



STRATEGIC FACTORS AFFECTING SERVICE DELIVERY IN COUNTY GOVERNMENTS OF KENYA: A CASE OF NAIROBI COUNTY GOVERNMENT

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ABSTRACT

This study aimed at finding out the impacts of strategic factors on service delivery by county governments in Kenya. To derive the clear research problem home, the study adopted four independent variables which included; strategic planning, strategic orientation, strategic environmental scanning and strategic leadership. To bring out a clear understanding of the research problem, the study adopted specific theories that best describes the study variables. The theories included; the classic 4-step theory, transformational leadership theory, the trait theory of leadership, resource based theory, SWOT analysis model and SERVQUAL model. The study employed a descriptive survey research design which helped to get the deeper understanding of need for quality service delivery by the county governments. The target population comprised of employees in Nairobi County government. The county was considered appropriate due to its accessibility. Stratified random sampling was adopted to obtain respondents to be involved in the study. The data was collected by use of questionnaires which were delivered to the respondents' point of work and collected at an agreed time. The data was then analysed by use of SPSS version 21. The study established that strategic planning, strategic leadership, strategic orientation and strategic environmental scanning were greatly related to service delivery at the county government. The study further established that the services delivered at the county level were not efficient and effective due to lack of adoption of strategic factors which increased unprofessionalism and thus encouraging mismanagement. The findings from the study will enable the county government managers to identify the key areas to focus on so as to enhance quality service delivery. The study concluded that service delivery at the county governments was poorly and inequitably done which affected the development of the county governments. The study recommended increased adoption of strategic factors and training to enhance efficiency and competency among the county workers.

Key terms: Strategic Planning, Strategic Leadership, Strategic Orientation, Strategic Environmental Scanning, Service Delivery

INTRODUCTION

Strategic factor is an ongoing practice that evaluates and controls the business and the industries in which the company is involved, assesses its competitors and set goals and strategies to meet all existing and potential competitors (Cesnovar, 2006). It is a concept that concerns making decisions and taking corrective actions to achieve long-term targets and goals of an organization (Bakar et al, 2011). They are the decisions set to enhance formulation and implementation of ways set to achieve the company's goals (Pearce & Robinson, 2005). Strategic factors practices therefore include strategic planning, strategy implementation and strategy evaluation and control (Johnson, 2009). Strategic factor has been the key factor that has been leading to gaining of competitive advantage to many organizations across the world. The importance of strategic factors in a firm can be answered by looking at the relationship between strategic factors and organizational performance.

Although, strategic factors has until recently been a low-profile activity within many government organizations, it is now becoming more widely used by many large organizations that are allocating substantial resources to the task; mostly those organizations in the private sector (Price et al., 2003) and generally strategic factors practices can improve efficiency in various organizations. The application of strategic factors in business for various sectors has long been adopted as a response to market demand, variations in customers' taste and preferences as well as changing of technology. The adoption of a clear strategic perspective in organizations is one of the factors that affect the performance of these organizations. Having a good strategic factors practice is also one of the important factors that

enable the organizations to survive in the competitive environment and go further. However, government organizations in Kenya have yet to formalize the strategic process and adapt the key strategic factors strategies.

Organizational performance has been the focus of intensive research efforts in recent times. Implementation of organization's policies as well as accomplishing its strategies has been the paramount of concern to many managers in both private and public sectors (Askarany & Yazdifar, 2012). Organizational managements across the world have therefore become careful on the way they handle the critical source of competitive advantage often coming from indigenous product and services, best public relations strategy, state-of-the-art technology and having an appropriate system of attracting and managing the organizations resources including the human resources (Gichunge, 2010). It is on this basis that the organizations are focusing on the ways to gain competitive advantage of the highly competitive modern market.

Strategic factors are one of the most crucial aspects that bring the achievement of organizational goals a reality. Strategic factors is the approach of specifying an organization's objectives, developing policies and plans to achieve and attain these objectives, and allocating resources so as to implement the policies and plans (Freeman, 2010). It is the combination of strategy formulation, implementation and evaluation so as to solve a common problem which is achieving the set goals of an organization (David, 2005). Through adoption of strategic factors practices, organizations have seen their performance increase rapidly as well as gain competitive advantage (Fabayo, 2009). This is because strategic factors deals with sensitive issues in organization such as resource mobilization, restructuring, culture changes, technological

changes, process changes, and leadership changes. A well-developed strategy coupled with proper execution will result in the organization's success (Mutemi, Maina & Wanyoike, 2014).

Study Objectives

- To find out the effects of strategic planning on service delivery at the county government of Nairobi.
- To find out the effects of strategic leadership on service delivery at the county government of Nairobi.
- To determine the effects of strategic orientation on service delivery at the county government of Nairobi.
- To find out the effects of strategic environmental Scanning on service delivery in Nairobi County

RELATED LITERATURE

Theoretical Review

The Classic 4-Step Approach

In the early 1980, Price Waterhouse developed a model that aimed at strategizing the Management and planning. The classic 4-step Approach has been very useful in studies across management, leadership and planning. The model gives a four-question step which enables planning among managers. These steps are: a) Where are we? B) Where are we going? C) How will we get there and d) How will we sustain ourselves there? These are the questions that managers ought to ask themselves if they want a fruitful management planning. According to Gamble and Thompson (2010), the managers should focus on where they are going by first reviewing their current state and how they are faring in the present time. In this view that analysing the current position of the organization is important to deter the goals that the organization should set for the future. As Ortuzar

and Willumsen (2001) contend, the first assessment of where the organization is currently should be an honest and realistic assessment of the position across key factors in the organisation generally and in the part of the organisation specifically; any ducking of issues or avoidance of existing problems here will have detrimental impacts later. After assessing the current position, the manager should analyse on what the organization aims to achieve. In this regard, the manager has to assess where the organization intends to go by setting both long-term and short term goals. Saunders, Lewis and Thornhill (2007) argue that planning is all about making current decisions for future benefit and thus the organization has to keenly plan for the future by analysing on where it intends to go. According to Abdulkareem and Oyeniran (2011), planning for the future and where the organization intends to go is one thing, and knowing how to go there is another thing. As the Classic 4-step approach highlights, how to get where the organization intends to go is of much important as far as planning is concerned. In this regard, the manager will have to set goals and find out ways in which the goals can be achieved. After determining how to get there, sustaining oneself there is another important thing that every organization should focus on. Arasa, Aosa, and Machuki (2011) argue that organizations need to maintain their position to enhance their survival in the market.

