



**INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON ORGANISATIONAL PERFORMANCE. A SURVEY OF COMMERCIAL BASED PARASTATALS IN NAIROBI COUNTY**

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**ABSTRACT**

*This analysis determined the influence of strategic management practices on organizational performance, a case study of commercial based parastatals in Nairobi County, Kenya. The review would greatly contribute towards the running of commercially based parastatals in Nairobi County, Kenya. Terminations from the analysis aid them towards the formulation as well as designing of effective plans for the identification and tackling of concerns surrounding strategic management practices in order to realize established desires and ensure relevancy in a dynamic and place commercially based parastatals well towards better results going forward. This study adopted descriptive research design and targeted 129 employees of commercial based parastatals in Nairobi County, Kenya. The study was carried out through a census; a questionnaire was used in data collection. Quantitative approaches were used for data analysis whereby Statistical Package for Social Sciences (SPSS version 23.0) was used to run descriptive and inferential statistics. The result indicated that collectively environmental scanning has the highest positive influence on organization performance, followed by strategy evaluation, strategy formulation and strategy implementation. The study concluded that predictors collectively influence organization performance. The findings are expected to be of value to the management and decision makers to form a basis for improving implementation of strategies. The study recommended that during strategy formulation the commercial based parastatals should involve all stakeholders in the industry so as to create sense of ownership. Commercial based parastatals should have a well-conceived strategic vision that must be communicated to all employees. Commercial based parastatals should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans will be effective and in line with both long and short term objectives of the organization. Furthermore, studies can be done to other variables which influence implementation of strategic plans but were not considered in this study or the same variables to different populations, locations and other sectors of economy in Kenya.*

**Key Words:** *Environmental Scanning, Strategy Formulation, Strategy Implementation, Strategy Evaluation*

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## INTRODUCTION

Strategy is an organization's master plan embodying an institution's knowledge on a market's competitive nature, effective reactions as well as the market dynamics (Pearce & Robinson, 2011). Critically, it's a set of programs identified towards resolving an expected development affecting the attainment of the desired results or resolving a problem. Since time, strategic management entails the creation, execution and assessment of resolutions across departments in an institution enabling the attainment of institutional goals. In its entirety, strategic management encompasses the establishment as well as execution of plans (Jofre, 2011).

Strategy in a general context is defined as a guide and coverage which enables an organization attain a competitive edge over others within a dynamic setting through its configuration of resources and competences intended to satisfy the ownership desires in a prolonged period (Johnson & Scholes, 2003). Further, strategy is the blueprint the leadership intends to utilize in placing the firm at an advantageous position within a certain market and therefore able to compete with others, meeting clients demand and therefore attaining positive business results, (Thompson & Strickland, 1999). It has also been perceived to be identification of an institutions prolonged objectives, implementing plans of action and further distributing utilities crucial in the attainment of positive results.

An analysis by Afonina (2015) reviewing the present utilization of strategic management programs as well as approaches aimed at determining the impact of management tools towards companies results across 91 firms in Czech Republic by use of a questionnaire survey; it remains among the fewanalyses exploring the connection among programs as well as approaches of strategic management and institutional results. Findings revealed that application levels of strategic management programs as well as approaches impact institutional results; therefore the existence of a positive and great connection was identified

among the application of strategic management prod rams and approaches and the institutional results.

Kachali (2014) lists weak internal control as a cause of poor organizational performance. Internal control is an element of strategic management. Outdated and highly ineffective internal controls are slow in keeping up with the fast-paced modern corporate environment and as such business risks' prevention or mitigation becomes ineffective. Substandard mechanisms modeling together with poor incorporation into the supply chains remain components of strategic organizational factors that contributed to poor organizational results (Tucker, Heisler & Janisse, 2014).

A survey conducted within the University of Nairobi and the existent campuses and targeting the top leadership running the institution established that strategic monetary distribution, strategic growth and development, strategic associations and key integrations impacted the attainment of results across local public universities within Kenya. Consequently, a proposal was advanced that leadership within these institutions ought to increase allocations both financial and nonmonetary towards strategic management, implement better plans enabling strategic growth and development; additionally the universities must seek key associations with stakeholders to enhance results and establish major partnerships to boost learners' intake (Kinyanjui & Juma, 2014).

Universally, performance is widely viewed as a manner of meeting a certain commitment and that is further translated in terms of its success. (Jenatabadi, 2015), observes organizational performance to be a process an institution attains success in its commitments in relation to the desired goals and set targets. It remains to be a critical component of business strategy. There continues to be a debate on the exact meaning and the dimensionality of it, without regard to its relevance as well as global utilization. Existing publications from earlier reviews reveal the existence of several views pertaining to

organizational performance including: profitability, market growth, product value, client fulfillment, worker fulfillment, environmental objective and social commitment (Santos & Brito, 2009).

