been given on the link between strategic planning practices and performance using a case study research design in the public sector, in particular National Social Security Fund. This study therefore sought to find an answer to the research question: what was the influence of strategic planning practices on performance of National Social Security Fund?

### **1.3 Research Objective**

The main objective was to establish the influence of strategic planning practices on performance of National Social Security Fund.

### **1.4 Value of the Study**

The policy makers; the government of Kenya might use the findings for this study to formulate policies that motivate Parastatals and entire public sector to adopt strategic planning for successful strategy implementation.

National Social Security Fund will learn the significance of implementing strategic planning practices in enhancing organizational performance. They will also know some of the best strategic planning practices to adapt to boost performance.

In practice, the study will be resourceful in the current business environment, where the top management faces a challenging task in the implementation of the strategic plan. The findings will certainly enlighten them on how strategic planning practices contribute towards successful strategy adoption. This study will be beneficial to students on the importance of strategic planning practices and how it contributes to performance. Researchers and academicians who are interested in this field of study might use the findings of this study as the basis for further research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter provides a discussion of the theoretical foundation for this study, strategic planning practices and the association between strategic planning practices and performance.

#### **2.2 Theoretical Foundation**

This section comprises of the theories that support the arguments on the relationship between strategic planning practices and organizational performance. They include Resource-based View and Agency Theory.

##### **2.2.1 Resource-based View**

Resource Based View (RBV) maintains that the firm is a component of a collection of capabilities. Strategic planning practices play an essential role in enhancing the performance of an organization. Effective utilization of organizational capabilities enables the organization to realize the quality and efficient services. Corporate performance differs because of unique resources and capabilities of firms in an industry (Hoopes et al., 2003). Barney (2001) contends that resources are inputs into a firm's systems and processes, these include; capital, employees skills, finances, equipment, goodwill and talented managers. Resources can either be tangible or intangible in nature. Organizational resources tend to increase as the firm enhances its effectiveness leading to improved organizational performance. The individual resource might not necessarily impact on the firm's competitiveness but through synergy and integration of competitive resources (David and Cynthia 1995).

Resource-based view has been researched expansively in establishing the relationship between the organization's internal characteristics and performance. The premise underlying this theory is that the firm is a constituent of different resources that are put together to enhance performance (Barney, 2001). The manner in which the organization utilizes its available resources is critical in enhancing its organizational performance.

Organizational competitiveness is based on the ability of the firm to utilize its core competencies and developing efficient capabilities that can be valued by customers. Improving value to customers is one of the key roles of strategic management practices especially in aligning the strategy to fit into organizational goals and objectives. Resource-based view supports and integrates strategic planning practices and organizational performance. This theory lends a lot of credence on the performance implications of the organization's utilization of internal resources. Managing the firm's unique systems and processes requires strategic planning to provide a clear direction and guidance on how to achieve corporate goals. This enables the management to make wise decisions through consensus on the main issues and strategies to achieve them. In so doing, this creates some level of commitment and capacity to implement policies through well-defined communication channels. This increases cooperation in the organization and more effective management control of strategic initiatives.

### **2.2.2 Agency Theory**

Agency theory is a management approach where an individual (the agent) acts on behalf of another (the principal). The agent is expected to ensure that the Principal's goals are achieved (Duckworth & Moore, 2010).

Therefore, the agent has to balance between his interest and those of the principal. The agent who in this case is the top management is in charge of the firm's resources. Laffont & Martimost (2008) contend that agency theory is essential since the action taken by the management affects the entire organization including the principal. It is the role of the top management to formulate strategies and to oversee its implementation by aligning the strategic plans to the organizational goals and objectives. The top management should provide adequate support regarding resources and facilities to motivate the employees to work towards the set goals. The firm has both explicit and implicit contracts that link the management and its different stakeholders such as the customer, workers, and unions among others. The agency theory holds that there should be proper synergy between the top management and the shareholders of the organization to work towards similar goals. The agency theory has been described as the central approach to managerial behavior (Alchian & Harold, 2011).

The proponents for this theory; Alchian & Demsetz (2002), Laffont (2002) who maintains that agency theory lays more concentration on accountability by correction for opportunistic behavior that can emerge as a result of exploiting insider information. Top management is entrusted with the resources and power by the shareholders, and should always prioritize the interest of all the shareholders when transacting any business. The top management should aim at ensuring that the interests of all the stakeholders are well represented to make sure that their aspirations and goals are adequately represented in strategic planning. The top management should engage their employees in strategic planning to ensure that they have a shared vision that drives them towards similar goals (Shankmann, 2009).

According to Neaves (2002), meeting customer needs play a critical role in establishing successful relationships with other stakeholders in an organization. This is realized by paying attention to the end-user needs. In this study, the customer is the public since they benefit from the strategies put in place by the organization. The top management should ensure that the strategic plan is tailored to address the unique needs of the customer in a more efficient and satisfactory manner.

Corporate planning is a managerial behavior because of agency costs and ownership structure. The management of most organizations is separated from ownership and managers are responsible for management the organization for the owners, shareholders, for profit. Managers must have self-control in managing and sustaining the firm to realize profits (Jensen, 1994). Agency theory seeks to reconcile the conflict of interest that subsists between the owners of corporations, their managers, and the directors. Owners lay more interest in profitable ventures that will yield the firm, high return on investments. During planning, managers must ensure that the aspirations of the owners are achieved.

## **2.3 Strategic Planning Practices**

The dimensions of strategic planning practices are formality, use of strategic planning tools and techniques, management participation and employee participation.

