

**STRATEGIC PLANNING, EXTERNAL ENVIRONMENT AND
ORGANIZATIONAL PERFORMANCE OF KIAMBU COUNTY
GOVERNMENT, KENYA**

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FULFILLMENT FOR THE REQUIREMENTS FOR THE AWARD
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DECLARATION

I, Allan Kamau Ngetha, thus declare that this examination venture titled Strategic Planning, External Environment and Organizational Performance of Kiambu County Government, Kenya is my novel work and has not been submitted to some other school, establishment or school for award of any validation, testament, diploma or degree.

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DEDICATION

This research project is dedicated to my parents for their encouragement and unwavering support throughout my entire academic journey.

ACKNOWLEDGEMENT

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My uncommon thankfulness goes to my folks for their help, penance and support all through the whole of my scholastic undertakings, and besides for telling me the best way to walk, run and grin.

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Finally, I perceive all of the respondents from the County legislature of Kiambu for making break of their clamouring work schedules to respond to the surveys.

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ABBREVIATIONS AND ACRONYMS

CGDI	County Government Development Index
GoK	Government of Kenya
ICT	Information Communication Technology
KCG	Kiambu County Government
RBV	Resource-Based Theory (RBV)
SACCO	Savings and Credit Co-operative Society

ABSTRACT

An appraisal and assessment of the impact of key arranging and outer condition on hierarchical execution in region administrations of Kenya keeps on staying a region that should be analyzed. Province governments in Kenya keep on being accused by general society for their lackluster showing yet these foundations have planned key plans planned for improving the associations execution. Various scientists have inspected on methodology definition and execution anyway little has been done because of the key arranging and outer condition on hierarchical execution and this thusly leaves an examination hole for this examination. The general objective of this assessment was to decide the impact of vital anticipating execution of Kiambu region government, with explicit goals being to develop the association between vital arranging, outer condition and the exhibition of Kiambu region government. The writing audit concentrated on hypothetical and observational establishments on the investigation point. These hypotheses were possibility hypothesis, dynamic capacity hypothesis, and asset-based view hypothesis. The all-out number of respondents in the examination was 11 respondents. The assessment used a contextual analysis examine structure. Essential information was gathered by utilization of a meeting guide. The assembled information was examined by use of substance investigation. Different wellsprings of optional data were used. The examination finished up/revealed vital arranging impacted execution of County Government of Kiambu particularly when it's set effectively. Be that as it may, it can likewise have negative impact when it's directed less proficiently and adequately. I additionally reasoned that much as vital arranging rehearses are significant, the nature of the procedure ought not be overlooked. The examination suggests that the top administration ought to consistently improve the system correspondence process inside the area government to aid powerful coordination of vital arranging in a violent situation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the board key arranging plays a critical activity as it incorporates the arranging and plan of huge exercises taken by the top organization of an association to support the investors (Uzel, 2015). On the side of the above discoveries, Porter and Kramer (2006) battled key arranging consolidates the appraisal of both the inner and outside conditions and the thought of assets wherein an association exists in. Key arranging in like manner gives general path to an association's top organization, particularly through the assurance of the association's objectives, making techniques similarly as organizing of plans to accomplish the set goals and the assignment of resources for execute the plans.

(Pearce and Robinson, 2009). Remarkably, Jester and Soilen (2013) noticed that presentation incorporate the real yield and results that worldwide firms understanding after accomplishment of the set objectives and targets. Owolabi and Makinde (2012) showed that vital arranging rehearses are not consistent in nature and may fuse a criticism circle to screen and control of the exercises inside the relationship to improve execution. Through legitimate control and observing of the association exercises, the firm top administration can fit the association inside its outer and inner condition (Opano, 2013). Njagi and Kombo (2014) demonstrated that vital arranging gives a blue print that portrays the techniques for passing on assets to help abuse present and openings inside the affiliation condition.

Kiambu County is deliberately found south of the capital city of Kiambu. It is area number twenty-two (22) in the national request of provinces. It has as of late

actualized various techniques trying to improve its exhibition and positioning. It is plentifully supplied with regular assets the majority of which create a ton of income, subsequently the need to contemplate its exhibition in connection to its key objectives.

Proper help of the system is pivotal for its arranging in any association be it private or open. Musyoka (2011) while completing an examination of techniques that are applied by insurance agencies in Kenya, suggested the likelihood that as time passes by, accomplices really get the chance to acknowledge the perspectives that change is unavoidable and in this manner start supporting the arranging of key plans out that after some time, such developments will help in creating purchase in among accomplices, inciting more noteworthy by and large help to those key plans and the movements natural over its execution.

1.1.1 Strategic Planning

In reference to Pearce and Robinson (2009), key arranging implies the way toward diagnosing an affiliation's outside and inward situations, defining objectives of the firm similarly just as choosing a fantasy and mission. The creation and picking the general methodologies to be looked for after and allotting assets to improve the association execution are additionally part of key arranging exercises. The fundamental objective of vital arranging is to modify company's tasks and exercises to its condition and help to propel its stabilities and execution (Owolabi and Makinde, 2012).

Jenster and Soilen (2013) saw that key arranging requires a relationship to screen its interior and outside conditions to choose the major changes that may require modifying existing fundamental and vital plans of the affiliation. As needs be, Babatunde and Adebola (2012) attest that the essential to vital arranging is the

affirmation of long haul targets and goals of an affiliation. Vital arranging improves and propels the nature and direction of the affiliation and helps redesign the monetary and vital exhibitions.

Hillarie (2011) contended that key arranging places accentuation on asset allotment and it is a purposeful arranging process which is by and large begun by top administration of the firm. Vital arranging ensures that the firm has fitting structures, plans, objectives similarly as procedures and culture (Agu and Anichebe, 2013). There are additionally the individuals who contend that vital arranging is a formal administrative procedure and it assist firm with fixing authority to build up the association crucial, just as significant techniques and arrangements. These plans and exercises for the most part result into the accomplishment of the hierarchical objectives through expanded execution levels. The improvement of key plans for the most part requires the responsibility of the top administration and appropriate obtaining and allotment/circulation of assets to achieve authoritative points and targets (Abok, 2013).