The mandate of the County governments is to deliver services to the common people and in a more accessible manner. County governments need to focus on the prospects that enable them to prosper by setting specific goals. As the model states, analysing their current position is the beginning of county governments to ensure goal setting. Daft (2008) views the need for organizations to be set to identify their current position which best places them in a better locus to plan for the future. Gamble and Thompson (2010) contend that planning for the future makes the

organization identify the pace at which it should strive at; so as to attain their long-term goals. County governments have been focusing on how to enhance their performance but as studies show, their take on setting achievable goals and working towards achieving the goals has been a menace to many Counties in the country. Through application of the classic 4-step model, the study best found out the strategies that County governments should uphold to enhance their performance.

Transformational Leadership Theory

Rank and Hutchison's (2000) analysis within the social work profession identified five common elements in leadership: pro-action, values and ethics, empowerment, vision, and communication. They also drew attention to the notion that challenges faced by social work leaders can be somewhat different from those experienced by other disciplines; challenges that may be generated by conflicts with professional values, a holistic and systemic orientation, the overarching concern for others, and a strong desire to promote inclusive practices (McDonald & Chenoweth, 2009). Much of the core leadership approach uncovered by the Rank and Hutchison (2000) study is suggestive of a transformational style of leadership. Over the last 30 years, transformational leadership has become one of the most prominent theories of organizational behaviour (Wright, Moynihan, & Pandey, 2012). Bass's (1985) theory of transformational leadership was developed from Burns's (1978) thesis of transactional and transformational political leaders (Gellis, 2001). According to Bass (1990), transactional leadership has three components: contingent rewards, management-by-exception, and laissez-faire leadership (Packard, 2004). Contingent rewards are valued rewards received for performing desired behaviours, an application of the behavioural theory of motivation (Packard, 2004). When leaders engage in active management-by-exception, they

monitor followers' (those they are attempting to influence) performance and correct followers' mistakes. When leaders engage in passive management-by-exception, they wait passively for followers' mistakes to be called to their attention before taking corrective action with negative feedback or reprimands. Laissez-faire leaders avoid leading (Bass & Steidlmeier, 1999).

Transformational leadership is concerned with the development of the fullest potential of individuals and their motivation toward the greater good versus their own self-interests, within a value-based framework (Mary, 2005). Bass and Avolio's (1994) model of transformational leadership contains four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is when leaders choose to do what is ethical rather than what is expedient, and when they are guided by their moral commitment to their followers and go beyond self-interest for the interests of the organization (Kelloway, Turner, Barling, & Loughlin, 2012). They serve as role models and exhibit behaviours that subordinates admire and appreciate in a way such that individual and organizational performance is enhanced (Packard, 2004). Leaders exhibiting inspirational motivation encourage their employees to achieve more than what was once thought possible through developing and articulating a shared vision and high expectations that are motivating, inspiring, and challenging (Wang, Oh, Courtright, & Colbert, 2011). Leaders who manifest intellectual stimulation help employees to question their own commonly held assumptions, reframe problems, and approach matters in innovative ways (Kelloway et al., 2012). Transformational leaders intellectually stimulate their followers to challenge existing assumptions and solicit followers' suggestions and ideas (Wang et al., 2011). Finally, individual consideration occurs when leaders pay special attention to employees'

needs for achievement and development; they provide needed empathy, compassion, support, and guidance that influence employees' well-being (Kelloway et al., 2012). Taken together, these transformational leadership behaviours are expected to motivate followers to achieve higher levels of performance (Bass, 1985).

Trait Theory of Leadership

In reviewing the trait theory of leadership, Bass (1999) argues that combinations of traits and attributes, integrated in conceptually meaningful ways, are more likely to predict leadership than additive or independent contributions of several single traits. Furthermore, a defining core of these dominant leader trait patterns reflects a stable tendency to lead in different ways across disparate organizational domains. Zaccaro et al. (2004) argue that there are four critical points that need to be considered in models and theories positing leader traits and attributes as explaining significant amounts of variance in leadership. First, such frameworks cannot be limited in their elucidation of central leader attributes. Many research efforts focus their attention on small sets of individual differences that should predict leadership. A second point concerns the integration of leader attributes. Rarely do studies consider how the joint combinations of particular leader characteristics influence leadership behaviour (Yukl, 2006). Likewise, leader attributes may exhibit curvilinear relationships with outcomes. Speculations on such combinations and relationships have been around for a long time. A third point is that trait and attribute approaches must consider and account for the situation as a corresponding source of significant variance in leadership. Finally, leader individual differences may differ in their relative stability or malleability over time and in the degree to which they are specific to particular situations. Several researchers have noted the distinction between trait-like individual differences (e.g.,

cognitive ability, personality) and state-like individual differences (e.g. self-efficacy, task skills) (Chen, Gully, Whiteman, & Kilcullen, 2000).

County governments are managed and led by governors through the executive committee. The governor is viewed as the manager to the County government and is projected to coordinate all the mandates of developments in the County governments. This is where the trait theory of leadership comes in. Being a manager as Jing & Avery (2008) contend, the governor should possess the leadership traits which enhance him or her to make unbiased decisions for the service delivery to the people. As Kjelin (2009) highlights, leaders traits are the coherent and integrated patterns of personal characteristics, reflecting a range of individual differences, that foster consistent leadership effectiveness across a variety of group and organizational situations. The traits when embraced in accordance with the basic requirements in a person's managerial ability, they give the best in terms of service delivery. Governors being public servants ought to embrace the ability to reflect and abandon their individual differences in order to enhance service delivery to the common people.

Resource Based Theory

The resource based theory (RBV) is extensively used in this study to help investigate the impacts of strategic orientation on service delivery in County governments. Grounded in Barney's (1991) theory on the resource-based view (RBV) of a firm, researchers have defined strategic orientation as an attribute that influences the ability of a firm to focus on strategic direction of the firm and build or sustain the proper strategic fit for superior firm performance (Davidsson and Wiklund, 2000; Gatignon & Xuereb, 1997). Since strategic orientation will vary from one organization to the next; and vary based on contextual organizational

variables, strategic orientation is viewed as a multidimensional construct (Venkatraman, 1989). Therefore organizations use resource allocation and environmental cues to determine the right plan for the company to achieve its goals (Göll & Sambharya, 1995). Based on strategic management literature, strategic orientation increases the likelihood of sharing goals, making it easier to implement effective processes and improve performance. Basically, RBV describes a firm in terms of the resources that it integrates. Resources are insufficient for obtaining a sustained competitive advantage and a high performance as well (Teece, 2007; Newbert, 2007). Being so, firms must be able to transform resources in capabilities, and consequently in a positive performance. Firms reach a superior performance, not because only they have more or better resources, but also because of their distinctive competences (those activities that a particular firm does better than any competing firms) allow to do better use of them. In the dynamic perspective, capabilities approach is a theoretical stream inside the RBV. This theory considers that, on one hand, the firms are constantly creating new combinations of capabilities and, on the other hand, the market competitors are continually improving their competences or imitating the most qualified competences from other firms. This approach puts emphasis on internal processes, assets and market position as restricting factors not only to the capability to react but also the management capability to coordinate internal competences of the firms.