### **2.3.1 Formality**

The guidelines for implementing effective strategic planning indicates the planning process should be complete, flexible, adaptable, efficient, focused on the objective and formal. The formality of strategic planning process entails; detailed format, quantification of all inputs and a calendar guiding the events to take place.

According to Aldehayyat & Al Khattab (2013), a formalized strategic plan acts as a reference point where strategic planners can refer when crafting and executing the strategic plan. This creates a platform for addressing disagreements and other matters that concern strategic planning and implementation. Aldehayyat & Twaissi (2011) argue that a formalized strategic plan defines the roles and responsibilities of the employees and the top management in the execution of the strategic plan. It consists of a budget on the resources allocated for the implementation of strategy, implementation period, and the duties of the top management, the employees and their working relationships. This enhances commitment through the involvement of people at all levels in strategic planning.

Formal planning is concerned with the future consequences of current decisions; it links short, intermediate, and long-range plans. A strategic plan provides a keen insight into overcoming the barriers and bias that is connected with planning failures. It gives proper direction and maintains focus on the mission and vision of the firm. It enables the organization to identify problems and provides an approach on how to deal with such obstacles (Kraus et al., 2006).

### **2.3.2 Use of Strategic Planning Tools and Techniques**

The second dimension is strategic planning tools and techniques; according to Gica & Balint (2012), use of tools and techniques help to increase the planning efficiency and effectiveness that is associated with the firms high levels of overall performance. The top management should allocate adequate finances to invest in modern tools and equipment to facilitate implementation of strategic plan. Elbanna (2010) argues that employees that are provided with tools and equipment are highly motivated to work; this enhances productivity in their work.

Tools and equipment create an enabling environment to work towards corporate goals and objectives. The top management should provide the employees with the right tools and equipment for the appropriate task. Every stage of planning requires its unique tools and equipment for that the specific task. This is in line with Aldehayyat et al. (2013) who put more emphasis on the importance of equipping employees with tools and equipment that are specifically tailored to meet the unique needs of every stage of planning; this ensures efficient and effective utilization of available tools and equipment. Kraus et al. (2006) pointed out that most organizations that performed well provided their employees with quality tools and equipment that matched their duties and responsibilities. Further, the findings revealed that provision of tools and equipment highly motivated the employees to work harder towards achieving their corporate goals and objectives. Aldehayyat et al. (2011) maintain that the organization should provide adequate training on the use of tools and equipment to increase employees' efficiency and to avoid accidents in the process of execution of their duties and responsibilities.

### **2.2.3 Management Participation**

The third dimension of strategic planning is management participation; which focuses on the management involvement in the planning process. Both the managers and the senior executives are responsible for setting the overall strategic direction and organizational positioning. Lower level managers have specific roles in developing and executing strategic plans. As a means for measuring managerial participation or involvement, in strategic planning it is useful to look at the roles that managers play in formulating, understanding and communicating the organization's strategic plans and the extent to which managers in the organization believe that their ideas and suggestions are taken into account when making strategic choices.

This makes a huge difference in the choices that are made. Management participation increases the effectiveness of planning and implementation; this is achieved through their level of commitment to the implementation of the results of the planning process (Wijewardena et al., 2004).

Gica & Balint (2012) contended that the participation of middle-level management in strategic planning is aimed at achieving improved performance by enhancing the quality of strategic decisions and increasing the level of consensus about strategy. A study by Yusuf & Saffu (2005) observed that management participation in strategic planning should lead to improved strategic planning effectiveness for improved organizational performance. Participation of managers from different levels and different roles contributes to improved efficacy in the strategic planning process. Management participation puts more emphasis on the involvement of employees in the lower levels. This sets a clear direction and purpose in working towards the set goals and objectives; it also persuades the employees to work together with the management towards implementation of strategic goals. Participation of mid-level managers is meant to improve the outcome by increasing the level of influence of lower employees.

#### **2.2.4 Employees' Participation**

The fourth dimension of strategic planning is employees' participation. The management should engage its employees' extensively on matters of decision making (Gica & Balint, 2012). This builds a healthy and cooperative relationship between the employees and the managers since the grievances of all the staff are represented.

The tools used to involve employees in strategic planning include participative management, total quality management, and management by objectives.

These approaches ensure that the employees are kept in the limelight on all the developments that take place in the organization. This minimizes resistance to change since the employees are informed about the importance of strategic planning (Elbanna, 2010).

The benefits of engaging employees in key decisions are as follows: increased productivity, improved quality, reduced costs and improved overall effectiveness. Employees' participation is an essential component in strategic planning effectiveness. Employees' participation enhances the level of motivation since they believe in goals and objectives of the strategy and understands what is expected of them. This strengthens their skills and capabilities and makes them more productive and accountable in achieving the results targeted in the planning process (Wijewardena & Fonseka, 2004). This positively contributes to improved strategic planning effectiveness and better performance. Gica & Balint (2012) posit that assignment of implementation responsibilities to specific individuals and groups is part of employee participation. The top management should use rewards and recognition to the employees who demonstrate exemplary performance in planning; this highly motivates the other staff to actively participate in the organization's long-term plans.

## **2.5 The relationship between Strategic Planning Practices and Performance**

The study depicts the relationship between strategic planning and firm performance as discussed in the empirical literature review: Aguilera & Jackson (2003) did a study on 38 firms in 6 industries (manufacturing firms, multinational firms, the banking industry, the public sector and the insurance companies).



The study investigated the link between strategic planning and financial performance of firms. The results found that there was a positive relationship between formal planning and financial performance.