The State Corporations Act states that the role of a Board within government parastatals is to ensure effective leadership in the running of government proposals. From the statutes, the board of parastatals is therefore the main driver in the management of the parastatals. Persons appointed to these positions therefore ought to demonstrate competence, show accountability, be skilled with a leadership profile needed to oversee the parastatals (Atieno & Awuor, 2009). The CEO (chief executive officer) of the parastatal is the representative of the board of directors to other key players.

### **Problem Statement**

Previous empirical studies show the existence of a major positive connection between organization performance and strategic management practices, however the extent to which organization performance is influenced by strategic management practices remains elusive, hence a matter of debate in empirical studies (Aldehayyat & Twaissi 2011).

Arasa and K'Obonyo (2012) explains every strategic management processes such as profiling a company's mission, examining the business setting, determining the companies key plans, decision on policy and creation of execution, assessment mechanisms are positively connected to the institutional results. Satisfactory financial results by an organization remains essential since lack of profits and reduced financial strength puts an organization's commitment to its mission, prolonged objective and its eventual sustainability at risk.

Robertson (2011), identifies the key strategic management barriers to be fears, lack of utilities, reduced global interactions and reduced efficiency among the personnel. Some of the reasons why strategic management may fail to take off also include reduced engagement with key players,

failure of briefing key external players, lack of comprehensive evaluation and timely feedback on the achievement of the strategic plan, insufficient resources for strategic management, and failure to base the employees' salary on contributions to enhancing the strategic plan (Mansor & Tayib, 2012; Lerner, 2015).

These challenges have increased the need for empirical information on the missions and objectives of companies which is essential for decision making in addressing issues that are likely to enhance organizational performance. It is against this back drop that this study sought to establish strategic management practices that influence organization performance among commercial based parastatals in Nairobi County, Kenya.

### **Objective of the Study**

The general objective of this study was to determine influence of strategic management practices on organization performance among commercial based parastatals in Nairobi County, Kenya. The specific objectives were;

- To analyze the effect of environmental scanning on organization performance among commercial based parastatals in Nairobi County, Kenya.
- To analyze how strategy formulation influences organization performance among commercial based parastatals in Nairobi County, Kenya.
- To analyze the role of strategy implementation on organization performance among commercial based parastatals in Nairobi County, Kenya.
- To analyze the role of strategy evaluation on organization performance among regulatory parastatals in Nairobi County, Kenya.

The study was guided by the following hypothesis;

- **H<sub>01</sub>**: There is no significant positive influence between environmental scanning and organization performance.
- **H<sub>02</sub>**: There is no significant positive influence between strategy formulation and organization performance.

- **H<sub>03</sub>:** There is no significant positive influence between strategy implementation and organization performance.
- **H<sub>04</sub>:** There is no significant positive influence between strategy formulation and organization performance.

## LITERATURE REVIEW

### Resource Based Theory

The theory was a brainchild of by Penrose in 1959. It proposes that resources form an institution's pool of assets, based on the fact that theory covers assets of an institution as well as the competences. According to the principle, institutions possess ownership of resources positioning them well in terms of having a competitive edge; securing good results in an institution. A pool of the utilities enables institutions gain a competitive edge as the competences enable an institution maintain the competitive edge over prolonged periods. Therefore, it is possible to summarize that Strategic Management provides a platform for creating and sustaining a competitive edge that cannot be duplicated or substituted (Saqib & Rashid, 2013). The theory advances that internal institutional utilities an institution directs possess the ability to be a source prolonged competitive edge in case the utilities remain unique, limited and can't be substituted.

### Agency Theory

Agency theory begins with the relationship between the owners of an organization who delegates work to an agent who performs the work, also referred to as the principal-agency problem (Lindqvist & Mijovski, 2013). The agency theory develops from the human element as the source of the company's competitiveness by stressing the fundamental important relationship between the shareholders or owners of the business and the agents or managers in enhancing the success of the organization (Omari, Nyongesa, Ochieng & Kaburi, 2011). The theory underlines the basic conflict between the self-interest of managers and owners whereby the owners have the control of the organization but the

managers put up with most of the wealth effects (Laiho, 2011).

According to Balago (2014) the agency theory is based on several assumptions. The first assumption is that both the agent and the principal are motivated solely by self-interest. It also assumes that individuals are rational and have unlimited computational ability meaning that they can anticipate and assess the probability of all possible future contingencies. This theory also assumes that contracts are costless and enforceable by courts. The theory also assumes that the agent has private information to which the principal cannot gain access without costs. Lastly, in this theory the agent is assumed to be work averse and risk averse.

This theory relates to this study because strategic management processes are implemented by agents other than the principal. The theory therefore helps in understanding the nature of relationship between the principal shareholders and the managers as agents and how their relationship influences strategic management process and eventually organization's performance.