SWOT Analysis Model of Environmental Scanning

County governments must continually make adjustments to maintain optimal function (Christiansen 2002). A number of different techniques can be used to determine where adjustments need to be made. One essential technique involves a discussion of an organization's

strengths, weaknesses, opportunities, and threats, commonly called SWOT analysis. SWOT analysis has been used extensively in other industries but has not been widely used in healthcare (Kahveci and Meads 2008). SWOT analysis is a precursor to strategic planning and is performed by a panel of experts who can assess the organization from a critical perspective (Gibis et al. 2001). This panel could comprise senior leaders, board members, employees, medical staff, patients, community leaders, and technical experts. Panel members base their assessments on utilization rates, outcome measures, patient satisfaction statistics, organizational performance measures, and financial status. While based on data and facts, the conclusions drawn from SWOT analysis are an expert opinion of the panel.

The primary aim of strategic environmental scanning is to bring an organization into balance with the external environment and to maintain that balance over time (Sackett, Jones, and Erdley 2005). Organizations accomplish this balance by evaluating new programs and services with the intent of maximizing organizational performance. SWOT analysis is a preliminary decision-making tool that sets the stage for this work. Step 1 of SWOT analysis involves the collection and evaluation of key data. Depending on the organization, these data might include population demographics, community health status, sources of healthcare funding, and/or the current status of medical technology. Once the data have been collected and analysed, the organization's capabilities in these areas are assessed. In Step 2 of SWOT analysis, data on the organization are collected and sorted into four categories: strengths, weaknesses, opportunities, and threats. Strengths and weaknesses generally stem from factors within the organization, whereas opportunities and threats usually arise from external factors. Organizational surveys are an effective means of gathering some of this information, such as data on an organization's

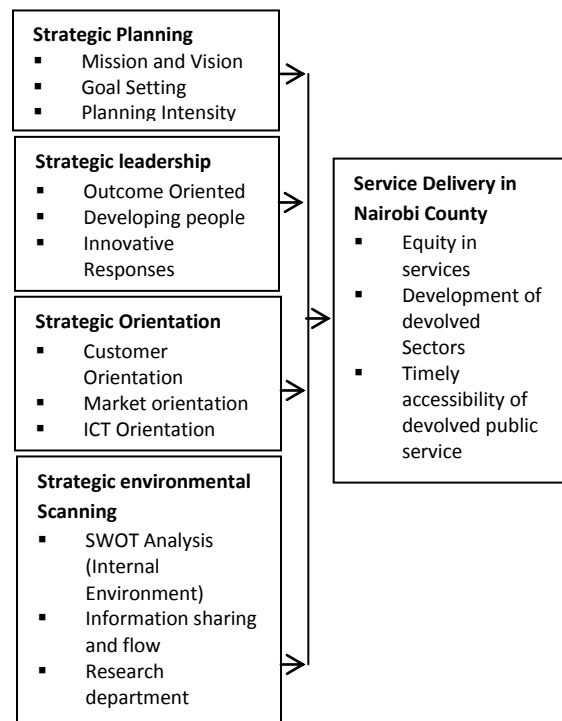
finances, operations, and processes (Carpenter 2006). Step 3 involves the development of a SWOT matrix for each business alternative under consideration. For example, say a hospital is evaluating the development of an ambulatory surgery centre (ASC). They are looking at two options; the first is a wholly owned ASC, and the second is a joint venture with local physicians. The hospital's expert panel would complete a separate SWOT matrix for each alternative. Step 4 involves incorporating the SWOT analysis into the decision-making process to determine which business alternative best meets the organization's overall strategic plan.

SERVQUAL Model

Measuring service quality is difficult due to its unique characteristics: Intangibility, heterogeneity, inseparability and perishability (Bateson, 1995). Service quality is linked to the concepts of perceptions. Parasuraman et al. developed a scale for measuring service quality, which is most popularly known as SERVQUAL. This scale operationalizes service quality by calculating the difference between expectations and perceptions, evaluating both in relation to the 22 items that represent five service quality dimensions known as 'tangibles', 'reliability', 'responsiveness', 'assurance' and 'empathy'. The SERVQUAL scale has been tested and/or adapted in a great number of studies conducted in various service settings, cultural contexts and geographic locations like the quality of service offered by a hospital (Babakus and Mangold, 1989), a CPA firm (Bojanic, 1991), a dental school patient clinic, business school placement center, tire store, and acute care hospital (Carman, 1990), pest control, dry cleaning, and fast food (Cronin and Taylor, 1992), banking (Cronin and Taylor, 1992; Spreng and Singh, 1993; Sharma and Mehta, 2004) and discount and departmental stores (Finn and Lamb, 1991). All these studies do not support the factor structure proposed by Parasuraman et al.

(1988). The universality of the scale and its dimensions has also been the subject of criticisms (Lapierre et al., 1996) and it is suggested that they require customization to the specific service sector in which they are applied. In SERVQUAL, both - store service performance and consumer expectations of the store service, are explicitly measured to assess the 'gap'. Several researchers find the performance perceptions to be sufficient in assessing service quality as compared to the gap (Carman, 1990).

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Strategic Factors Affecting Service delivery

This part reviews literature on strategic planning, strategic leadership, strategic orientation and environmental scanning.

Strategic Planning

Formulating, implementing and the evaluation of a Strategic Plan indisputably become a major activity

in both profit and not-for-profit organizations, especially, the banking sector. Strategic Plan provides the basic direction and rationale for determining the focus of an organization and also provides the specification against which any organization may best decide what to do and how to do it. Simply put, it is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired. It is important to note that not all planning is actually strategic even though they may be termed so. It is said that failure to plan leads to planning to fail. Strategic planning standardizes the processes of goal/objective setting, situation analysis, alternative consideration, implementation and evaluation that enable an organization to attain its goals and objectives (Tapinos et. al. 2005). Sarason and Tegarden, (2003) asserted to the positive correlation between strategic planning and performance achievements as very beneficial for organizations. In their studies Dyson, (2000); McAdam and Bailie, (2002) further emphasized the need for organizations to align their strategies with their performance measurement systems.

Performance measurement has significant influence in supporting the achievement of an organization's goals and the effectiveness and efficiency of its strategic planning process. Thus, in order to assess the level of success or otherwise of a corporate body, its established strategic plans in connection with the performance of the company in all fronts of operations had to be established. Strategic management expert Toffler (2003) writes that a company without a strategy is like an airplane weaving through the skies, hurled up and down, slammed by winds and lost in the thunder heads. If lightning or crushing winds do not destroy it, it will simply run out of gas. In a similar line of thought, Ross et al (2000) note that, without a strategy an organization is like a ship without a rudder. It goes

round in circles and like a tramp, has no specific place to go.