Suklev & Debarliev (2012) did a comparative study on the effectiveness of strategic planning in the Republic of Macedonia and indicated that the practice of strategic planning and its effectiveness was of great concern to academicians in Western Countries. A wide range of measures was used concerning the wider list of strategic planning dimensions in different emerging and developing countries. Regression analysis statistical tool and factor analysis were used for data analysis through questionnaires that were distributed to the top and middle management for pilot testing. The results concluded that strategic planning contributed to organizational effectiveness. Regression analysis statistical tool and factor analysis were used to analyze the data collected through the questionnaire that was distributed to the management staff. A pilot test was first carried out. The results found that strategic planning contributed to organizational effectiveness.

Arasa and K'Obonyo (2012) studied that link between strategic planning and performance of insurance companies in Kenya. The study used a descriptive research design. Primary and secondary sources of data were utilized. A correlation analysis showed that there was a strong and significant relationship between strategic planning and organizational performance. The findings concluded that the strategic planning steps were positively related to the firm's performance.

A study by Owolabi & Makinde (2012) investigated the effects of strategic planning on corporate performance using Babcock University in Nigeria. Management efficiency and effectiveness were used to measure performance.

Primary data was collected with the help of questionnaires that were administered to the employees in Babcock University. Data analysis was done using descriptive statistical tools and the hypothesis of the study was tested using Pearson Product Moment Correlation Statistics. The study found a significant and positive relationship between strategic planning and performance. It was suggested that strategic planning was an essential component in driving the organization towards achieving organizational goals and objectives especially in educational matters.

From the study, it can be concluded that strategic management practices play a critical role in devising the strategy and responsibility allocation for execution. These practices provide a road map on the direction that the organization will work towards achieving its overall goals and objectives. The most popularly used strategic planning practices by organizations include formality, use of strategic planning tools and techniques, management participation and employee participation. The empirical findings and the theories have concluded that strategic planning impacts positively on performance however, limited concentration has been given in the public sector.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter comprises of the research methodology that was used to achieve the objective of the study. This included: the research design, data collection instruments and procedures, and data analysis.

#### **3.2 Research Design**

The study adopted case study research design. Yin (2009) asserts that, case studies “are not characterized by the methods used to collect and analyze data, but rather its focus on a particular unit of analysis: a case” (p. 74). The choice of this research design was because it enabled the researcher to carry out an in-depth investigation of the study variables (strategic planning practices and performance) of NSSF at a specific time.

Willig (2008) indicates that case studies tend to be bounded in some discrete way by examining a specific or a set of organization, department, or individuals. They present data that is usually gathered through a variety of means including, but not limited to interviews, observations, audio and video data and document collection. The objective of collecting data using a case study was to enhance the theory generating capabilities of the case, and to provide more validity to assertions that were made by either the researcher or the participants in the case.

#### **3.3 Data Collection**

An interview guide was used for data collection purposes. Primary data was gathered by interviewing the General Manager and Officers in the department of Strategy,

Research & Development. The interview guide consisted of two sections namely: section A consisted of questions on the general profile of the organization and the interviewees. Section B comprised of questions on the relationship between strategic planning practices and organizational performance of NSSF.

A face-to-face interview was carried out with departmental heads and officers that were in charge of strategic planning. This category of interviewees was considered appropriate since they were highly involved in matters of strategic planning and hence understood how it contributed to organizational performance.

### **3.4 Data Analysis**

Data was analyzed using content analysis which was a systematic qualitative description of the composition of the objects or materials of the study. According to Willig (2008), content analysis is a method for summarizing any form of content by counting various aspects of the content. This enabled a more objective evaluation than comparing content based on the impressions of a listener. This approach enabled the interviewer to obtain detailed information about the organization especially on the variables under investigation.

Content analysis reflects a close relationship with socio-and psycholinguistics, and it plays an integral role in the development of artificial intelligence. This approach enabled the researcher to identify the intentions, focus or communication trends of an individual, group or institution and to describe attitudinal and behavioral responses to communications.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter consists of data analysis and findings which was carried out using a case study research design and content analysis. The data was collected as per the objective of this study which was to establish the influence of strategic planning practices on performance of National Social Security Fund in Kenya.

#### **4.2 Response Rate**

To realize the study objective which was to establish influence of strategic planning practices on performance of National Social Security Fund in Kenya, four interviewees were targeted and scheduled for interviews these included the General Manager Strategy, Research & Development and any other three senior officers in the department. However, the interviewer managed to interview three interviewees these involved the three senior officers in the department. The General Manager was out of office for official duty and hence did not participate in the interview process. The above interviewees therefore represent a response rate of 75 percent which was considered a sufficient representation of the whole population.

#### **4.3 Demographic Information**

With regard to whether NSSF had a vision and a mission statement, the interviewees unanimously agreed that National Social Security Fund in Kenya had a vision and a mission statement. The mission and vision statements guided the management and the entire organisation to work in the same direction to achieve the set goals and objectives.

Concerning the length of service that the interviewees had served in the organisation, the findings revealed that two of the interviewees had served for more than ten years while one had served for three years. This was an indication that the interviewees were conversant with the systems, processes and procedures of NSSF and the implications of decisions made by the organisation.

With regard to the positions that were occupied by the interviewees in the organisation, the findings revealed that the three interviewees were senior Officer. This category of interviewees had a relevant experience and qualified in matters that concern strategic planning practices and performance.

Concerning the department in which the interviewees worked, the findings revealed that the three of them worked in Strategy, Research & Development Department. This was an indication that the interviewees were directly involved in matters of strategic planning practices and performance at National Social Security in Kenya.