1.1.2 External Environment

A set of forces that surround an organization and can affect the way in which it accesses scarce resources and how it operates are referred to as external environment. The association needs to appropriately comprehend the environment for successful management (Davis and Powell, 1992). In this way, outer tempestuous condition is a lot of impacts that an association must oversee and is made out of the foundations or powers outside it that conceivably influence execution, for example, - providers, contenders, clients, government administrative offices and open weights (Rao, 2008). Associations look to deal with the vulnerability forced by their relationship with the environment in two different ways. That is through inside systems of adjustment and

change or hierarchical plan; and by external strategies or methods of collaboration (Davis and Powell, 1992).

The natural conditions furnish the administration with huge keenness in viable vital reactions (Mitchell, Shepherd, and Sharfman, 2011). Violent condition not just conservatives the connection between choice level factors on reaction methodologies however it likewise impacts the consistency of the course themselves (Mitchell et al., 2011).

1.1.3 Organizational Performance

Hierarchical execution is estimated not just constrained to monetary results represented by budgetary pointers, for example, bookkeeping returns, securities exchange and development measures, yet additionally non-money related markers, for example, client happiness, work force fulfillment and social execution (Combs, Crook and Shook, 2005).

As a rule, hierarchical execution is controlled by the association's ability to react to dangers and openings in a compelling and proficient way, with full information on the qualities and shortcoming within reach. A viable association can effectively utilize data of its past and current patterns just as information on elective methodologies accessible to settle on choices that will accomplish the best advantage for the association (Rabah, 2015).

1.1.4 County Governments in Kenya

It is in the year 2010 that Kenyans threw a voting form overwhelmingly for the present constitution that presented a decayed government framework. This structure relapses political and administrative powers to the regions. Timetable 4 of the constitution depicts Agriculture, wellbeing administrations, water, district arranging

and improvement among others as capacities that will be attempted by County Governments. Kenyans received this type of administration as a way to improved assistance conveyance and responsibility in the usage of open assets. Among the more prominent conflicts for devolution – is the issue of profitability of the longing that decentralizing abilities to the least conceivable level of essential administration and redesigns information streams and lessens trade costs. (SID 2011).

Also, the monetary profit of devolution rises through reverted organizations ability to tailor procedures to nearby needs, produce advancement in administration conveyance arrangements through between regional challenge and invigorate backing and duty by decreasing the partition between individuals with extraordinary impact and their electorate. With the new course of action of government, financial decentralization, timetable of government activity and associations have been decentralized by the fourth calendar of Constitution of Kenya 2010, making areas subject for setting operational philosophies for drawing in them play out the decentralized assignments. Operational procedures are the instruments and practices by which affiliations acquit and diligently improve the work they do through open information and advancement (SID, 2014).

1.1.5 Kiambu County Government

Kiambu County is in the past the Central Province of Kenya and its capital is Kiambu and its greatest town is Thika. The territory neighbours Nairobi County and has a populace 2,417,735 as showed by 2019 Kenya Population and Housing Census. The County Executive Committee is depended upon to direct the association and movement of value administrations to locals and conceptualize and realize systems and region institution. The County Assembly is an authoritative organ whose fundamental job is oversight just as balanced governance on all County Public

Institutions including the urban networks. Kiambu County's essential physical segments fuse the magnificent fields, valleys, volcanic inclines, uncommon vegetation in low rise zones with elevations and downpour.

Kiambu County falls in one of the productive regions of the country.

It in like manner adds, all things considered, to the national pay similarly as outside exchange, money related improvement and progression (<http://Kiambu.go.ke>). Most of the rustic associations/organizations have bases in cultivating. Most ranchers can get financing for their associations from SACCOs. Rough materials for the preparing plants are gotten from plant development and related activities. The basic collect yields made in the region are nourishment crops, for example, maize, beans and money crops like espresso and tea. In like way, plant crops, for example, kales, cabbages and French beans do well in the region. Regardless, there are as of recently several segments influencing the improvement of this territory explicitly: poor status of foundation, low access to advances/progresses, reducing sizes of farms considering land break occasioned by broadened sub-divisions, basic expenses of residence inputs and misleading precipitation.

1.2 Research Problem

Associations are without a doubt open framework and need to respond to their condition through proper approaches. At the point when frameworks are made, they ought to be completed and without compelling arranging, the association won't get the results that it anticipated. A well-created system must be actualized if achievement and command must be accomplished. In perspective on this, there is have to build look into around there to divulge obstacle looked during the arranging of procedures in the association. Supporting technique arranging is burdensome errand requiring the responsibility of top administration, structures,

correspondence, culture, initiative, procedures and frameworks, Thompson and Strickland, (2002).

Arranging of association methodologies is pivotal for the exhibition of region governments in Kenya. As much as this these techniques are significant for the association execution, past research has revealed that numerous plannings come up short (Nutt, 2006). The normal achievement pace of procedure arranging ranges as supported by Raps (2005) is somewhere in the range of 10% and 30%. A great deal of Public assets are spent in the advancement of government approaches and procedures. Tragically for most government associations, methodologies wind up being retired perpetually, never to be executed. An investigation by Ngunjiri (2008) on the achievement levels of association methodology in government associations demonstrated 90% of government bodies don't execute their systems. This is for the most part credited to the truth actualizing technique is profoundly strategic and requires a great deal of assets. An investigation on the difficulties of technique arranging in County Government of Kiambu is significant. Therefore this examination hopes to build up the effect of methodology anticipating execution at the County Government of Kiambu.

Hrebiniak (2006) states that procedure arranging is 5 still new field of the board and has not been completely comprehended contrasted with definition. The need to add to the current information exists and likewise the present writing is one-sided towards created countries, making a further hole in the rising economies and their novel needs. KCG key expectation is to expand the attention to its demographic on the need to participate in genuine exchange and addressing the requirements of its clients in the advancing innovative period. All the more in this way, endeavouring to ease and make a situation where there will be consistent

progression of data between the association and the different partners.

Adongo (2008), mulled over troubles glanced by principals in completing methods in open discretionary schools in Kiambu. Resper (2007) KCG key expectation is to expand the attention to its demographic on the need to participate in genuine exchange and addressing the requirements of its clients in the advancing innovative period. All the more in this way, endeavouring to ease and make a situation where there will be consistent progression of data between the association and the different partners at the County Government of Kiambu.

Thusly, this examination means to address the going with assessment question: What is the effect of imperative envisioning various levelled execution at the County Government of Kiambu?

1.3 Research Objectives

1.3.1 Main objective of the study

The main objective of the study was to examine the influence of strategic planning and external environment on organizational performance of Kiambu county government, Kenya.