Various studies have been carried out on the relationship between strategic planning and organizational performance. Poku (2012) conducted a study on the Effects of Strategic Planning on the Performance and Operations of the Agricultural Development Bank (ADB). The objectives of the study were to find out the operational efficiency of strategic planning, to find out the main factors that affect strategic planning and to find out how strategic planning affects corporate performance. The study used a descriptive research design and had a target population of 792 employees of ADB. The study used a sample of 160 respondents and obtained an 87% response rate (140 respondents). Poku (2012) found that strategic planning was not efficient among the employees due to lack of information sharing and information flow. Poku, (2012) concluded that organizations had not clearly strategized the awareness of the plans set place by the organizational management to the employees. In Nigeria, Taiwo and Idunnu (2010) did a study on the Impact of Strategic Planning on Organizational Performance and Survival. Taiwo and Idunnu (2010) aimed at finding out the extent to which strategic planning influences organizational performance. Their study used a descriptive survey research design and obtained a study sample of 100 respondents in which 80 respondents successfully responded. The study concluded that at 95% confidence, strategic planning enhances performance and survival. In Kenya, Kamau (2014) conducted a study on the influence of strategic planning on performance of manufacturing firms in Kenya. Kamau (2014) aimed at establishing the effects of planning and leadership of the performance of manufacturing firms in Kenya. His study adopted a descriptive research design and used a sample of 200 respondents in which it obtained a response rate of 165 respondents. From

the analysis, Kamau (2014) found that strategic planning in most of the manufacturing organizations in Kenya was upheld but was only affected by lack of employee involvement. This according to Kamau (2014) placed the organizations in a slobber place whereby the employees who are the implementers of the organizational goals and decisions were not even aware of the decisions that they were supposed to implement.

Strategic Leadership

The primary task of high performance leaders is to provide strategic direction to the organisation, various departments and divisions within the organisation and to the people who ultimately implement strategic leadership. People at 'the top' of the organisation, normally in executive leadership positions, have tended to control over strategic processes. According to Nel (2008) successful strategic leadership occurs when people across all levels and functions have a common understanding about essential aspects such as: Knowledge of how strategic leadership is formulated, translated and communicated, implemented and assured within the organisation; The formal business systems and processes that are required to optimise the organisation's capacity and capability to fulfil its strategic leadership objectives; The specific and different roles, rights and accountabilities that each level, function and stakeholder has to fulfil. The crux of strategic leadership is the ability to manage the organisation's operations effectively and sustain high performance over time (Maccoby, 2001). In their review of the strategic leadership literature, Boal and Hooijberg (2001) identified this aspect of strategic leadership and made the distinction that managerial theories of leadership are about leadership 'within' an organisation but that strategic leadership is 'of' an organisation. Strategic leadership is marked by a concern for the whole organisation, its evolution, its changing aims and

the selection, development and maintenance of the requisite resources and capabilities to enable it to compete. They proposed a direct link between strategic leadership effectiveness and organisational effectiveness. This makes strategic leadership one of the best aspects in an organization's performance.

Strategic leadership has been for a long time serving as the key contributor to managerial strategies in many organizations across the globe. In this regard, many scholars and researchers across the globe have directed their attention on strategic leadership with majority of them focusing on the relationship between strategic leadership and organizational performance. Katee (2013) conducted a study on the effect of strategic leadership on the performance of commercial and financial state corporations in Kenya. The study aimed at investigating the managerial capabilities and managerial productivity on the performance of state corporations in Kenya. Katee (2013) used a descriptive research design and targeted state corporations based in Nairobi. The study found that strategic leadership was best embraced by corporates through determined corporate strategic direction, effectively managed corporate resource portfolio, emphasized effective organizational culture, emphasized ethical practices and balanced organizational controls. Katee (2013) found the strategic leadership practices to highly correlate with customer satisfaction, return on investment, net profit margin and low annual employee turnover.

Serfontein (2010) did a study on the Impact of Strategic Leadership on the Operational Strategy and Performance of Business Organisations in South Africa. The study used a descriptive survey research design and had a sample of 200 respondents out of which the response rate was 118 respondents. The findings of the study indicated that strategic

leadership is directly and indirectly positively associated with operational strategy and organisational performance. It is positively associated with strategy orientation as well as operational excellence of business organisations in South Africa. Furthermore, strategic leadership can also be related to return on assets (ROA) and earnings per share (EPS). Self-reported performance is also associated with higher organisational performance. Hitt and Ireland (2012) did a study on the essence of strategic leadership in organization development. Hitt and Ireland (2012) focused on strategic leadership aspect which included managing human and social capital. The study adopted a survey research design and targeted 230 employees in public organizations. Sampling was conducted and 100 respondents were chosen of which 98 responded. The study found that human capital management was a key subject on leadership traits among organizational managers.

Strategic Orientation

Strategic orientation is related to the decisions that businesses make to achieve superior performance. Strategic orientation is an organization's direction for reaching a suitable behaviour in order to attain superior performance. Competitor and customer orientations are the most important for organizations to achieve long term success (Hult et al., 2005; Yang et al, 2012; Al-Mohammad, 2010; Kumar et al, 2011; Nasution et al, 2011; Lau, 2011). On the other hand, some research indicates that strategic orientation does not automatically lead to better performance (Hao and Song, 2016). However, according to the most recent research that has been conducted in advanced countries, the role of market orientations and competitive advantages is still unclear especially in Iraq. Moreover, the strategic orientation has deep effects on different organization's dimensions, like effectiveness and competitive advantage and it indicates the value of organization's trend to

discover, create and maintain a set of responses suitable to the environment. According to Dereli (2015), the examination of market orientation is in the domain of strategy researchers as much as it is for marketing researchers. In short, strategic orientation involves the implementation of strategic trending that guides the activities of an organization to embedded behaviours that achieve permanence in optimal conditions for the business. Strategic orientation is therefore important in finding out the organization's chances and abilities support environment and to secure competitive advantage for itself.

Based on the benefits that surround strategic orientation with regard to enhance organizational performance, scholars and researchers across the globe have directed their attention on the aspect of strategic orientation. Many studies have been carried out with the intention of examining the applicability of strategic orientation on the performance of organization. Jassmy and Bhaya (2016) conducted a study on the Strategic Orientation and effects on organizational Performance- Analytical study in real estate banks in Al-Dewaniya Province. Their study aimed at finding out the effects of strategic orientation on performance of organizations. The scholars used a correlation research design and selected a sample of 80 respondents of which 70 responded. Jassmy and Bhaya (2016) found that strategic orientation is positively related with the bank performance. They also revealed that competitive advantage represented mediating variable and it also influences performance. In order to be successful, the real estate banks considered the best combination between competitor orientation and customer orientation to reach the highest performance level among competitors (Jassmy and Bhaya, 2016).