Concerning the things that the interviewees liked most about the positions that they held, the findings revealed that the interviewees were satisfied about the current performance by NSSF. They indicated that this was one of the best feeling that gave them satisfaction and motivation to continuously work hard in achieving organisational goals and objectives. The interviewees were certain that NSSF was moving in the right direction and better results were anticipated especially with the laid out strategic plans which were aimed at achieving efficiency and improving the quality of services that were offered by National Social Security Fund in Kenya.

#### **4.4 Strategic Planning Steps that Contribute to Improved Performance**

The findings revealed that the process of setting objectives in the organisation was realized through formulation of strategic plans. The interviewees indicated that the organisation had successfully implemented strategic plans previously that brought positive change in the organisation. They cited an example of a strategic plan which commenced in 2014 and was set to be completed by the end of 2019. The main objective of this strategic plan is that it was set to provide high-quality services to the citizens to cater for their changing needs.

The findings further revealed that all the departments were allowed to set their own targets, the targets were then reviewed to ensure that they conformed with the vision and mission. Further, it was found that departments prepared annual work plans starting with what they wanted to do in that specific year, this was based on the approved budget and corporate strategic plan which was incorporated into the annual performance contract.

The interviewees were expected to describe the process of environmental scanning (external analysis) in their organisation. The results found that as an organisation the Departments came together with questionnaire based on PESTEL (political, economic, social, technological, ecological and legal) this took place in all the respective regions with the support of the regional managers. Every branch in the region was expected to draft the factors which affected their performance including positive and negative performance. The interviewees indicated that there was thorough studying and marking trends and services that were offered by their competitors.

It was revealed that the questionnaires were distributed to the Heads of Departments during annual meetings to give information concerning the external environment. Use of internet and other online research sources provides a suitable platform where the employees got information about the external environment.

Concerning how strategy was formulated in NSSF, the findings revealed that the board of directors and the top management conducted various strategic meetings to design how the funds were to be allocated in the implementation of strategy. Corporate strategic plan was formulated which involved consultation meetings with the top management and stakeholders approval by the board of directors. The employees were also consulted on their opinion on how the organisation was seeking to improve the quality of its services to realize the set goals and targets.

#### **4.5 Strategic Planning Practices**

With regard to the strategic planning practices adopted by NSSF, the findings revealed that the organisation participated in strategic planning which acted as a guide on how the organisation sought to achieve set goals and targets.

It provided a road map on the strategy in place, the strategy implementation team and the stakeholders to be involved in strategy implementation. Further, the findings revealed that management input and coordination between the employees and the top management was a critical element in enhancing strategy implementation. The top management supported the employees by providing them with resources and facilities to contribute effectively towards implementation of strategic planning practices.



The results also revealed that setting organisational goals and objectives, evaluating external environment and setting targets, performance analysis were some of the strategic planning practices that provided an enabling environment for NSSF to realize its set goals and targets.

The interviewees observed that there were essential elements that are critical in the process of strategy implementation. The interviewees indicated that the process of strategy implementation involved creating strategy policies, involvement of the top management team, integrating strategic planning practices into the organisational vision and mission and provision of resources as well as facilities to the employees to ensure that the environment was conducive for implementing strategic change management practices. The interviewees pointed out that to successfully implement strategic planning practices the organisation ought to adopt a flexible and accommodative organisational structure that is well aligned to the changing needs of the customers. Structures and systems were noted as essential components that enhance efficient and effective implementation of strategic planning practices. The interviewees further noted that NSSF departments had a balanced score card which was deemed to be an essential tool to evaluate and measure performance of the organisation as well as its annual operating plan.

The findings further revealed that NSSF undertook evaluation and control of strategies. The findings revealed that there was evaluation of achievement evidence which most of the interviewees agreed that it was carried out monthly and quarterly through the use of the balanced score card system. The interviewees agreed that in conjunction with the government, NSSF conducted evaluation semi-annually and annually. With regard to how strategic planning was communicated across NSSF, the findings revealed that communication was deliberated through fliers, internal

memorandums and emails. This form of communication was efficient and effective since it allowed the organisation to communicate to all its employees on a short notice.

With regard to the tools and techniques that were used to develop strategies for the operations, the results found that the interviewees agreed that the Balanced Score Card was an important tool in evaluating performance of employees during implementation of strategic planning practices. This performance tool was utilized to identify the areas that required improvement and reward the employees who demonstrated exemplary performances through reward and recognition. Performance targets were set according to the strategic needs of the organisation. The employees were provided with performance evaluation forms to rate their performance, these forms were formulated using the four perspectives of the Balanced Score Card which included financial, internal business process, the customer, and learning and growth. The other tool was benchmarking which was utilized for developing strategies for operations by making relevant comparison and selecting appropriate strategic planning practices for achieving performance. Further, the findings revealed that organisation improved on its communication approach by adopting a two-way form of communication approach where the management communicated to their employees by expressing their views concerning a decision, plan or strategy then the employees gave response in form of opinion. This allowed the employees to participate in decision making by ensuring that their views and aspirations were represented in the decisions that were made by the management.

With regard to how strategic planning improved performance of National Social Security Fund in Kenya, the results found that the adoption of strategic planning enabled the organisation to track its performance and thus improve on the weak areas.

Strategic planning practices ensured that targets were set and achieved since the top management was able to make follow-ups through influencing the employees to work towards set targets and goals. Further, the interviewees indicated that through the process of monitoring and evaluation, the organization was able to determine the status of performance and motivate the employees towards achieving organisational goals.