1.3.2 Specific objectives of the study

The targets of this investigation are:

- a. To decide the impact of key anticipating execution of Kiambu region government.
- b. To set up the connection between vital arranging, outer condition and the exhibition of Kiambu area government.

1.4 Significance of the Study

Study discoveries might be noteworthy to the Devolution Agenda in giving helpful data in defining strategies. This is on the grounds that as the devolution type of

government develops the national government needs to concoct approaches that oversee organizations inside the province level of administration in order to encourage quicker development.

Practically speaking the investigation will be utilized by the administration to pick up bits of knowledge on whether to utilize key organization as instrument for execution. This will impact the board in figuring methodologies that will improve fruitful vital association. Kiambu County and different districts might be illuminated on the significant elements to consider while shaping key collusions in the exceptionally testing arrangement of administration. This data may help them in banding together with the correct sort of accomplices to cultivate their upper hand and execution in the district.

In addition, the examination will likewise offer academicians a chance to lead further investigations on the connection between key arranging and area government associations execution both locally and all inclusive. This is on the grounds that the investigation discoveries will go about as a kind of perspective point in such future examinations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on past studies on strategy planning. It is divided into four sections; theoretical foundation, empirical review and research gap.

2.2 Theoretical Foundation

The investigation will be guided by three speculations; Contingency hypothesis, Dynamic ability hypothesis and Resource based hypothesis. The speculations will help comprehend the connection between key arranging, methodology arranging and authoritative execution of district legislatures of Kenya. Dynamic capacity hypothesis by Andrews (1971) while Resource based hypothesis is crafted by Barney (1991).

2.2.1 Contingency Theory

Likelihood hypothesis is a class of direct speculation that has creates in procedure making (Donaldson, 2001). In speaking the investigation will be utilized by the administration to pick up bits of knowledge on whether to utilize key organization as instrument for execution. This will impact the board in figuring methodologies that will improve fruitful vital association. Kiambu County and different districts might be illuminated on the significant elements to consider while shaping key collusions in the exceptionally testing arrangement of administration. This data may help them in banding together with the correct sort of accomplices to cultivate their upper hand and execution in the district.

2.2.2 Dynamic Capability Theory

Innovation adoption is one of the strategies a firm can use to acquire dynamic capabilities over rivals. Embracing innovation enables an organisation to explore new markets by granting access to products and services hitherto unavailable. Firms that innovates maximizes on modern technology and new methods of accomplishing things. Pisano and Elena (2012) hold that building dynamic capabilities demand organisations to invest significant resources to carrying out environmental analysis in order to better understand the environment.

At this juncture, the organisation can be able to relate customer needs while taking into account environmental changes. The management can then decide on the innovation type to seek based on customer's needs. A strategic planning is meant to reach out to emerging markets, boost value to products and services and contentment. Despite firms having benefitted from strategic innovation, majority view it as an unnecessary expense that might expose the firm to losses more so in an event the firm invests in a botched innovation. Others such as Porter (2008) have implied that most organisations that exist in the dynamic environment spend hugely on innovation and thus, they have dynamic capabilities that aid them to endure in the long-run.

2.2.3 Resource Based Theory

Firms are merely a portion of a pool of economic resources that conduce towards the success and performance of a firm but in events where organisations are moulded with similar set of abilities, the worth created will be similar in all the organizations therefore minimum or no competitive advantage in the market. According to Peteraf and Bergen (2003) for a resource inherent in a firm to be a root of competitiveness,

then it needs to be special and the mix of different organization uniqueness through formation of synergies which will form higher level of competitiveness.

Therefore, to achieve a high performance relative to other players in the industry, availability of varied range of resources is fundamental among different firms prompting firms to adopt alliance strategy in order to benefit from the available resource provided by firms in the alliance (Ireland, Hitt, & Vaidyanath, 2012). It therefore can be concluded that effective alliance formation and planning will result into growth and development of organization because it facilitates competitiveness of firms due to vast strategic resource sourcing.

2.3 Strategic Planning and Organizational Performance

As indicated by Agu and Nichebe (2013), it is vital arranging that aides the association top administration to coordinate the association towards the accomplishment of the set objectives. Vital arranging gives clear concentration to everybody in the association to settle on steady choices that push the association toward its imagined future and this is generally connected with expanded execution of the organization (Wanjala and Rarieya, 2014). There are additionally the individuals who contended that key arranging is a piece of compelling basic leadership action and help top administration of association to make educated judgment on their primary issues and tasks (Omondi et al., 2013).

The board thinks about by Akinyele and Fasogbon (2007) additionally showed that vital arranging includes the arranging of strategies and projects on the association. The arranging of strategies included the assignment of assets, sorting out the laborers and guaranteeing that the set objectives are accomplished inside the set spending plan and course of events (Awino et al., 2012). Legitimate arranging of association

programs is intently connected with elite in current associations (Wanjala and Rarieya, 2014).

Additionally, Alexy et al. (2018) contended that key arranging is an objective and versatile methodology towards the accomplishment of the association plans and it generally results into elite in the firm. Key arranging includes the utilization of imagination and development in fitting the association in its condition. Through discerning vital arranging associations can adjust to changes in their condition particularly through settling on levelheaded choices on their significant tasks and exercises (Omondi et al., 2013). Associations that can adjust to new changes for the most part portray superior as far as their productivity and development rate. Doorman (1996) additionally bolster the view that objective vital arranging empowers an association to decide its vital bearing and distinguish important chances and viably hold onto them to fulfill their needs and needs.

Obviously, Hillarie (2011) proposed that sorted out vital arranging forms is straightforwardly identified with vital reasoning which is an imperative instrument for improving execution of worldwide firms. Vital reasoning enables associations to enter new markets, present assistance or items and outflank their rivals (Omondi et al., 2013). Nonetheless, there are the individuals who contend that there is requirement for the thought of different factors, for example, the authoritative structure, the nature of the earth, and the size of the association and how they impact the firm execution (Jenster and Soilen, 2013).

2.4 Strategic Planning, External Environment and Performance in an Organization

Methodology is tied in with creating activity designs that engages a relationship to send its goal-oriented quality inside its hover of business assignments (Gerry, 2010). For framework to achieve its inspiration there is the necessity for a significant idea. To beat contenders is definitely not a typical endeavor. Exactly when an affiliation tries to keep up a superior edge over contenders, the thought case of one helmsman should show up as something different. An eminent fixing that is inadequate in business associations today is legitimate procedure arranging. Procedure is viewed as the all-inclusive strategy for any association to accomplish its objectives inside determined time periods. Technique should be grasped to cause maintainability of upper hand. The general reason for business procedure is upper hand. Procedure appeared because of rivalry (William, 1994).