### Decision Theory

The theory concerns the manner human design judgment and the subsequent effect on determining their decisions. These could take the form of probability models, loss functions models or other forms of statistical representations of judgments. activities within a decision process includes; determining the problem, followed by mining for critical data regarding the problem and then production of possible solutions to the problem. From there the next step is evaluation of the solutions to see which one fits best, followed by identification of a plan for results of the solution and lastly, adoption of a solution settled for. Well informed decisions help companies to prepare well before implementing a decision and hence organizations can prepare for risks. Well informed decisions also aid organizations in proper allocation of their resources (Dabara, Anthony, Gbenga & Adeyanju, 2014).



Decision theory aims at establishing broad principles of rationality to direct policy makers in situations which involve risk or uncertainty (Joyce, 1995). North (1968), advanced that this theory offers a coherent context for selecting among a variety of plans even when the implications from these actions remain unknown. Making a decision under uncertainty involves making choices whose outcomes are not totally predictable because the events will happen in the future that will affect the outcomes of actions that are taken now (Parmigiani, 2009). In its classical construct, the Decision theory is based on choices individuals make among the available options, which characteristically are expected consequences subject to uncertainty and at different points in the future.

Ahmed and Omotunde (2012), outline four types of decision theories. The Causal decision theory is based on the principle of rational choice which suggests that the result of your choice arises from your decision. The Evidential decision theory opines that the best option conditional on having chosen it is the one with the best outcome, which is believed to be an irrational thinking. This theory relates to this study because strategic management practices requires key decisions to be made by the strategic decision makers and the selected decisions to be enacted.

### **Empirical Review**

A review by Babatunde & Adebisi (2011) examining strategic environmental scanning and institutional results within a competitive market setting in Nigeria; that was done by use of questionnaires and analysis/interpretation of data employing regression and coefficient of correlation analysis: indicted the existence of a major connection among strategic environmental scanning and institutional results. the coefficient of determination ( $R^2$ ) is 0.297, implying that 30% of the variation within an institution productivity is as a result of variation in outside environmental factors, denoting a positive influence in institutional results. Thus, utilization of strategic environmental scanning in assessing

outside environmental forces aids in securing opportunities and eliminating risks, thereby promising better profit margins.

Cancellier, Junior and Rossetto (2014) analyzed the connection among institutional strategy and settings of medium firms within Brazil and further intended to examine the link between the scanning of environmental information, strategic behavior and results. The research adopted a quantitative approach, complemented by the use of questionnaires. Data analysis was by correlations and ANOVA to verify the differences among companies classified as prospector, analyzer and defender, in their scanning efforts and use of information sources. Major findings from the analysis reveal prospectors take into account scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety, scanning of data promises results compared to strategy indicated by strategic behavior typology.

Formulation of strategies is the process of making right choices concerning realizing objectives and goals in an organization. Strategy formulation ensures production of workable recommendations that buttress justification of objectives and misses that enable accomplishment of organizational strategies (Obiga, 2011). When formulating strategies modification of strategies and objectives enables ensuring organizational success.

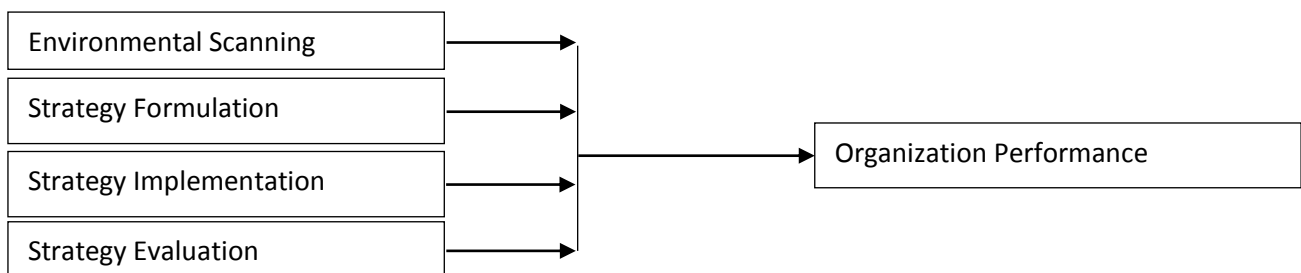
Globally, public sector organizations still rely on strategic plans in the strategy formation process. However, there are drawbacks according to (Yazici, 2014), scholars have concluded that strategic planning approaches have been embraced by public sector organization (Bryson, et al, 2010) as a formalization concept. In the management of public sector several studies have established relationship in organization performance. Seven empirical studies were examined by Andrews et al, (2017) to a certain the impact of strategic formulation on organization performance. Walker (2013) sought to establish the associate between organizational

performance and logical incrementalism. However, the study established that organization performance is not influenced with internal formation.