The interviewees were requested to indicate whether feedback mechanism was part of strategy implementation in their organisation. The interviewees confirmed that it was. This was achieved quarterly, semi-annually and annually as it was intended to ensure that the organisation fully represented the interests of the employees and all the other stakeholders. Feedback was one of the key indicators of performance which was used to establish whether the stakeholders were satisfied or not.

The findings revealed that the strategies and processes that were used by National social Security Fund included monthly performance targets and evaluation of achievement. The top management did monthly employee assessment which was aimed at ensuring that the employees achieved set targets and the organisation was moving in the right direction. The top management ensured that the employees complied with the guidelines and the set standards. This ensured that the entire organisation was bound by the same rules and this limited them to work in the same direction and share in the same goal.

Other strategies that were adopted by the organisation involved organizing for training and development programmes to provide the employees with an opportunity to improve on the skills and knowledge to aid them in implementation of strategic planning practices.

Training programmes enabled the employees to organize and align themselves towards achieving set goals and targets. This acted as a uniting factor for the employees to work together as a team in the same direction. In an attempt to encourage and motivate the employees to work towards achieving the set targets, the top management used rewards and recognition to encourage and motivate the employees to work harder. Employees who recorded exemplary performances were recognized and rewarded to motivate the other employees to work harder towards achieving the set targets. The findings revealed that recognition gave employees more reasons to work extra harder since they were assured that their efforts were rewarded.

The management evaluated the status of performance of the organisation monthly to ensure that the organisation was moving in the right direction and whether there were areas of weaknesses that the organisation needed to improve. The employees were expected to achieve certain performance targets through the guidance of their Heads of Department who also had targets set out by the Board of Directors. The Heads of Departments were charged with the responsibility of influencing the employees to work towards their set goals and targets in accordance to the set performance standards. The top management communicated to the employees on a regular basis to guide them on the steps and approaches that they supposed to take to work towards organisational goals.

The management explained to the employees on the importance of adopting strategic planning practices and how they would be affected by this kind of change. Further, the management explained the objective of the organisation and why the adoption of strategic planning practices was instrumental in assisting the organisation to realize its strategic objectives and increase the coverage of their services to the public.

The organisation had integrated systems and processes that allowed sharing of information between the top management and the employees aimed at ensuring exchange of information, ideas and concepts. This shaped and enhanced efficiency in the process of decision making which was critical in improving the level of cooperation and coordination of activities within the organisation. This improved the speed of decision making and minimized communication costs.

With regard to whether the organisation had improved performance as a result of the adoption of strategic planning practices, the findings revealed that there was continuous improvement of services by NSSF in various aspects. The interviewees indicated that NSSF had improved communication and efficiency in the organisation. Further, the findings revealed that the organisation minimized operational costs hence improved performance.

#### **4.6 Strategic Planning Practices and Performance**

Concerning the strategic planning practices that have the greatest contribution towards performance, the findings revealed that strategic planning was utilized for managing the organisational activities by setting priorities, focusing synergy and resources to strengthen operations. This ensured that the employees and the other stakeholders worked towards achieving common goals by establishing agreements around intended results and assessing the organization's direction to accommodate the changing needs of the customers. The findings further revealed that through strategic planning the organisation was able to set key decisions and actions that shape and guide the organisation into the future. The interviewees insisted on the importance of formality which acted as a guide towards implementing strategic goals in terms of the processes and the procedures that guide the organisation towards realizing set goals.

The findings revealed that employee and management participation was important in ensuring that the employee work in the same direction towards the realization of organisational goals. The management achieved this through adopting participative form of leadership where the employees were involved in decision making process. In addition, the interviewees stressed on the need for the management to ensure that the employees have the right equipment for the right job and to align them to work towards organisational set goals and objectives.

#### **4.7 Discussion and Findings**

The findings revealed that the strategic planning practices adopted by National Security Fund in Kenya included formulation of strategic plan. This was one of the key practices that shaped the implementation of strategic plan because it acted as a guide on how strategic plan was to be implemented including all the activities that were to be carried out to support implementation of strategic planning. The management formalized the implementation of strategic plans and made this a duty to all employees to take part in the process of implementation of strategic plans. These findings are consistent to Aldehayyat and Twaissi (2011) who emphasized on the importance of formalizing the roles and responsibilities of the employees and the top management in execution of a strategic plan. This also includes all activities that will be conducted to enhance implementation of strategic plans.

The top management adopted a two-way communication approach where top management involved the employees in key decision making processes. This enabled the organisation to minimize chances of resistance to change since the employees had a sense of belongingness as part of the process of implementation of strategic plans.

This improved unity and created harmony between top management and the employees in working together towards set goals and targets. These findings are supported by Gica & Balint (2012) who assert on the significance of adopting a two-way communication approach that allow feedback mechanism to enable all the stakeholders to participate in key decisions. This also helps the organisation to minimize resistance to change since the employees views are considered before arriving at any decision.

The top management provided guidance and direction to the employees to shape their focus in implementation of strategic plans which was critical in ensuring that the organisation took the right direction and the employees efforts were directed towards implementing strategic plans. These conform to the agency theory, where Duckworth and Moore (2010) observe that the management of the firm is critical to the success of the organisation. Top management shapes the direction of the organisation by representing the interests of all the stakeholder through making the right investment decisions and engaging in activities that can lead the organisation to achieve strategic goals.

Further, the findings revealed that management participation was key in the implementation of strategic plans. The findings indicated that the top management acts as a role model by leading the organisation in the right direction. Management participation in strategy implementation was seen as a sign of commitment to successfully implement strategic plan in order to improve the quality of services by the organisation. The management ensured that the strategic plans were well aligned to the organisational goals and objectives.