The whole substance of system organizing is to enable a relationship to build a viable edge over its adversaries. There is the key need to utilize an affiliation's quality in a best way over its adversaries. This is the whole essence of a corporate method. It is conceptualized that associations that have effective framework organizing, report higher as a rule execution strikingly according to those up to want have not. David (1997) battles to that whole affiliation's record stimulated execution when he viably handles wonderful masterminding. By describing an association's inspiration or goals, stylish organizing oversees course in pantomime of the affiliation yet updates amalgamation by then control concerning undertaking works out.

The connection between vital arranging and hierarchical execution needs examination to improve seeing how compelling system arranging will upgrade authoritative

execution. Key evade hourly bombs due in similarity with issues then hindrances experienced at the arranging stage.

2.5 Empirical Studies and Knowledge Gaps Summary

From the exact writing above, a large portion of the broke down research concentrated on technique detailing and reception. These investigations have concentrated on variables or difficulties influencing methodology detailing and selection in open elements with no examination done to evaluate the impact of key arrangement and outer condition on hierarchical execution of Kiambu County government which leaves an exploration hole for this investigation. Kiambu County government has implemented a five-year strategic plan with an aim of improving the organization's performance; however even with this strategic plan, the level of organizational performance is far way below the expectation hence the need for this study.

Table 2.1: Summary of the Empirical studies and knowledge gaps

Study	Methodology	Results of study	Knowledge gaps
Effect of methodology detailing and arranging in sickly associations. Agu and Anichebe (2013)	Cross sectional study	Composed key arranging process is straightforwardly identified with vital reasoning which is an indispensable apparatus for improving execution of worldwide firms	Study targeted multinational companies
Impact of strategy formulation and planning in ailing organizations. Agu & Anichebe (2013)	Case study	Vital arranging is a level headed and versatile methodology towards the accomplishment of the association plans and it generally results into elite in the firm.	The study was an empirical review
Effect of Strategic Planning on Organizational Performance and endurance. Akinyele, S. T. & Fasogbon, O.I. (2007).	Case study	Organized strategic planning process is directly related to strategic thinking which is a vital tool for improving performance of global firms.	The study was an empirical review
Effect of system definition and arranging in feeble associations.	Cross sectional descriptive study	Strategic planning is a rational and adaptive approach towards the achievement of the organization plans and it mostly results into high performance in the firm.	Study targeted local companies.
Experimental assessment trial of the key arranging process on the general execution of the organization. Hillarie, W. G. A. (2011).	Cross sectional survey	Composed vital arranging process is legitimately identified with vital reasoning which is a fundamental apparatus for improving execution of worldwide firms	The study targeted multinational companies.
Effect of system definition and arranging in feeble associations.	Case study	Composed vital arranging process is legitimately identified with vital reasoning which is a fundamental apparatus for improving execution of worldwide firms	Study was done in China

2.6 Conceptual Framework

The point of the investigation was to evaluate the impact of vital arranging and outside condition on hierarchical execution of Kiambu region government. The researcher conceptualizes that information system, staff training and welfare, leadership and governance and resource mobilization and allocation that are anchored on strategic plan adopted by Kiambu County government will have an overall effect on organization's performance as shown in Figure 2.1. Resource mobilization and allocation aspects such as finance, infrastructure allocation and staff allocation were studied on how it affects organization's performance of Kiambu County government.

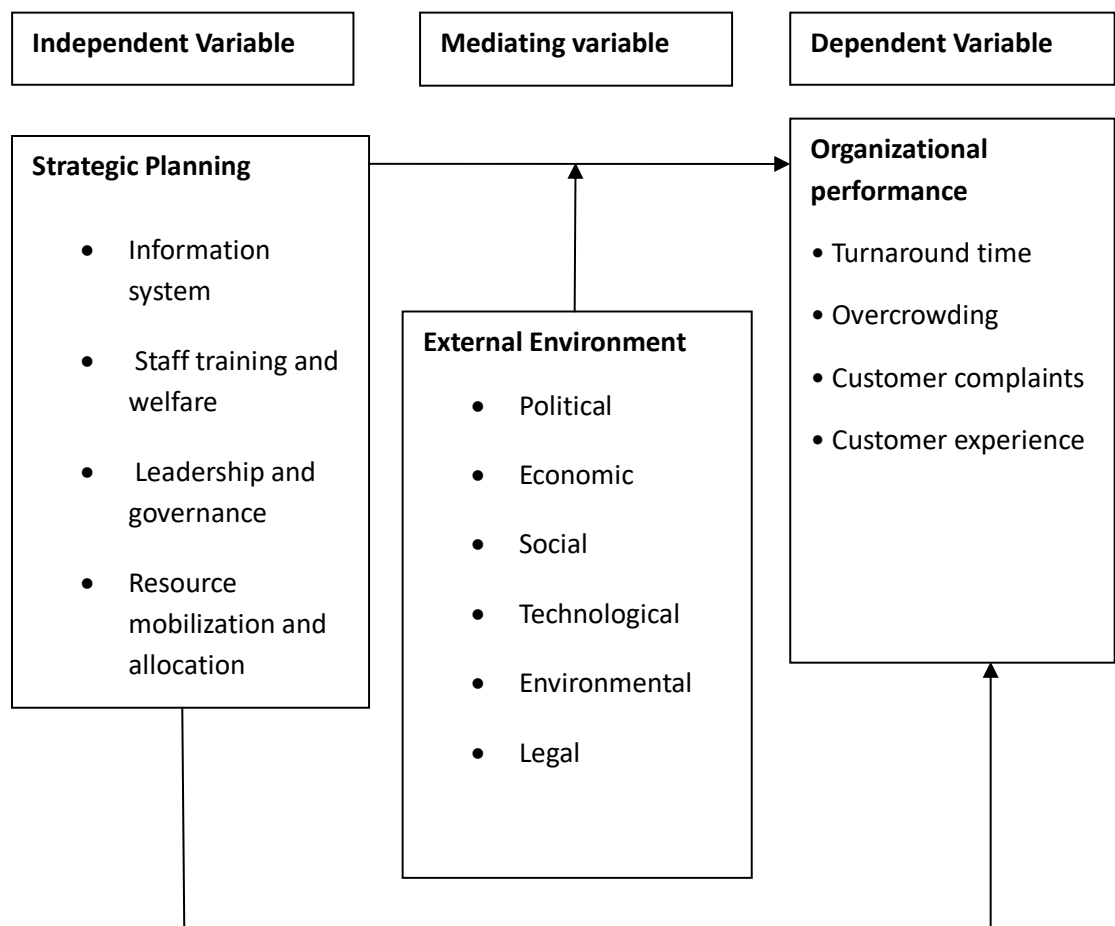


Figure 2.1: Conceptual Model

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part covers the exploration strategies utilized in the examination. The section starts by giving a depiction of the exploration structure, the objective populace utilized in the investigation, strategies utilized for testing the examination instruments and the way to deal with information investigation.