An analysis by Mathore (2016) examining the impact of strategy implementation towards institutional results; a study of DTB bank in Kenya, with use of interviewing guide and analysis by content analysis revealed the existence of a positive connection among strategic implementation and result at the bank. Findings showed that staff across different departments have individual awareness on the execution processes; execution factors may be barriers impeding the execution process; the distractions can be overwhelmed in case the leadership are discerning to the institution's current situation.

Somi (2017) sought out to establish the effect of strategy implementation towards results of government parastatals within Kenya. It adopted a descriptive survey research design, comprising of a population of 42 government parastatal within Nairobi. Findings revealed the existence of a major connection among strategic evaluation and the results of these parastatals. Further revealing the existence of a major connection among reward structure and results of the parastatals.

Abdalla (2015) analyzed the impact of strategy evaluation towards institutional results: a study on



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**METHODOLOGY**

The study adopted descriptive research design. There were a total number of 33 commercial based state parastatals in Kenya. Respondents for the

the Star limited company. Its main intention was to identify the effect of strategy evaluation towards institutional results. The analysis preferred a descriptive research approach, with the study sample comprising of 200 employees within the Centre Star Company across different departments; using a stratified random sampling manner in selecting 60 out of the 200 workers to engage in the analysis. Findings from the survey indicated strategy evaluation enables institutional guidance since it secures adherence to their goal, align functions to certain targets and sets common traditions as well as cause.

Chepkwony (2016) examined influence of strategy implementation, evaluation and control on organization performance at the Office of the Auditor General. The analysis preferred a descriptive survey design, with the population comprising of 438 staff within the Auditor's office consisting of junior managers, top leadership and the supervisory team. Results showed strategy implementation, evaluation and control greatly impacted institutional results. Some minimal impact towards institutional results was noted in the ability to properly indicate, assess results and relate rewards to results, create a performance based tradition and lastly on better transparency on performance.

study were selected from the following three management positions namely; CEO's, Human resource and Finance managers from each of the respective commercial based state parastatals. In this study purposive sampling was used.

The sample size was determined based on the following Yamane's formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where by:

*N* is the population size, *n* is the sample size, and *e* is the level of precision.

At 95% confidence level at *p* = 0.05 and *N* = 129.

$$\text{Sample size } n = 129 / 1 + 129 (0.05)^2$$

Sample size *n* = 97.

The research instruments used for data collection was questionnaires. Pre-testing of the data collection instruments was performed in order to ascertain both data reliability and validity. The data analysis was done by the help of SPSS version 23 (Statistical Package for Social Scientist). Data was analysed descriptively and presented applying frequency tables.

Multiple linear regression analysis was also carried out using the following model.

$$Y = \beta_0 + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \varepsilon$$

Whereby;

$\beta_0$  = is a constant term

$X_1$  = Environmental Scanning

$X_2$  = Strategy Formulation

$X_3$  = Strategy Implementation

$X_4$  = Strategy Evaluation

$\varepsilon$  = is the error term

## RESULTS

### Descriptive Analysis

Focus was presentation of descriptive analysis determinations with regard to the independent (environmental scanning, strategy development, strategy adoption, strategy assessment) and the dependent variables (Organizational results).

### Organization Performance

Participants were required to state their affirmation levels based on the question with regards to organizational performance. Deductions were detailed below in table 1.

**Table 1: Descriptive Statistics for Organization Performance**

	N	Mean	Std. Deviation
The number of employees has increased over the last five years	82	4.51	.84
Our organization has experienced an increase in number of branches over the last 5 years	82	4.31	.75
Our organization has experienced increased annual running expenditure over the last five years	82	4.44	.80
Over the last five years your organization has been able to achieve its goals in relation to organizational performance	82	4.59	.64
Our organization has improved over the last 5 years	82	4.56	.66
Valid N (list wise)	82		

**Source: Research Data (2021)**

Findings from table 1 indicated that the significant group that had the highest mean of 4.59 and a SD of 0.64 affirmed that in our organization has experienced increased annual running expenditure over the last five years. Second in line was those affirming that over the last five years the

organization was able to achieve its goals in relation to organizational performance a mean of (4.59) and a SD of (0.64). Furthermore respondents that the number of employees has increased over the last five years with a mean of (4.51) and a standard deviation of (0.84). Our organization has



experienced an increase in number of branches over the last 5 years at a mean of (4.31) and a standard deviation of (0.75), and our organization has improved in the past five years mean (4.56) and a SD of (0.66).

### **Influence of Environmental Scanning on Organization Performance**

Participants were required to state their affirmation levels based on the question with regards to the impact of environmental scanning on organization performance. Findings were detailed in table 2 below.