These results are consistent to Yusuf & Saffu (2005) who emphasized on management participation; they argued that this was a sign of commitment by the management and emphasized on the need to involve the employees in decisions making even at lower levels.

Employees' participation was considered important in the implementation of strategic plans; this was achieved by involving the employees in key decisions and explaining to them the importance of implementing strategic plans. This was intended to ensure that both the management and the employees had a unity of purpose and shared in the same goals and objectives. The top management provided the employees with the right strategic planning tools and training to ensure that the employees utilized the tools optimally in the implementation of strategic plans. This is consistent to Elbanna (2010) who posited that the employees that were provided with tools and equipment were highly motivated to work; this improved their productivity in their work.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter provides a discussion of the major findings and the conclusion that have been drawn from the analyzed data in the previous chapter. The conclusion and the recommendations drawn are meant to specifically address the main objective of the study which was to establish the influence of strategic planning practices on performance of National Social Security Fund in Kenya.

#### **5.2 Summary of Findings**

With regard to the objective of the study which was to establish the influence of strategic planning practices on performance of National Social Security Fund in Kenya, the findings depict that NSSF formulated a strategic plan that was spearheaded by the board of directors and the top management team who carried out several strategic meetings on how the allocation of funds was supposed to be carried out to ensure successful strategy implementation. The corporate strategic plan was formulated through various consultations with the executive management and the stakeholders. This was part of the formalization process which was supposed to ensure that the interests of all the stakeholders were represented. The use of a strategic plan defined all the activities that were to be conducted as well as the time frame which each activity was expected to consume.

The findings revealed that management participation was considered important in influencing the employees to work towards their set goals and targets to effectively contribute to implementation of strategic plans. The management was considered a key pillar in implementing strategic plans.

The top management was seen as a source of encouragement and inspiration in shaping the goals and objectives of the organisation. The top management provided financial resources to support in the activities of implementing strategic plans; they also provided the employees with the necessary resources and facilities to augment implementation of strategic plans.

The findings revealed that the organisation provided the employee with strategic tools and training to enable them to effectively contribute in implementing strategic plans. The tools made the employees to work easier hence improved their efficiency and performance in implementation of strategic plans. The management ensured that the employees had the right tools for the right job to give employee room to maximize on their full potential and contribute positively towards implementation of strategic plans. These findings are consistent with Gica & Balint (2012) who argued that use of tools and techniques helps in increasing planning efficiency and effectiveness which is associated to the firm level of overall performance.

Further, the findings revealed that the management involved the employees in decision making. In so doing, the management wanted to represent the needs of all the stakeholders in decision making process in order to achieve unity of purpose. Further, the findings revealed that feedback was a key indicator of performance in establishing whether the stakeholders were satisfied or not. These results are consistent with Wijewardena & Fonseka (2004) who emphasized on the importance of involving employees in key decisions to effectively represent their needs and minimize resistance to change. The findings revealed that some of the strategic planning practices that contributed positively towards improved performance were: continuous improvement to ensure that the firm maintains and sustain provision of quality services to the public by continuously satisfying customer needs.

The findings showed that, NSSF had improved communication and efficiency in the organization which minimized operational costs and improved performance. Integration of systems and processes allowed information sharing and exchange of concepts and ideas thus creating a platform for innovation hence improved quality of services and performance. The other strategic planning practice which impacted positively on organisation performance was adoption of participative form of communication where the top management involved all the employees in key decisions, this was meant to achieve unity and team spirit. The management provided training and development programmes to improve employees' skills and knowledge to enhance their efficiency in implementation of strategic plans. Providing employees with resources and facilities to support them in the implementation of strategic plans, this improved their efficiency and effectiveness in contributing towards improved quality of services. These results support the argument by Aguilera & Jackson (2003) who contended that integration of systems, a two-way communication approach, provision of resources and facilities, training and development programmes and continuous performance assessment played an important role in contributing positively towards improved performance.

### **5.3 Conclusion**

The study concluded that the popular strategic planning practices used by National Social Security Fund in Kenya on the implementation of strategic plans were formulation of a strategic plan, a two-way communication approach, top management support, rewards and recognition, access to tools and equipment, effective leadership and training and development programmes. Adoption of these practices was considered key in enhancing success in the implementation of strategic plans.

The findings further concluded that integrated systems, performance contracting, lean and competent staff, appropriate feedback mechanism and continuous training and development programmes were some of the practices that were deemed to have the greatest contribution towards performance.

#### **5.4 Recommendations**

The study recommends that NSSF through the government should allocate adequate finances to support in strategy implementation to improve the quality of their services to the Kenyan citizens.

The study recommends that the government should carry out regular training and development programmes to improve employee skills and knowledge and encourage them to participate in implementation of strategic plans. This will create a positive culture and minimize resistance to change.

The study also recommends that the top management executives should act as role models by setting good examples that can inspire and encourage the employees to work hard towards realizing strategic goals. They should be careful in the manner in which they present themselves to the employees and how they make decision since they are held accountable and responsible in the manner in which they conduct themselves.

National Social Security Fund in Kenya should consider adopting a flexible organisational structure whereby decisions and functions of the organisation can be decentralized to enhance flexibility and efficiency that contributes positively toward improved performance.

The study also recommends that NSSF should formulate strategic policies that can provide a clear direction to develop and implement an effective performance management system that can integrate all the stakeholders of organisation to ensure everyone including the end-users is part of the strategic plan to ensure that the interests of all the stakeholders are well represented.