3.2 Research Design

In this investigation, the contextual investigation inquire about plan will be embraced. The examination will just concentrate on Kiambu County and information will be gathered and broke down so as to explore and assess the connection between key arranging and association execution utilizing a contextual investigation of Kiambu County. A correlation study shall also be used to determine whether or not two variables are correlated. For example, the determination whether strategic planning is directly related to performance at Kiambu County.

The case study design was picked on the grounds that it empowers the specialist to build up the connection between various factors. Also, contextual investigation gives the specialist a chance to give a definite examination of the circumstance. Critically, the structure gives an inside and out comprehension of marvels under examination and gives different sorts of data.

This structure likewise permits an intensive, careful and methodical information accumulation on the examination issue Kothari (2004). Further, it gives a profound comprehension of the issues, and permits information gathering utilizing inside and out meetings and record investigation.

3.3 Data Collection

Information assortment will use essential information. Open-finished meeting will be used to boss area officials at Kiambu County Government. This will incorporate exchange through individual social occasions with the managers of KCG. Copper and Schindler (2003), underline the estimation of individual gathering when they communicated that it enables all around and clear information to be procured.

3.4 Content Analysis

The data was isolated into the particular parts, sorted out into legitimate gatherings and examined. The analyst surveyed the composed material's quality before setting out on content investigation, in order to guarantee that the accessible material precisely speaks to what is replied in the meeting. The analyst by then recorded and compressed the critical issues contained in the reactions. This enabled him to structure the data with the end goal that made it possible to analyze and decipher it. The purpose of the assessment was to get noteworthiness from the data accumulated considering the relationship being investigated.

CHAPTER FOUR

ANALYSIS OF DATA, OUTPUT/RESULTS AND DISCUSSION

4.1 Introduction

This part displays information investigation, results and exchange of the examination. Area 4.1 presents the presentation; segment 4.2 presents reaction rate; segment 4.3 presents key arranging practices and execution; segment 4.4 presents difficulties of key arranging at County Government of Kiambu lastly segment 4.5 presents the discourse of discoveries.

4.2 Rate of Response

Table 4.1: Rate of Response

The investigation focused on eleven respondents who were boss region officials at the County Government of Kiambu. The finding from Table 4.1 shows that the returned surveys were 81.82 percent. As indicated by Babbie (2004), the reaction rate above 70% is ideal for the investigation. In this way, the reaction pace of 81.82 percent was perfect for the assessment.

Response	Frequency	Percent
Returned	9	81.82
Unreturned	2	18.18
Total	11	100%

(Source: Researcher, 2019)

4.3 Demographics

4.3.1 Period Served at the County Government of Kiambu

A total of eleven chief county officers were interviewed. Seven of them had served at the top level for at least five (5) years. Only one of the respondents had been in top

leadership for less than three (3) years. This shows that they had been there long enough to understand the strategies and the challenges affecting implementation at CGOK. The pie chart below presents the period that the respondents had served at the county government.

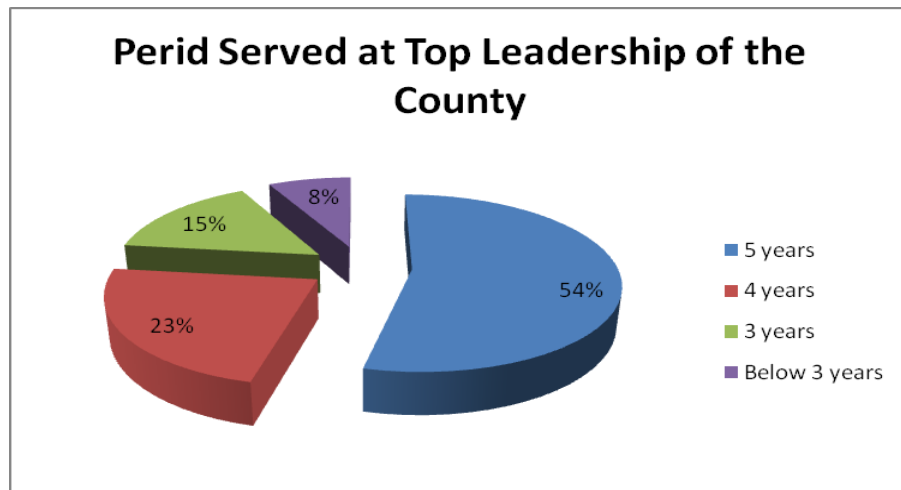


Figure 4.1: Period Served at Top Leadership of the County

(Source: Researcher, 2019)

4.3.2 Age Distribution

Eight respondents were aged above 40 years of age, while the other three were below 40 years of age. The distribution of age is shown below:

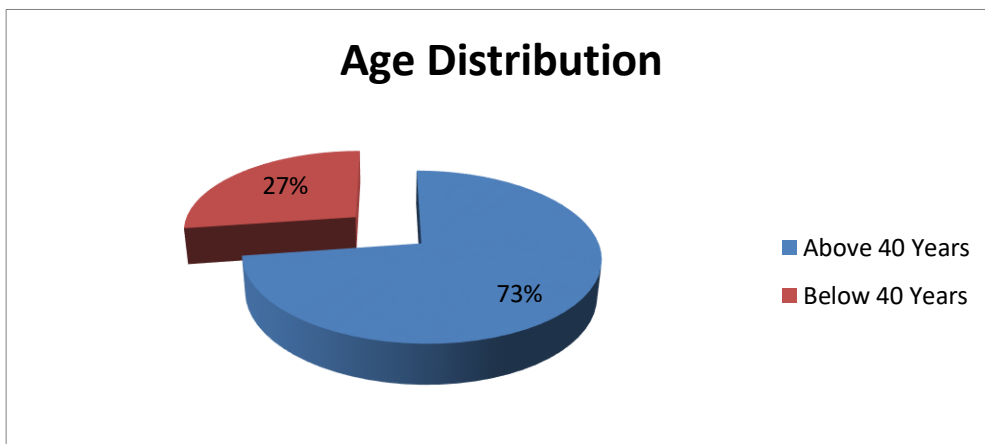


Figure 4.2: Respondents Age distribution

(Source: Researcher, 2019)