**Table 2: Influence of Environmental Scanning on Organization Performance**

	<b>N</b>	<b>Mean</b>	<b>S. Dev.</b>
Dynamic environment affects commercial based parastatal performance	82	4.54	.83
Hostile environment affects commercial based state parastatal performance	82	4.29	1.08
Competitive intensity affects commercial based state parastatal performance	82	4.68	.46
The commercial based state parastatals takes into consideration dynamic environment	82	4.58	.94
The commercial based state parastatal takes into consideration of heterogeneity	82	3.13	1.08
In the dynamic environment prices of products and changes in taxes	82	3.09	1.32

**Source: Research Data (2021)**

Environmental scanning continues to be recognized as a feature impacting organizational performance in the commercial parastatals. The analysis intended to prove this position. Participants had to indicate personal responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undecided; 2= Disagree; 1=Strongly Disagree. Deductions from the table 2 indicated a significant group showing that the majority who scored the highest mean score of (4.68) and a SD of (0.46) affirmed that competitive intensity affects commercial based state parastatal performance. This was closely followed by the commercial based state parastatals takes into consideration dynamic environment with a mean of (4.58) and a SD of (0.94). additionally, respondents affirmed that dynamic environment affects commercial based parastatal performance with a mean score of (4.54) and a standard deviation of (0.83), and Hostile environment affects commercial based state parastatal performance at a mean score of (4.29) and a SD of (0.08).

The deductions concur with Cancellier, Junior and Rossetto (2014) analysis reveal prospectors take into account scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety,

scanning of data promises results compared to strategy indicated by strategic behavior typology. Asser, Waiganjo and Njeru (2018) findings indicated dynamic environmental scan traditions greatly and significant positively impacted results and as a result parastatals responding to the changing and harsh settings possess a competitive advantage and promise improved results.

A review by Babatunde & Adebisi (2011) examining strategic environmental scanning and institutional results within a competitive market setting in Nigeria; that was done by use of questionnaires and analysis/interpretation of data employing regression and coefficient of correlation analysis: indicated the existence of a major connection among strategic environmental scanning and institutional results. the coefficient of determination (R<sup>2</sup>) is 0.297, implying that 30% of the variation within an institution productivity is as a result of variation in outside environmental factors, denoting a positive influence in institutional results. Thus, utilization of strategic environmental scanning in assessing outside environmental forces aids in securing opportunities and eliminating risks, thereby promising better profit margins.

### Influence of Strategy Formulation on Organization Performance

Participants were required to state their affirmation levels based on the question with regards to the

impact of strategy formulation on organization performance. Findings were detailed in table 3 below.

**Table 3: Influence of Strategy Formulation on Organization Performance**

	N	Mean	S. Dev.
The managers are actively involved in creating company mission and vision	82	3.14	1.26
The managers act as change enabler or drivers in the company	82	4.31	.91
The managers are actively involved in making major decisions during the strategy formulation	82	4.39	1.39
Our organization uses an operating budget which summarizes how managers are supposed to use company resources	82	4.36	.93
Our organization has aligned its budget with the company strategy through good communication, enhanced responsibility, and improved feedback flows	82	4.54	.94
Our organization always makes decisions that are based on the budget	82	4.25	1.08
Our organization makes use of tools such as PESTEL, Porter's Five Forces, and SWOT Matrix to analyze the external and internal business environments.	82	4.26	1.11
The strategic decisions of this company are based on the prevailing business environment context.	82	2.64	1.21
Our organization incorporates environment concerns while making strategic decisions, evaluating strategic development alternatives and issuing guiding principles	82	3.26	1.49

**Source: Research Data (2021)**

Strategy formulation continues to be recognised as a feature mimpacting the organizational performance of commercial parastatals. This analysis intended to verify this position. Study participants had to indicate personal responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undecided; 2= Disagree; 1=Strongly Disagree. Findings from table 3 indicated that a significant group scoring the highest mean of (4.54) and a SD of (0.94) affirmed agreed that their organization had aligned its budget with the company strategy through good communication, enhanced responsibility, and improved feedback flows. This was closely followed by our organization uses an operating budget which profiles the manner leaderships ought to utilize an institution's utilities with a mean score of (4.36) and a SD of (0.93). Additionally, participants affirmed that the managers are actively involved in making major decisions during the strategy formulation with a mean score of (4.39) and a SD of (1.39), and the managers' act as change enabler or drivers in the

company at a mean score of (4.31) and a SD of (0.91).