In Poland, Ejdy (2014) conducted a study on the strategic orientation of small and medium size enterprises. Ejdy (2014) aimed at finding out how competitive orientation and product orientation enhanced success of SMEs in Poland. The researcher used a comparative research design in which she compared her findings with those of other scholars. Ejdy (2014) conducted analysis with the use of the Structural Equations Models (SEM) and found that there existed two opposing views on the impact (positive or negative) of marketing orientation on the level of innovation of an organization; existing positive relationship between learning orientation and the innovation of the companies and positive relationship between the entrepreneurial orientation and the innovation of the companies. Obeidat (2016) carried out a study in Jordan on the Effect of Strategic Orientation on Organizational Performance: The Mediating Role of Innovation. Obeidat (2016) mainly focused on the mediating role of innovation and found that among the aspects of strategic orientation, innovation orientation was one of the best determinants of applicability of strategic orientation in organizations. Nakola, Tarus and Kibet (2014) did a study on the effect of strategic orientation on performance of small and medium enterprises: evidence from Kenya. Nakola et al. (2014) relied on information from the resource based theory and used descriptive research design. The study targeted 2053 SMEs of which 353 SMEs were sampled. Nakola et al. (2014) found that customer orientation and technology orientation had significant and positive effect on SME performance. Nakola et al. (2014) concluded that customer orientation and technology orientation makes it possible for SMEs to achieve competitive advantage and thus a higher level of performance.

Strategic Environmental Scanning

In recent years, the business environment has become more and more turbulent and uncertain

due to political realignments, economic crises, terrorism threats, technological innovations and natural disasters (Majid & Kowtha, 2008). Environmental scanning, as a systematic process to detect environmental signals and deal with uncertainties, is becoming critical for all types of organizations to survive and remain successful. Organizations have to closely monitor their task and remote environments, and use the acquired environmental information to assist tactical and strategic decision making. Environmental scanning is defined as a management process adopted by organizations to deal with external environmental information, the products of which would assist tactical and strategic decision making (Lapin, 2010). It starts from scanning needs identification and ends at information evaluation and use. The collected environmental information is filtered, interpreted and organized to formulate insights or predictions about the external environments, and then disseminated to its end users for evaluation and use. Environmental scanning is a typical application of information literacy skills in the workplace, as each of its activities could only be completed effectively and efficiently with people possessing the corresponding information literacy skills. Without proper skills to deal with information, as well as the related technologies, people would suffer from various problems by conducting environmental scanning, such as information overload, inability to locate and extract relevant information and disorganization of information. Linda (2011) defines environmental scanning as a management process of using information from the environment to aid decision making through the process of obtaining, analysing and using information. Based on the foundation of Mutuku (2014) and Olamide and Adebowale (2011) proposes a strategic information scanning system consisting of six steps: Steps 1 and 2 specify information needs and sources; Steps 3 and 4 identify the participants of the system and assign

them scanning tasks; and Steps 5 and 6 deal with the storage, processing and dissemination of the information. Similarly, Hough and White (2004) view environmental scanning as a process of identifying, collecting, processing and translating information about external influences into useful plans and decisions.

Environmental scanning is a very important aspect in enhancing the performance of an organization. However, despite the benefits that frame this strategy, only a handful of scholars and researchers have focused on the strategy globally. Among them is a study by Ojo (2013) who did a study on the Appraisal of the impact of environmental scanning on corporate performance in selected Nigerian banks. Ojo (2013) used a case study research design and targeted 2000 respondents of which the study sample was 320 respondents. Ojo (2013) found that environmental scanning firms out-perform non-scanning firms, that information derived from environmental scanning is increasingly being used to drive the strategic management process, that managers have a significant knowledge of their environment, that the fold up of some banks in the Nigerian banking industry was due to its inefficiencies in scanning its environment for threats and opportunities and that the scanning intensity in each sector is based on the level of perceived strategic uncertainty in each of these sectors. Olamide, Oyebisi, Egbetokun and Adebowale (2014) conducted a study on the impacts of environmental scanning strategy. Olamide et al. (2014) aimed at identifying factors that deter environmental scanning among Nigerian organization with regard to environmental analysability and environmental uncertainty. The researchers used a descriptive survey research design and had a sample of 84 manufacturing firms in Nigeria. Olamide et al. (2014) found that generally, companies in the industry actively engage in systematic gathering, analyses and assimilation of

information about the business environment as strategic input into planning. The main objective of research was to obtain information required to initiate or support strategies for competing in the domestic market.

Measurement of Service Delivery

Ongoing local government reform around the world has led to increasing sophisticated attempts to measure the effects of reform programs. Several features of local government service delivery have made it difficult to develop accurate measures of productive efficiency, especially for benchmarking and comparative performance measurement. These features include (a) multiple inputs and outputs in service delivery (b) problems in estimating the costs of service delivery (c) the existence of different stakeholders with competing needs impedes efficiency improvement, and (c) 'non-discretionary' factors beyond the control of local government (Worthington and Dollery, 2002). Delivering quality service is considered to be an important strategy for success in today's competitive environment. According to Grönroos (1988), service quality is commonly defined as a discrepancy between the service quality that is delivered by the organization and the service performance that employees expect. Conceptually, service quality is defined as global judgment or attitude relating to the overall excellence or superiority of the service (Parasuraman et al., 1988). Parasuraman et al. (1985) developed the framework for measuring service quality, the gap theory. SERVQUAL is the most widely utilized tool for measuring service quality and its application continues to increase in different service settings, such as banks, hospitality industry (Saleh & Ryan, 1992), health sector (Arasli et al., 2008), education and travel and tourism. The prime objective of the National treasury in the County governments' realm has been to secure sound and sustainable management of the financial affairs of County governments. This has required

the development of a coherent approach to improve the delivery of services to local communities. However, the delivery of services at the County governments has been placed in an imprudent level following misappropriation of public funds by most of the County governments. This brings in the question on whether the county governments are fulfilling their mandate in delivering better services to the local communities.

METHODOLOGY

The study used a descriptive survey research design. Descriptive survey research design is the research design that focuses on the use of characteristics and behaviours of an individual to come up with more elaborate and contextual descriptions of the individuals involved in the study. The target population for this study comprised of the Nairobi County government staff. Specifically, the study targeted the employees in the service delivery departments which directly deliver services to the public. According to County government of Nairobi (2015) there are 4 main departments involved directly in service deliver. The departments are: Public works, Road and Transport, Public service management, Education, Youth Affairs, Culture, Children and Social Services, and Health services. The study therefore targeted a total of 276 employees in these departments (50 + 83 + 65 + 78). The study adopted a purposive sampling to identify four departments that are directly involved in service delivery and out of these a sampling formula by Kothari (2004) was used to identify the respondents in each of the departments as shown below.