Figure 4.2 exhibits the respondents' age assignment as seeks after: those respondents who were more than 40 years were 73% while those underneath 40 years were 27%. This is an obvious sign that age factor in fundamental masterminding decisions is huge for KCG laborers in the organization levels as this might be an immediate aftereffect of the serious decisions they need to make.

4.3.3 Education Level and Work Experience

The analyst with an end goal to determine the respondent's capability and conversance with topic in regards to County Government of Kiambu, questions were solicited dependent on level from training and span of working at the region. Instruction level information discoveries indicated that every one of the interviewees at the region were profoundly taught, seven (7) had graduate degree, three (3) had college degree and one (1) had a school recognition. Further, the scientist posed an inquiry on the length of working at the region and the reaction indicated every one of the respondents had worked for over four years at County Government of Kiambu. Along these lines they were proficient enough concerning the region's key arranging and systems because of their long assistance at the region.

4.4 Strategic Planning and Organizational Performance

Table 4.2: Management level accountable for crucial orchestrating process

	Frequency	Percent
Impossible to tell	1	9.1
All/Uniform	2	18.1
Functional Level	3	27.3
Middle Level	4	36.4
Top	1	9.1
Total	11	100

(Source: Researcher, 2019)

Table 4.2 presents respondents who indicated that the organization level of control.

In perspective on the investigation discoveries and the responses given, plainly the gathering of vital arranging has helped improved the presentation of Kiambu County to a tremendous degree. The respondents additionally showed that the vital plans embraced by the County Government of Kiambu included present moment, medium term just as long haul targets and objectives. The key plans embraced by the different office head were very much detailed and actualized and this came about into positive outcomes towards the association execution.

The respondents likewise demonstrated that the firm had a multi-year key arrangement that was lined up with Vision 2030 and the different divisions were given enough assets to guarantee the set destinations and plans were accomplished. The Kiambu County has various offices and every division had set their objectives in accordance with the firm broad destinations and objectives. The set targets were looked into after certain months to guarantee that they were in fixed with the association general objectives and goals. The respondents also noted that each department had annual work plans which were organized in terms of specific

individual target, include different action plans and was the basis of key performance improvement in the organization.

4.5 Strategic Planning and Performance Indicators

The respondents were drawn nearer to exhibit how delegate's motivation impacts the utilization of essential orchestrating in KCG. The results were given in the table 4.3, 4.4 and 4.5 appeared underneath.

4.5.1 Employees job in accomplishment of key targets

The measure on a five point likert scale was utilized. The range was firmly deviate (1) to unequivocally concur (5). The respondents were solicited to show on the significance from representatives in accomplishment of associations vital goals. The outcomes were demonstrated in the table 4.3 beneath.

Table 4.3: Employees job in accomplishment of key targets

	Frequency	Percent
Strongly Disagree	1	9.1
Disagree	1	9.1
Neutral	2	18.2
Agree	4	36.4
Strongly agree	3	27.2
Total	11	100

(Source: Researcher, 2019)

Table 4.3 shows that the individuals who demonstrated that they unequivocally concur, concur, unbiased and firmly differ that representatives have an imperative task to carry out in accomplishment of association's vital targets and this is on the grounds that they are the main impetus in the association without them nothing could go on. This is bolstered by the quantity of individuals who concur with this opinion as appeared above concur 36.4%, emphatically concur 27.2% while the individuals who were of a negative view being firmly differ 9.1% and differ 9.1% and 18.2% unbiased.

4.5.2 Employees experience difficulties on actualizing key plans

Table 4.4: Employees experience difficulties on actualizing key plans

	Frequency	Percent
Strongly Disagree	1	9.1
Disagree	1	9.1
Neutral	2	18.2
Agree	4	36.4
Strongly agree	3	27.2
Total	11	100

(Source: Researcher, 2019)

Table 4.4 shows that difficulties in the usage of vital arranging are practically inescapable as expressed before deficient assets are a colossal prevention in the accomplishment of key targets. Over 5 of the respondents (concur and firmly concur 63.6%) while just 18.2% differ and totally dissent, just 18.2% are nonpartisan importance they don't lie in a specific side this may be on the grounds that they have fluctuated sees.

4.5.3 Extent to which workers' inspiration bolster key arrangement

Table 4.5: Extent to which workers' inspiration bolster key arrangement

	Frequency	Percent
Not at all	1	9.1
Very low extent	1	9.1
Moderate	2	18.2
Good	4	36.4
Excellent	3	27.2
Total	11	100

(Source: Researcher, 2019)

Table 4.5 infers that strategic planning usage within Kiambu County improved various performance indicators. For example, there was high employee satisfaction

in the company due to the use of two way communication and bottom line approach of management by the top leadership in the organization. The management mostly communicated with the employees and the employees views were considered in major decision making in the firm. This allowed the firm employees to participate in various decision making activities and ensured that their aspirations were fully captured in the primary and key decision making process.

The respondents also noted that the use of strategic planning helped the firm to deliver high quality and excellent services to the public. This is because the firm top management adopted strategic evaluation and monitoring systems where management adopted follow-ups and evaluation of the workers progress. This means that the set targets and goals were well monitored and the employees were encouraged to achieve them within the set deadlines. With proper controls and monitoring, the organization was able to identify risks and adopt effective mitigation measures.

4.6 Strategic Planning Challenges

There are different troubles that were highlighted by the respondents as a part of issues impacted the usage of vital plans inside Kiambu County. For instance, most of the respondents concurred that political obstruction was the fundamental test influencing the execution of vital plans and objectives inside Kiambu County. An area of the respondents likewise demonstrated that absence of assets and deferral in monetary asset assignment was a major test towards the execution of vital plans inside the affiliation. A portion of the respondents likewise noticed that absence of skill from the top management was a major issue towards the execution of strategic plans inside the organization. A portion of the top management within the organization was resistance to effect changes and this additionally influenced

strategic implementation process.