The determinations concur with Owich, Katuse, and Ngari (2018) conducted an analysis examining the effect of strategic formulation towards institutional results on companies listed at the Nairobi Securities Exchange (NSE). Upon data collection and analysis by suitable approaches; the research outcomes indicated the institutional results being positively and greatly impacted by strategy formulation. Nwachukwu, Vu, & Fadeyi (2019) summarized effect of strategy development enablers towards strategic performance; with the main role of the analysis being advancing proposals to the leadership of multinationals within the Telcos industry in Nigeria on ways to improve and maintain strategic performance based on the assessment of strategy development enablers. The analysis revealed strategy formulation drivers impact strategic performance of mobile TELCOs within Nigeria. Focus on a firm's goal together with the prolonged

intentions greatly and positively influence strategic performance.

A review by Babatunde & Adebisi (2011) found that coefficient of determination (R<sup>2</sup>) is 0.297, implying that 30% of the variation within an institution productivity is as a result of variation in outside environmental factors, denoting a positive influence in institutional results. Thus, utilization of strategic environmental scanning in assessing outside environmental forces aids in securing opportunities and eliminating risks, thereby promising better profit margins.

Cancellier, Junior and Rossetto (2014) major findings from the analysis reveal prospectors take into account scanned information from competition and technology, further accessing publications regularly compared to those adopting a different manner of strategic conduct. In its entirety, scanning of data promises results compared to strategy indicated by strategic behavior typology.

#### **Influence of Strategy Implementation on Organization Performance**

Participants were required to state their affirmation levels based on the question with regards to the impact of strategy implementation on organization performance. Findings are detailed in table 4 below.

**Table 4: Influence of Strategy Implementation on Organization Performance**

	<b>N</b>	<b>Mean</b>	<b>S. Dev.</b>
This company engages in a more democratic and participative way of working by allowing employees to offer views and involving employees more in making organizational decisions	82	2.85	1.32
All employees in our organization align their regular tasks with the overall company strategy	82	2.92	1.56
Departmental memos and managerial decisions are communicated all through this company and to every individual	82	3.20	1.40
In this company, there is no ambiguity on who makes particular decisions	82	3.60	1.07
Our organization structure is aligned with the new strategies and with what the new strategies call for.	82	3.37	1.44
Our organization has proper communication channels, monitoring and incentive systems, and performance measuring systems	82	3.32	1.32
The company's policy is properly communicated to the staff and is clearly understood by employees	82	3.98	1.15
Our organization motivates its employees with both monetary and non-monetary incentives to enhance their job performance	82	4.19	1.25
Employees in this company are emotionally attached to the company and exhibit high levels of commitment to the organization	82	2.86	1.35

**Source: Research Data (2021)**

Strategy implementation continues to be recognized as a feature impacting organizational performance of commercial parastatals. This analysis intended to prove this position. The study participants were required to give personal responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undecided; 2= Disagree; 1=Strongly Disagree. Findings from table 4 indicated that a significant group scoring highest mean score of (4.19) and a SD of (1.25) affirmed that our organization motivates its employees with both

monetary and non-monetary incentives to enhance their job performance. This was closely followed by the company's policy is properly communicated to the staff and is clearly understood by employees with a mean score of (3.98) and a SD of (1.15). Additionally, participants affirmed that in this company, there is no ambiguity on who makes particular decisions with a mean score of (3.60) and a SD of (1.07), and our organization structure is aligned with the new strategies and with what the

new strategies call for. at a mean of (3.37) and a standard deviation of (1.44)

The determinations concurred with a study by Mathore (2016) examining the impact of strategy implementation towards institutional results; a study of DTB bank in Kenya, with use of interviewing guide and analysis by content analysis revealed the existence of a positive association among strategic implementation and result at the bank. Findings showed that staff across different departments have individual awareness on the execution processes; execution factors may be barriers impeding the execution process; the distractions can be overwhelmed in case the leadership are discerning to the institution's current situation.

Somi (2017) sought out to establish the effect of strategy implementation towards results of

government parastatals within Kenya. It adopted a descriptive survey research design, comprising of a population of 42 government parastatal within Nairobi. Findings revealed the existence of a major connection among strategic evaluation and the results of these parastatals. Further revealing the existence of a major connection among reward structure and results of the parastatals. Long term incentives such as paid leave, vacations, good salaries and wages, and bonus payments enhanced performance of government owned entities.

### **Influence of Strategy Evaluation on Organization Performance**

Participants were required to state their affirmation levels based on the question with regards to influence of strategy evaluation on organization performance. Deductions were detailed in table 5 below.