### **5.5 Limitations for the Study**

The study was limited to time and cost constraints which necessitated a case study of National Social Security Fund; the findings obtained in this study are unique and specific to NSSF and hence cannot be used to make generalization of other parastatals bodies in Kenya.

The other limitation that was faced by the researcher during data collection was that the managers were too busy and thus other senior officers were interviewed on their behalf. It is worth noting that the officers do not have the same experience as compared to their seniors who make key decisions in the organisation that have a long-term and short-term effect on the performance.

The study was limited to three interviewees while the researcher had targeted four interviewees. The general manager for strategy, Research & Development did not avail himself since he was out of office for official duty. It would have been appropriate to interview him since he has a wealth of experience in matters that concerns aligning organisational resources towards organisational strategic goals.

## **5.6 Suggestions for Further Research**

Future researchers can conduct a comparative study in another parastatal body in Kenya. Investigations can be done on similar variables then this will give room for the researchers to compare findings to establish areas that are similar and those which are unique after which a reliable conclusion can be drawn.

Future researchers should conduct this study after a period of 10 years from now. It is hoped that in ten years' time, the organisation and Kenya as a whole will have advanced in technology and infrastructure development across the country, this is expected to have a significant impact on the implementation of strategic plans by the organisation which might have an effect on performance and the strategic planning practices that the organisation might consider adopting to meet the changing needs of the customers and the environment.

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## **APPENDICES**

### **APPENDIX I: INTERVIEW GUIDE**

#### **Research Objective**

To establish the influence of strategic planning practices on the organizational performance of National Social Security Fund.

#### **Section A. Demographic Information**

- i. Does NSSF Kenya have vision and mission statements?
- ii. How long have you served in this organization?
- iii. Which position do you occupy in this organization?
- iv. Which department are you in?
- v. How long have you served in your current position?
- vi. What did you like best about the positions you have held?

#### **Section B. Strategic Planning Steps that contribute to Performance**

- i. Describe the process of setting objectives in your organization?
- ii. Describe the process of environmental scanning (external analysis) in your organization?
- iii. How is strategy formulation conducted in your organization?

- iv. Describe the process used by NSSF in strategic planning formulation?
- v. Mention the strategic planning practices used by your organization?
- vi. Describe the process of implementation of strategy?
- vii. How does your organization undertake evaluation and control of strategies?
- viii. How strategic planning is communicated across your organization?
- ix. Which tools and techniques do you use to develop strategies for your operations?
- x. How has strategic planning enhanced performance of NSSF?
- xi. Is feedback mechanism part of strategy implementation in your organization?
- xii. What are other strategies and processes used by NSSF to enhance its performance?
- xiii. Has your organization improved performance as a result of the adoption of strategic planning practices? If yes, please explain in details
- xiv. Identify some of the strategic planning practices that your think have the greatest contribution on the organizational performance.

## APPENDIX II: SUMMARY OF EMPIRICAL STUDIES ON STRATEGIC PLANNING PRACTICES AND PERFORMANCE

Author(s)	Research Topic	Major Findings	Research Gaps
Schwenk & Shrader, (1993).	Strategic planning and firm performance of European firms	It was revealed that there was a positive relationship between strategic planning and performance.	The study was carried out in a global set-up which is different from our local setting and way of doing things.
Wanjala, (2009).	The effect of strategic planning practices on the organizational performance of non-governmental organizations, a case of NGOs in Nairobi.	A positive relationship was found to exist between strategic planning practices and organizational performance	The study limited itself to NGOs. The current study focuses on NSSF.
Aldehayyat & Twaissi, (2011).	The relationship between strategic planning and organizational performance in the Middle East	A positive relationship was established between strategic planning and organizational performance	The study was conducted in a global set-up which is different from our local setting and way of doing things.
Akelo, (2011).	Strategic planning practices adopted by Kenya Pipeline Corporation	The study found that both internal and external factors influenced strategic planning practices	The study limited itself to Kenya Pipeline Corporation. The current study focuses on NSSF.
Owolabi & Makinde, (2012).	The effects of strategic planning on corporate performance using Babcock University in Nigeria	The study found that a significant and positive relationship between strategic planning and performance.	The study limited itself to a University.
Arasa & K'Obonyo, (2012).	The relationship between strategic planning and performance of Insurance Companies in Kenya.	It was found a strong and significant relationship between strategic planning and organizational performance	The study limited itself to the insurance companies.

Suclev & Debarliev, (2012).	The effect of strategic planning and firm's performance in Macedonian.	A positive relationship between strategic planning and firm's performance was found.	The study was one in a global set-up which is different from our local setting and way of doing things.
Gitagia, (2015).	The influence of strategic planning on the organizational performance of Kenyatta National Hospital	The study found that Hospital performance positively influenced strategic planning.	The study limited itself to Kenyatta National Hospital. The current study focuses on NSSF.

**Source: Researcher, 2016**

## APPENDIX III: INTRODUCTION LETTER

MANAGING TRUSTEE  
NATIONAL SOCIAL SECURITY FUND IN KENYA (NSSF)  
P.O Box 30599-00100  
NAIROBI.

DATE: 22<sup>nd</sup> August 2016

Dear Sir/Madam.

**RE: REQUEST FOR AUTHORITY TO COLLECT DATA FROM NSSF FOR ACADEMIC PROJECT- (MUNYAO URBANUS KIOKO-REG.NO.D61/83998/2012)**

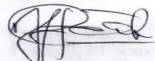
Reference is made to the letter dated 19<sup>th</sup> August 2016 (copy attached) from the University of Nairobi for Mr.MunyaoUrbanusKioko,Reg.No.D16/83998/2012.