4.7 Discussion of Results

Even though strategic planning has been considered less exciting, and glamorous hence suffering general lack of academic attention, without solid strategy execution nothing tangible can be realized (Machuki & Aosa, 2011). This notwithstanding, the findings of this study are consistent with findings of similar studies and contradicts the findings of other studies. Scientific research from strategic management standpoint suggests that adopting and implementing the right practices is essential to attaining outstanding performance (Brown et al., 2007). Despite county's having technological and marketing capabilities without formulating and implementing strategies that harness countyal capabilities all is in vain (Singh, 2009).

Abilities can be bridled when the correct techniques are planned and actualized. The discoveries of this examination are predictable with the discoveries of an investigation by Awino et al. (2012) who found that the impact of key anticipating monetary execution of area governments in Kenya to be measurably huge. This is so on the grounds that vital arranging empowers open foundations to put resources into mechanical progression and improvement consumption all of which have a course on monetary reasonability of an open organization.

4.7.1 Objective One: Employees' inspiration effect on key arranging process in KCG

The examination likewise uncovered that inspiration impacts execution of key arranging process in KCG. This agrees with the examination Acur *et al.* (2012) which found that an innovator in any association ought to give assets to show responsibility,

share the vision, and include individuals during the time spent system usage while tuning in to different conceivable outcomes.

In the event that the pioneer and representatives share similar qualities and disguise these qualities, the security among pioneer and worker will be solid in all circumstances prompting free correspondence that will empower move of information. This plainly prompts the perception that a successful pioneer needs to concentrate on authoritative culture and impact each person to uniquely concentrate on the association's vision. The examination likewise uncovered that inspiration impacts execution of key arranging process in KCG. The information gathered shows that over half of the examined populace understood the job of representatives in vital destinations, workers are the foundation of any association without them no association exists.

This can be seen by execution of key arranging process in KCG where workers are held in high respect through tolerable installment of compensations, arrangement of yearly and debilitated leaves, allowing their representatives the chance to assist their investigations, contribution in basic leadership and arrangement of unessential stipends. This agrees with the examination Acur et al. (2012) which found that an innovator in any association ought to give assets to show responsibility, share the vision, and include individuals during the time spent system usage while tuning in to different conceivable outcomes. Difficulties are a piece of an occupation in this manner it is essential to apply procedures to urge representatives to fashion on through arrangement of good workplaces and group building exercises which are inspiration system to maintain a strategic distance from high turnover levels. In the event that the pioneer and representatives share similar qualities and disguise these qualities, the security among pioneer and worker will be solid in all circumstances

prompting free correspondence that will empower move of information. This plainly prompts the perception that a successful pioneer needs to concentrate on authoritative culture and impact each person to uniquely concentrate on the association's vision.

4.7.2 Objective Two: Linkage between the key arranging and the outer condition in KCG.

The board duty adversely influenced key usage of key arranging. This is a significant test to the association where the administration is the key implementers of the key arranging. The administration responsibility assumes an imperative job in the execution of the vital plans. The executive's duty has been uncovered to either help in actualizing the key plans when the administration is sure. Representatives in lower positions admire the top administration as coaches and copy what they do in this manner on the off chance that they don't effectively partake in vital arranging and usage it passes a specific message to them.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part shows an outline of the disclosures, discoveries, ends and proposition attracted the wake of examining information. This area presents information outline, end and proposals of the examination. Area 5.2 presents the outline of the revelations; segment 5.3 presents end; segment 5.4 presents suggestions of the investigation section;5.5 presents confinements of the examination lastly segment 5.6 puts forward areas of further research.

5.2 Synopsis of the Examination

This area gives a summary of the revelations of this assessment. The general objective was to decide the impact of key usage at County Government of Kiambu. In light of results from Chapter 4, the discoveries uncovered there is certain connection between key arranging and execution at the region. The researcher found out that like many county governments, County Government of Kiambu was also experiencing challenges in communication. Communication is critical to all employees as everyone needs to be aware of the objectives and targets. Communication is likewise significant in giving feedback so as recognize areas that require improvement.

The county also faces the challenge of prioritization of targets. Targets are set every financial year. Prioritizing the targets to ensure that the most critical if not all are achieved by the end of the financial year is a challenge. Other challenges pointed out are external variables like government policies and absence of an ideal county structure, change of controlling strategies by umbrella institutions

e.g. CBK and also coordination of activities within various departments.

Different components referenced in the remote condition that had a badly arranged effect in usage of methodology at the province were found to consolidate logically refined customers and the executives rehearses, regularly expanding globalization, increasingly normal and subtle assistance decent variety, world of politics and serious political environment.

5.3 Conclusion of the Study

The principle goal of this assessment was to build up the impact of vital anticipating execution of County Government of Kiambu. The results supported revelations done by various scientists. It was developed that indispensable masterminding affected execution of County Government of Kiambu when it's set precisely yet can moreover have negative effect when it's driven less profitably and suitably, what isn't to be dismissed anyway is the idea of the strategy regardless. A poor technique regardless of how very much executed won't prompt a positive presentation. The outcomes grapple in writing the significance of vital arranging in impacting execution.

5.4 Recommendations of the study

The assessment makes different proposition. In the first place, the examination prescribes that the top administration ought to ceaselessly upgrade the technique correspondence process inside the province government to aid viable coordination of key arranging in a fierce situation. As our examination result shows that high worker execution identifies with inclusion in technique detailing, sufficient preparing and advancement and satisfactory motivating forces and acknowledgment once they adequately and proficiently actualize systems.

Ultimately, the examination prescribes that district governments have a satisfactory vital arranging process that is sufficiently lithe to adjust the province government to its condition in a manner that guarantees it makes the most of its quality and openings so as to increase an aggressive edge while moderating against the impact of its shortcomings and the dangers presented by legislative issues.

5.5 Limitations of the Study

In accomplishing its objective, this examination was constrained to County Government of Kiambu. This assessment thusly can't be utilized to outline various districts. The appraisal was comparatively restricted to the level of exactness of the information obtained from the respondents. There were isolates in the way the respondents dealt with the issues of key sorting out. There was subjectivity noted in this manner giving space for tendency.