**Table 5: Influence of Strategy Evaluation on Organization Performance**

	<b>N</b>	<b>Mean</b>	<b>S. Dev.</b>
Our organization analyses its INTERNAL capabilities to determine its strengths and weaknesses using tools of analysis such as SWOT, PESTEL and Porter's Five Factor	82	2.85	1.32
Our organization analyses its EXTERNAL environment to determine its opportunities and threats using tools of analysis such as SWOT, PESTEL and Porter's Five Factor	82	2.92	1.56
Our organization emphasizes on market research focused on entering new markets	82	3.20	1.40
The managers of our organization make allowances for the unpredictable future and dynamic business environment in the strategic plan.	82	3.60	1.07
Our organization has in place strategies that are used to cope with unforeseen circumstances in the business industry	82	3.37	1.44
Our organization has appropriate technology that helps manage the changing business climates	82	2.86	1.35

**Source: Research Data (2021)**

Strategy evaluation continues globally to be recognized as a feature impacting the organizational performance of commercial parastatals. This analysis intended to prove this position. The study participants were required to give personal responses on a likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Undecided; 2= Disagree; 1=Strongly Disagree. Findings from table 5 indicated that a significant group scoring the highest mean score of (3.60) and a SD of (1.07) affirmed that the managers of our organization make allowances for the unpredictable future and

dynamic business environment in the strategic plan. This was closely followed by the organization has in place strategies that are used to cope with unforeseen circumstances in the business industry with a mean score of (3.37) and a SD of (1.44). additionally, participants affirmed that Our organization emphasizes on market research focused on entering new markets at a mean score of (3.20) and a SD of (1.40), and our organization regularly analyses its EXTERNAL environment to determine its opportunities and threats using tools

of analysis such as SWOT, PESTEL and Porter's Five Factor at a mean score of (2.92) and a SD of (1.56).

The determinations are in tandem with Abdalla (2015) findings from the survey indicated strategy evaluation enables institutional guidance since it secures adherence to their goal, align functions to certain targets and sets common traditions as well as cause. Chepkwony (2016) findings showed strategy implementation, evaluation and control greatly impacted institutional results. some minimal impact towards institutional results was noted in the ability to properly indicate, assess results and relate rewards to results, create a performance based tradition and lastly on better transparency on performance.

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### Hypothesis Testing

This area captures determinations on regression, ANOVA as well as co-efficient of determination.

**Table 6: Relationship Between Independent Variables**

		Correlations				
		Organization performance	Environmen tal scanning	Strategy formulation	Strategy implementation	Strategy evaluation
Organization performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	80				
Environmental scanning	Pearson Correlation	.613**	1			
	Sig. (2-tailed)	.000				
	N	78	80			
Strategy formulation	Pearson Correlation	.423**	.449**	1		
	Sig. (2-tailed)	.000	.000			
	N	79	79	81		
Strategy implementation	Pearson Correlation	.081	.095	.083	1	
	Sig. (2-tailed)	.477	.400	.463		
	N	80	80	81	82	
Strategy evaluation	Pearson Correlation	.172	-.017	-.164	-.156	1
	Sig. (2-tailed)	.126	.878	.142	.161	
	N	80	80	81	82	82

**Source: Research Data (2021)**



Deductions from table 6 revealed the existence of a positive correlation among environmental scanning and organizational results of commercial parastatals at significant 0.05 level, the strength is average, at 61.3 %. Further, the deductions reveal the existence of a positive correlation among strategy development and organizational performance in the commercial parastatals at significant 0.05 level, the strength is though strong, at 42.3%. The

findings continue to signify that there is a positive correlation between strategy implementation and organization performance in the commercial parastatals at significant 0.05 level, the strength is though average, at 47.7%. The findings postulate that there is a strong positive correlation between strategy evaluation and organization performance in the commercial parastatals at significant 0.05 level, the strength is average at 17.2%.

**Table 7: Model Summary**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.623 <sup>a</sup>	.388	.356	.43323	

a. Predictors: (Constant), Environmental scanning, Strategy formulation, Strategy implementation, Strategy evaluation

b. Dependent Variable: Organization Performance.

Source: Research Data (2021)

Referring to table 7 the study established the R to be 0.388 implying that 38.8%, of organization performance of commercial parastatals in Nairobi County, Kenya is explained by environmental scanning, strategy formulation, strategy implementation, strategy evaluation leaving (61.2%) unexplained. This implied to some extent that there is strong explanatory power for the

whole regression. Therefore future researchers should carry studies to find out other factors(61.2%) influencing organization performance other than (Environmental scanning, Strategy formulation, Strategy implementation, and Strategy evaluation) affecting organization performance of commercial parastatals in Nairobi County, Kenya.

**Table 8: Relationship between Independent Variables**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.146	4	2.287	12.183	.000 <sup>b</sup>
	Residual	14.452	77	.188		
	Total	23.598	81			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Environmental scanning, Strategy formulation, Strategy implementation, and Strategy evaluation

Source: Research Data (2021)

The probability value of  $p < 0.00$  indicated that the regression relationship was significant in predicting how Environmental scanning, Strategy formulation,

Strategy implementation, and Strategy evaluation influence organization performance of commercial parastatals in Nairobi County, Kenya.