I have been cleared to carry out data collection by the University of Nairobi on the Research project Proposal on **Strategic Planning Practices and Organisational Performance by National Social Security Fund in Kenya.**

By this letter i undertake to fulfil the following conditions/Requirements as guided by your institution:-

- a) That i commit myself to giving assigned copy of my completed research findings to the fund.
- b) That the research study will be used for academic purposes only and not for any purpose.
- c) That my research is within the 2 month required time before commencement of the study.
- d) That I will be able to complete my research within three months of commencement.
- e) That am insured during the time of carrying out my research within your premises.

Attached is a letter from the University of Nairobi for data collection.



Yours faithfully

Munyao Urbanus Kioko  
REG.NO:D61/83998/2012  
0722-260386

# APPENDIX IV: INTRODUCTORY LETTER FROM THE UNIVERSITY



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MBA PROGRAMME**

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE 19/08/2016

**TO WHOM IT MAY CONCERN**

The bearer of this letter MUNYAO URBANUS KIRO  
Registration No. DG1/83998/2012

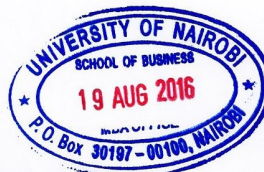
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**PATRICK NYABUTO**  
**SENIOR ADMINISTRATIVE ASSISTANT**  
**SCHOOL OF BUSINESS**





## APPENDIX V: APPROVAL LETTER FROM THE ORGANIZATION



SF/ADM/2/80/VOL. IX (44)

2<sup>nd</sup> September 2016

TO WHOM IT MAY CONCERN

**RE: APPROVAL TO UNDERTAKE STUDENT RESEARCH**

Mr. Urbanus Kioko Munyao is a student pursuing a master's degree at the University of Nairobi.

He has fulfilled the conditions required by NSSF management to collect data from members of staff and has therefore been allowed to undertake research on "*Strategic Planning Practices and Organizational Performance by National Social Security Fund in Kenya*".

This is to request your office to accord him the support he requires.

Yours faithfully,

**JOSEPH KIMOTE**  
**GENERAL MANAGER (S, R&D)**

**National Social Security Fund**  
P.O. Box 30599 - 00100, Nairobi, Kenya **T:** (020) 2729911, 2710552  
**E:** info@nssfkenya.co.ke **W:** www.nssf.or.ke  
**ISO 9001: 2015 Certified**

## APPENDIX VI: RESEARCH AUTHORIZATION



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No.

Date:

**NACOSTI/P/16/81258/13386**

**26<sup>th</sup> August, 2016**

Urbanus Kioko Munyao  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Strategic planning practices and performance by National Social Security Fund in Kenya*," I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **26<sup>th</sup> August, 2019**.

You are advised to report to **the Managing Trustee, National Social Security Fund, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Managing Trustee  
National Social Security Fund.

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified



# APPENDIX VII: RESEARCH CLEARANCE PERMIT

## CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
2. Government Officer will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.



REPUBLIC OF KENYA



National Commission for Science,  
Technology and Innovation

## RESEARCH CLEARANCE PERMIT

Serial No. **A11780**

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:

**MR. URBANUS KIOKO MUNYAO**  
of UNIVERSITY OF NAIROBI, 0-100  
NAIROBI, has been permitted to  
conduct research in Nairobi County

Permit No : **NACOSTI/P/16/81258/13386**

Date Of Issue : **26th August, 2016**

Fee Received : **Ksh 1000**

on the topic: **STRATEGIC PLANNING  
PRACTICES AND PERFORMANCE BY  
NATIONAL SOCIAL SECURITY FUND IN  
KENYA**

for the period ending:  
**26th August, 2017**



  
Applicant's  
Signature

  
Director General  
National Commission for Science,  
Technology & Innovation



156

*clear*



CHAIRMAN  
BUSINESS ADMINISTRATION DEPT.  
UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

P. O. Box 10197, NAIROBI DEPARTMENT OF BUSINESS ADMINISTRATION  
MBA PROJECT SUPERVISION ALLOCATION FORM

SECTION A: (To be completed by the student) all details are mandatory.

Name of student MURRAY URBANUS WOKO Mobile phone No. 0722 260326

Reg. No. DEI/23998/2012 Email address Urbanus2016@uoi.ac.ke

Proposed Title of the Study ROLE OF STRATEGY IN SUCCESSFUL  
IMPLEMENTATION OF EXPORT PROCESSING ZONES  
OF MANUFACTURING FIRMS IN KENYA

Specialization (Tick as appropriate)

- Marketing
- Human Resource Management
- Strategic Management
- International Business
- Insurance / Risk Management
- Other (specify)

Preferred Supervisors (in order of preference):

1. Prof. Martin Ombui 2. Prof. B. Nyong'o 3. Dr. John W. ...  
Signature of student [Signature] Date 27/3/2012

SECTION B: (To be completed by Allocation Committee)

Name of Supervisor Allocated Dr. Kitiabi-0721-960998 Mobile No. ....

Name of Co-Supervisor, if any ..... Mobile No. ....

Total number of students allocated to the supervisor within the year to date .....

Name of person who will Moderate the Proposal Prof. Ndemo

Committee Secretary:  
Name ..... Signature ..... Date .....

Thematic Coordinator:  
Name Ogutu Signature [Signature] Date 27

Chairman of Committee:  
Name ..... Signature ..... Date .....

Chairman of Department:  
Name Prof. J.M. Mungai Signature [Signature] Date 11