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N - 1) + z^2 \cdot p \cdot q}$$

Where:

n=sample size

N is the total population

e²= acceptable error (the precision level at 0.05)

p= the proportion in the target population that assumes the characteristics being sought. In this study, a = 50:50 basis is assumed which is a probability of 50 percent (0.5).

q = The balance from p to add up to 100 percent. That is 1-P (1 - 0.5), which in this case is 100 - 50 percent (0.5)

z²= number of standard deviation units of the sampling distribution corresponding to the desired confidence level of 95% which is 1.96.

The study used (0.5) to be the values of p and q in the formula (Pillay, 2010). Kura (2012) recommended that if there are no estimates in the target population assumed to have interest, 50% should be used as the proportion of the target population with characteristics being measured. At 95% confidence level and a 5% level of significance, the sample size (n) was calculated as follows:

$$n = \frac{1.96^2 * 0.5 * 0.5 * 276}{(0.05 * 0.05) * (276-1) + (1.96^2 * 0.5 * 0.5)}$$

$$= 161$$

The following factors were used to represent the variables of the study and were put across to find out the relationship between the independent and the dependent variables. The factors are X₁, X₂, X₃ and X₄ which represented the independent variables whereas the dependent variable was represented by Y.

X₁ = Strategic Planning

X₂ = Strategic leadership

X₃ = Strategic orientation

X₄ = Strategic Environmental Scanning

Y = Service delivery in Nairobi County.

From the above information, we can therefore generate a regression equation as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where $\beta_1, 2, 3$ and 4 is the slope of the regression equation and β_0 is the regression coefficient.

RESEARCH FINDINGS

Strategic Planning

Strategic planning is one of the most important strategic factors in management that ensures proper analysis and objective setting in an organization for an integrated problem solving and decision making. In this regard, the study sought to establish the use of strategic planning in the departments through systematic analysis of various aspects of strategic planning.

Extent of using Strategic Planning aspects

The study sought to find out the extent to which the departments used the specific aspects of strategic planning in service delivery. As shown in the table 1 below, the respondents said that they embraced mission statement to a great extent and this is shown by a mean of 4.6. On embracing vision statement, many respondents said that they

embraced it to a great extent and this was evidenced by the mean of 3.9 and a standard deviation of 0.9. The findings further showed that goal setting aspect was embraced by the county government departments as shown by a mean of 4.8 and a standard deviation of 1.7. On planning intensity, the findings showed that most of the respondents agreed that their respective departments embraced it and this was shown by a mean of 5.2 and a standard deviation of 2.0.

The findings compare with those of Poku (2012) who established that a good strategic plan should consist of mission statement, vision statement and goals set in regard to the objectives of the organization for a defined direction. The findings indicated that most of the departments embraced mission and vision statement as well as goal setting and planning intensity.

Table 1: Strategic Planning Aspects

| | Aspect | Mean | Std. Dev. |
|---|--------------------|-------------|------------------|
| 1 | Mission Statement | 4.6 | 1.5 |
| 2 | Vision Statement | 3.9 | 0.9 |
| 3 | Goal Setting | 4.8 | 1.7 |
| 4 | Planning Intensity | 5.2 | 2.0 |

Agreement with Statements on Strategic Planning and Service Delivery

The study sought to establish the extent to which respondents agreed with various statements on strategic planning and service delivery. This would help the researcher identify the extent to which the strategic planning adopted by the departments contributed to service delivery based on the respondents' view. As shown in table 2 below, it was evident that majority of the respondents agreed with the statement "there are set mission and vision statements which enhance service delivery" and this was evident as shown by a mean of 6.3 and a standard deviation of 3.3. In the second statement which was on the ability of working

towards the goals set to enhance service delivery, the findings showed that the respondent agreed to the statement with a mean of 3.1 and a standard deviation of 1.2 and on the statement that intensified planning enhanced delivery of services the respondents agreed to this with a mean of 5.7 and a standard deviation of 3.0. On the county government's involvement of the employees in its planning processes and activities the findings showed that the respondents agreed to this with a mean of 2.4 and a standard deviation of 1.8 and lastly on the statement that strategic planning enhances delivery of services and performance of the county government the respondents agreed to this as represented in the table with a mean of 6.1 and a standard deviation of 3.4.

The findings in a greater perspective compare with the literature reviewed in chapter two above. As noted by Gamble and Thompson (2010) in their review on the classic 4-step theory, planning was essential in enhancing organizational performance. In a county government, their main agenda was to deliver services to the common people. In this regard, their performance can best be described by the level of their service deliver. Gamble and Thompson (2010) argued that setting mission and vision and working towards the set goals enhances proper achievement of the organization mandate.

This straight compared to the findings whereby over 90% of the respondents agreed that planning was essential in enhancing service delivery. The findings by Taiwo and Idunnu (2010) and Kamau (2014) indicated that planning was effective if the stakeholders; in this case who included even the employees, were involved in the process. This showed that the county government had not extensively adhered to this since according to the findings, over 60% of the respondents disagreed that they were fully involved in planning for the activities of the county government.

Table 2: Level of agreement with statements on strategic planning and service delivery

| # | Statement | Mean | Std. Dev. |
|---|---|------|-----------|
| 1 | We have set mission and vision statements and through this service delivery has been efficient | 6.3 | 3.3 |
| 2 | There are set goals in our department and working towards achievement of these goals has seen service delivery increase in the department | 3.1 | 1.2 |
| 3 | Through intensified planning delivery of service to the people is efficient and effective | 5.7 | 3.0 |
| 4 | The county government management involves all the departments and employees when planning for service delivery strategies in the county. | 2.4 | 1.8 |
| 5 | Strategic Planning is important in enhancing service delivery and performance | 6.1 | 3.4 |

Strategic Leadership

Strategic leadership is another aspect that is important in enhancing performance and service delivery based on the need for an organization to have a set path through which the operations are laid into. The study sought to establish the extent to which service delivery was enhanced by strategic leadership in the county government and thus various questions that best described strategic leadership were asked to the respondents and the findings were as shown.

Rating the extent of use of strategic leadership aspects

The study sought to establish the extent to which the respondents embraced the strategic leadership aspects that enhance service delivery. The findings shown in Table 3 shown below indicated that the

respondents said that their respective departments embraced outcome oriented aspect of strategic leadership and this was shown with a mean of 2.4 and a standard deviation of 1.6. The respondents further said that people development in the departments they worked in was extensively embraced and this was shown by a mean of 3.9 and a standard deviation of 2.2. The findings showed that the respondents indicated that their respective departments embraced business capacity with a mean of 3.0 and a standard deviation of 1.8 and on embracing responsiveness to innovativeness the respondents indicated that they embraced this as shown by a mean of 1.8 and a standard deviation of 0.9.