**Table 9: Relationship Between Dependent and Independent Variables**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
	(Constant)	.040	.766		.052	.959
1	Environmental scanning	.597	.132	.453	4.525	.000
	Strategy formulation	.185	.081	.232	2.292	.025
	Strategy implementation	.057	.100	.052	.577	.566
	Strategy evaluation	.258	.106	.223	2.438	.017

**a. Dependent Variable: Organization Performance.**

**Source: Research Data (2021)**

Specifically, Environmental scanning has the highest positive influence on Organization Performance, followed by Strategy evaluation, Strategy formulation and Strategy implementation. Individual significance of the predictor variables was tested using t-test. The findings revealed that Environmental scanning, Strategy evaluation, and Strategy formulation were individually statistically significantly related to organization performance p-value<0.05. However, strategy implementation was not individually statistically significant related to organization performance p-value>0.05.

The findings established that taking all factors into account (Environmental scanning, Strategy formulation, Strategy implementation, and Strategy evaluation) constant factor was 0.040 due to variation. Also a unit change in environmental scanning while setting the coefficient of other independent variables zero would lead to a change in organization performance among the commercial parastatals by a factor of .597; a unit change in strategy formulation while setting the coefficient of other independent variables zero would lead to an increase in organization performance among the commercial parastatals by a factor of .185; a unit change in strategy implementation while setting the coefficient of other independent variables zero would lead to an increase in organization performance among the commercial by a factor of .057; a unit change in strategy evaluation while setting the coefficient of other independent

variables zero would lead to a change in organization performance among the commercial parastatals by a factor of 0.258;

Using the beta coefficient, the established regression model was as follows:

$$Y = .040 + .597X_1 + .185X_2 + .258X_3$$

Where;

Y= Organization performance .040= Constant term, .597X<sub>1</sub>= Environmental scanning, .185X<sub>2</sub>= Strategy formulation, .258X<sub>3</sub>= Strategy evaluation.

The findings revealed that environmental scanning, strategy formulation and strategy evaluation were individually statistically significantly related to organization performance p-value<0.05. Hence all the three hypotheses were rejected.

**CONCLUSION AND RECOMMENDATIONS**

With objective one setting out to explore the impact of environmental scanning towards the organizational results of profitmaking parastatals in Nairobi County, Kenya; the determination was environmental scanning had a positive impact towards the results of profit-making parastatals in Nairobi County, Kenya. The intention of the second objective was to establish the impact strategy development has towards the organizational results of profit-making parastatals in Nairobi County, Kenya. Deductions from the analysis of data revealed strategy development impacted results. Thus the investigator showed and came to a

conclusion that strategy development had a positive influence towards the results of the profitmaking parastatals in Nairobi County, Kenya.

The third objective intended to determine the impact strategy adoption has towards organizational results of profitmaking parastatals in Nairobi County, Kenya. There was significance in this as from publications there was evidence showing strategic management failing mainly during the implementation stage. The finding from the analysis of data indicated strategy adoption impacted institutional results of these parastatals. Thus there was a termination from a statistical point that strategy adoption had a positive impact towards the organizational performance of profitmaking parastatals in Nairobi County, Kenya. The intention of the last objective was to determine the impact of strategy implementation towards the organizational performance profitmaking parastatals in Nairobi County, Kenya. From analysis of the collected data, it was deduced that strategy assessment positively influenced organizational results. Therefore, the termination was that strategy assessments positively impacted the organizational performance of these profitmaking parastatals.

From the review, there is a proposal that in the processes of strategy development, these profitmaking parastatals ought to include every crucial player internally and externally in order to develop some feeling of ownership in the determinations reached at additionally, these institutions ought to carry out assessment of

institutional and frequent monitoring of strategies through the establishment of planning units.

It is desirable that profitmaking parastatals establish sound and solid strategic master plans properly articulated to the entire workforce. Also, it is important that the workforce is involved during the adoption process of strategies, enabling the institution secure long-term preparedness and equally gain some edge over rivals in the sector.

It was also recommended that these profitmaking parastatals ought to utilize the feedback from junior leaderships as well as heads of groups during the creation of strategy in order to ensure the strategies report positive results and align with the entire goal of the institution.

Lastly, there is a proposal that the profitmaking institutions ought to assess their strategic management plans annually so as to monitor their consistency with the institutional desires and that the assessment ought to be done regularly since it enables the setting of standards and growth to be realized and supervised.

#### **Suggestion for Further Studies**

Even with the analysis determining that strategic management enhances institutional results, it failed in coming up with the ideal level an institution ought to utilize them. Equally, the review failed to develop a manner of integrating the varied dimensions of strategic management enablers' mix. based on the above profile, the study proposes studies to determine the ideal level or the strategic management enablers' index for the profitmaking parastatals.

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