5.6 Implication of the Study on Theory, Practice and Policy

5.6.1 Implication of the Study on Theory

The finding of the examination has the accompanying ramifications to the hypotheses that framed the hypothetical establishment. The aftereffects of study showed that key arranging impact the authoritative execution and along these lines bolster the RBV hypothesis of system. The dynamic capacities hypothesis is predictable with the investigation since it contends that past a firm having a vital arrangement, it is basic to decide how to boost on its use. The examination results demonstrated that the outside condition had a directing job on connection between vital arranging and authoritative execution. This accordingly demonstrates the significance of possibility hypothesis about the job of outer

factors, for example, the outside condition. The aftereffects of the examination demonstrated the impact of vital anticipating interior procedures and client point of view, and culture on ROA and inside procedures, which is predictable with the dynamic ability hypothesis.

Dynamic capacity hypothesis somewhat is steady with the discoveries of this examination since firms do react with a certain goal in mind to changes inside and outside the association which eventually is relied upon to affect on association's exhibition. The investigation results demonstrated the pertinence of possibility hypothesis that authoritative execution is result of mix of various firm level variables. The speculations are connected and can be utilized to shape another boondocks. This examination utilized triangulation of execution estimates both substantial and non-unmistakable. This upgrades the plausibility of getting all applicable data important to survey a firm exhibition. It is significant for analysts to consider both substantial and non-unmistakable firm execution measures.

5.6.2 Implication of the Study on Practice

Research based on only one performance measure may not clearly give the true picture about an organization performance. Researchers can involve various data collection tool apart from questionnaire, like interview especially to top level management to confirm some response obtained using questionnaire. The results of the studies from the seven objectives provide new frontier in advancement of strategic management. The study was based on three theoretical underpinnings; RBV theory of strategy, dynamic capability theory and contingency theory.

5.6.3 Implication of the Study on Policy

In accomplishing its objective, this examination was constrained to County Government of Kiambu. This assessment thusly can't be utilized to outline various districts. The appraisal was comparatively restricted to the level of exactness of the information obtained from the respondents. There were isolates in the way the respondents dealt with the issues of key sorting out. There was subjectivity noted in this manner giving space for tendency.

5.7 Areas for Further Research

More evaluations ought to be done to dismember different variables that may influence execution. Further, future evaluations should secure a tremendous people to pick whether the results can be dense as this case simply used one zone. The evaluation recommends that an equivalent report to be done on all domains in Kenya for the motivations driving seat venturing. This would consider hypothesis of study disclosures.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

I am a MBA understudy at the University of Nairobi. In fractional satisfaction of the course prerequisites, I am leading an investigation "Key arranging, outside condition and authoritative execution of Kiambu area government, Kenya." I would exceptionally acknowledge whether you could react to questions that will be asked by means of a meeting guide. The data in this meeting aide will be carefully classified. The data won't be utilized for some other reason other than for this exploration. Your help with encouraging a similar will be exceptionally valued.

Much thanks to you ahead of time.

Allan Kamau

MBA Student

Dr. James Gathungu

Supervisor

APPENDIX II: UNIVERSITY OF NAIROBI RESEARCH PERMIT



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

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Nairobi, Kenya

DATE: 1ST November, 2019

TO WHOM IT MAY CONCERN

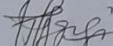
The bearer of this letter **Allan K. Ngetha** of Registration Number **D61/84218/2015** is a Master of Business Administration (MBA) student of the University of Nairobi, Strategic Management Option.

He is required to submit as part of his coursework assessment a research project report

We would, therefore, appreciate if you assist him by allowing him to collect data within your organization for the research.

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

Thank you.


PROF. JAMES NJIHIA
DEAN, SCHOOL OF BUSINESS



APPENDIX III: INTERVIEW GUIDE

STRATEGIC PLANNING, EXTERNAL ENVIRONMENT AND ORGANIZATIONAL PERFORMANCE OF KIAMBU COUNTY GOVERNMENT

SUPPLEMENT II: QUESTIONNAIRE

This overview is to accumulate data for essentially academic purposes. The assessment attempts to assess the effect of indispensable envisioning various leveled execution of Kiambu County. All information will be treated with extreme sureness. Do whatever it takes not to create your name or conspicuous verification on this survey. Answer all requests as showed by either consuming free spaces or ticking the relevant evaluation.

SEGMENT A: GENERAL INFORMATION

It would be ideal if you demonstrate

1. Age: () 18-30 yrs () 31-40 yrs () 41-50 yrs () 51-60 yrs () more than 60 yrs

2. Informative Level () None () Primary () Secondary () College () University

3. Capable Training:

4. Number of years you have worked in Kiambu area: () 1-5 yrs () 6-10 yrs () 11-15 yrs () 16 - 20 yrs () more than 21 yrs

5. Number of years in the Administration and Management: () 1-2 yrs () 3-4 yrs () 5-6 yrs () 7-8 yrs () more than 9 yrs

6. How as often as possible do you figure and get framework: () after 1 yr () after 2 yrs () after 3 yrs () after 4 yrs () after 5 yrs () some other (decide) -

7. How consistently do you evaluate executed strategy: () after 1 yr () after 2 yrs () after 3yrs () after 4 yrs () after 5 yrs () some other (demonstrate) -

SEGMENT B: THE INFLUENCE OF EXTERNAL ENVIRONMENT ON ORGANIZATIONAL PERFORMANCE

How would you rate the various parts of outside condition effect on hierarchical execution of your County?

	Very Poor (Needs urgent attention)	Poor (Doesn't require urgent attention)	Satisfactory (No need to concern at present but will need attention in future)	Good (Doesn't require any attention in future)	Excellent (No need to concern at all)
Nearness of Quality Infrastructure (Roads, Railways, Airports and ports)					
Administrative Framework (County Government Laws and Other National Government)					
Media transmission Facilities (Internet, telephone)					
Environmental Regulations					
Tax assessment Policy (Corporate duty, Excise, VAT and other circuitous duties)					

SEGMENT C: THE INFLUENCE OF STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE

1. Has KCG built up a lot of key execution pointers or some other type of responsibility to follow the accomplishment of key activities? In the event that yes notice in any event 3...
2. Which key activity has your province thought of so as to streamline arranging of CIDP?
3. Is KCG focused on giving money related assets to help the arranging of key activities?
4. As senior staffs would you say you are sufficiently inspired to keep up and bolster the arranging of key activities?
5. Does KCG have enough able staff to actualize vital activities?