The findings go in line with the argument by Wright, Moynihan and Pandey (2012) who argued that some dimensions of strategic leadership make it

meaningful and enhance its usefulness to the organization. According to Wright et al (2012) developing human resources and being outcome oriented are way too close to promoting strategic leadership in an organization. McDonald and Chenoweth (2009) cite Bass (1990) who established

that fair leadership and rewards to the employees are two main characteristics that best describe a leader of which the two define the people development procedures which in the findings was shown to be a major component of strategic leadership.

Table 4: Level of use of aspects of Strategic Leadership

| | Aspect | Mean | Std. Dev. |
|----------|----------------------------------|-------------|------------------|
| 1 | Outcome oriented | 2.4 | 1.6 |
| 2 | People development | 3.9 | 2.2 |
| 3 | Business Capacity | 3.0 | 1.8 |
| 4 | Responsiveness to innovativeness | 1.8 | 0.9 |

Level of agreement on statement on Strategic Leadership and Service Delivery

The study sought to find out the extent to which the respondents agreed with various statements with regard to the contributions of strategic leadership to effective delivery of service in Nairobi County. As the findings indicate in the Table 5 shown below, in a general view the employees agreed that strategic leadership was essential in effective service delivery but on the other hand disagree that the county government has integrated the necessary parameters to enhance strategic leadership. The first statement was that county government focused on influencing positioning outcome on the service delivery procedures and on this the findings showed that the respondents agreed with was as shown by a mean of 3.62 and a standard deviation of 2.16. On the statement that employees in the county government are trained on leadership skills to enhance service delivery, the findings indicated that most of the respondents agreed to this as shown by a mean of 3.80 and a standard deviation of 2.42 and on the statement that the county management ensures that the employees were guided on the service delivery dimension, the respondents agreed to this with a mean of 3.22 and

a standard deviation of 1.96. On the statement that balanced organizational control measures were emphasised in the County government to have better controls and monitoring of the services delivered, the respondents agreed to this with a mean of 3.05 and a standard deviation of 1.03.

The findings go hand in hand with the literature reviewed above whereby according to (Bakar et al, 2011) organizations require dedicated leaders for them to reap the benefit of the available resources such as the employees. The direction to which the organization is intending to end to (goals and objectives) could best be achieved through strategically making all the organizational stakeholders to concentrate on the same agenda. Zaccaro et al (2004) argue that leaders should involve employees in decision making and embrace training of the employees for hand-joined performance. The findings indicated that most of the employees were trained and this shows that the leaders at the county level passed this. The findings also compare with those of Serfontein (2010) who established that strategic leadership is a key aspect to performance and that the employees deliver service based on the leader’s (manager) ability to lead them strategically and make decisions that are focused and employee-centred.

Table 5: Respondents Level of Agreement on strategic leadership

| # | Statement | Mean | Std. Dev. |
|---|--|------|-----------|
| 1 | The County government focuses on influencing positioning outcome on the service delivery procedures | 3.62 | 2.16 |
| 2 | Employees in the county government are trained on leadership skills to enhance service delivery | 3.80 | 2.42 |
| 3 | Through strategic leadership delivery of service to the people is efficient and effective | 3.22 | 1.96 |
| 4 | The management of the county government ensures that employees are well guided to ensure that they offer the required services efficiently | 2.74 | 1.13 |
| 5 | Balanced organizational control measures are emphasised in the County government to have better controls an monitoring of the services delivered | 3.05 | 1.03 |

Strategic Orientation

The study sought to examine the level at which strategic orientation was adopted by the county government and how it enhanced service delivered to the people by the county government. Strategic orientation was very significant to organization performance in that it enhanced the organization to come up with the specific stakeholders and dimensions to focus on in an organization. Through these dimensions, the organization was able to have a unified path for achieving the set goals and objectives. In view of this, the respondents were asked to rate the extent at which they used several components of strategic orientation in their respective departments.

Extent of Orientation to Several Organizational aspects

The study sought to establish the extent to which the respondents viewed their departments through the county government to have adopted the orientation of organizational stakeholders and aspects which included customers, market, Information technology, investors as well as the entrepreneurs. The findings as shown in Table 6 below, indicated that most of the respondents said

that their departments embraced customer orientation which in this case represents the residents of the county, to a low extent as shown by the mean of 1.21 and a standard deviation of 0.40 and on embracing market orientation, which in this case was the operating area, the respondents represented by a mean of 2.59 and standard deviation of 1.37 said that they embraced it. On information technology, the indicated that their departments adopted it to a great extent, moderate extent and low extent and this was represented by a mean of 2.68 and a standard deviation of 1.36. Lastly, on investors and entrepreneurs (entrepreneurial orientation) majority of the respondents indicated that their respective departments adopted it to a great extent and moderate extent respectively as shown by a mean of 3.16 and a standard deviation of 1.91.

The findings concurred with the literature reviewed in chapter two above. Hao and Song (2016) argue that strategic orientation is essential to organizations when it is done in the right dimension. Hao and Song (2016) points out market orientation and customer orientation to be the most value adding aspects of strategic orientation that enable and organization to expand its viability

in the market. The findings show that customers, market, information technology and entrepreneurs are embraced in county government. Jassmy and

Bhaya (2016) contend that information technology should be embraced as an aspect of strategic orientation.

Table 6: Extent of Adoption of Strategic Orientation Aspects

| Aspect | Mean | Std. Dev. |
|-------------------------------|------|-----------|
| 1 Customers (Residents) | 1.21 | 0.40 |
| 2 Market (Operating area) | 2.59 | 1.37 |
| 3 Information Technology | 2.68 | 1.36 |
| 4 Investors and entrepreneurs | 3.16 | 1.91 |

Level of Agreement with various statements the role of Strategic Orientation on Service Delivery

The study sought to find out the respondents level of agreement on various statement regarding strategic orientation and service delivery by the county government. The respondents were required to follow a scale of 1 to 5 where 1= strongly agree, 2= agree, 3= Uncertain, 4= disagree and 5= strongly disagree. According to the findings as shown in Table 7 below, the respondents agreed that focusing on customer involvement in county government decisions enhances service delivery as shown by mean of 4.33 and a standard deviation of 1.66. The findings further revealed that the respondents agreed that market orientation should be embraced to enhance better forecast on the needs of the county residents as shown by the mean of 4.23 and a standard deviation of 1.31. On investing in technology to enhance information sharing thus leading to efficiency in service delivery, the findings indicated that most of the respondents agreed with a mean of 4.14 and a standard deviation of 1.36. On embracing entrepreneurial orientation by encouraging investors to invest in the county to increase service delivery, most of the respondents agreed with a mean of 3.97 and a standard deviation of 1.11. The last statement was that county government has embraced strategic

orientation thus enhancing service delivery. According to the findings, most of the respondents did not agree with the statement and had the lowest mean of 2.16 and a standard deviation of 0.93.

The findings go hand in hand with the literature reviewed that strategic orientation is a major factor in organizational performance through enhanced and streamlined operation thus increasing efficiency. According to Newbert (2007) allocation of resources to the various departments of the organization enhances the orientation of stakeholder influences and dimensional abilities thus making organizational management easier. Ejdys (2014) established that orientation of competitive strategies enhances performance through integrated operations which makes organizational relationship flow. Similar to the study findings, Kongolo (2010) established that although many employees in an organization agree that various strategies and procedures can enhance performance, the strategies are not implemented and this makes the organization continue facing the same problems despite the fact that the stakeholders are aware of the missing aspects and strategies. This directly relates with the findings where most of the respondents disagree that the county government has adopted the strategic orientation aspects to enhance service delivery.

Table 7: Agreement with Statements on Strategic Orientation and Service Delivery

| Statement | Mean | Std. Dev. |
|---|------|-----------|
| 1. Focusing on customer (residents) involvement in county government decisions enhances service delivery | 4.33 | 1.66 |
| 2. Market orientation should be embraced to enhance better forecast on the needs of the county residents | 4.23 | 1.31 |
| 3. Investing in Information technology enhances information sharing thus leading to efficiency in service delivery | 4.14 | 1.36 |
| 4. County government embraces entrepreneurial orientation by encouraging investors to invest in the county thus increasing service delivery | 3.97 | 1.11 |
| 5. Strategic orientation has been fully embraced in Nairobi County government and this has enhanced service delivery | 2.16 | 0.93 |

Strategic Environmental Scanning

The environment in which a business operated in was very significant to the performance of the organization. County governments operated in an environment with a wide range of dynamics which if not well taken care of could greatly affect the performance of the county governments. This therefore puts strategic environmental scanning an area of concern to the county governments. It was on this merit that the study sought to establish the extent to which the county government embraced strategic environmental scanning as a strategy to enhance service delivery.

Level of Implementing Environmental Scanning Aspects

The study sought to find out the level at which the departments in the county government had implemented aspects of environmental scanning. The findings as shown in Table 8; showed that the respondents stated that the strategy of availing research departments was implemented to a by their departments as shown by a mean of 2.76 and a standard deviation of 1.26. On analysis of internal

environment, the findings showed that respondents represented by a mean of 2.89 and a standard deviation of 1.35 agreed that their respective departments adopted it. The respondents further indicated that analysis of external environment was embraced to a good extent as shown by a mean of 3.13 and a standard deviation of 1.69 and on embracing adaptability to changes recognized during analysis and research, the respondents agreed to this with a mean of 2.92 and a standard deviation of 1.37.

The study findings were similar to those of Linda (2011) and Sackett, Jones, and Erdley (2005) who established that environmental scanning such as internal environment scanning and external environmental scanning through methods such as SWOT and PESTE analysis and SERVQUAL analysis are essential in enhancing proper organizational performance through identified risk factors and strengths as well as threats thus giving the organization a clear dimension to focus on.

Table 8: Level of Implementation of Strategic Environmental Scanning Aspects

| Aspect | Mean | Std. Dev. |
|---------------------------------------|------|-----------|
| 1 Availability of Research Department | 2.76 | 1.26 |

| | | | |
|---|--|------|------|
| 2 | Analysis of Internal environment | 2.89 | 1.35 |
| 3 | Analysis of external environment | 3.13 | 1.69 |
| 4 | Adaptability of the changes recognized | 2.92 | 1.37 |

Agreement with Statements on Impacts of Strategic Environmental Scanning on Service Delivery

The study sought to establish the extent to which the respondents agreed to various statements on the impacts of Strategic environmental scanning on service delivery. The findings as shown in Table 9 established that most of the respondents did not agree with statements on the county government having implemented the strategies for environmental scanning to enhance service delivery. On the statement that the county government conducted research on internal environment to increase service delivery, most of the respondents disagree with this and this was evident by the mean of 2.14 and a standard deviation of 1.01. On the ability of the county government to enhance information sharing for analysis of the views of the residents, a fair number of the respondents agreed with this as evidenced by a mean of 3.72 and a standard deviation of 1.61. Most of the respondents agreed that conducting research on the external environment increased on how to best deliver the services to the residents as

shown by a mean of 4.47 and a standard deviation of 1.96. On the statement that the county government was aggressive to adopt changes recognized during analysis, most of the respondents disagreed with this as evidenced by a mean of 2.08 and a standard deviation of 1.01. Lastly, on the statement that the county should invest in research department to increase service delivery, the respondents agreed with this and was evidenced by a mean of 4.16 and a standard deviation of 2.11.

The findings were to a greater extent similar to the literature reviewed in chapter two above. Olamade et al (2014) for instance, holds that research was essential to as an aspect of service delivery and that upholding it was a way towards enhancing integrated operations in an organization. According to Olamade et al (2014) research created the awareness on what was exactly needed by the residents thus enabling the governing team to do not what they think but what is required by the recipients of the service. Mutuku (2014) also argues that strategic environmental scanning is one of the easily ignored management strategies despite it being an important aspect in the organizational performance.

Table 9: Level of agreement with statements on Strategic Environmental Scanning

| Statement | Mean | Std. Dev. |
|---|------|-----------|
| 1. The county government conducts research on the internal environment and this enhances delivery of services | 2.14 | 1.01 |
| 2. The county government enhances information sharing to ensure analysis of views of the residents | 3.72 | 1.61 |
| 3. Conducting research on the external environment increases the knowledge on how to deliver better services to the residents | 4.47 | 1.96 |
| 4. The county government is always aggressive to adopt to changes recognized during environmental scanning | 2.08 | 1.01 |
| 5. The county government should invest in a research department so as to increase | 4.16 | 2.11 |

Service Delivery by the County Government

The mandate of the County government is to avail the devolved functions effectively to the county residents. This has to be done in a systematic way that ensures equitable and effective delivery of the services and at the same time promoting accountability. The study sought to establish the level of service delivery by the county government and the effectiveness of the services delivered by the County.

Level of Change in Delivery of Services

The study sought to find out the extent at which various aspects of service delivery had been effectively enhanced over a period of time. The respondents were asked to indicate the extent at which they thought the delivery of the given services had enhanced in their respective departments. The respondents were required to answer on a basis of a Likert’s scale of 1-5 where; 1=Large extent; 2=Moderate extent; 3=Uncertain, 4= Little extent and 5= No extent. The findings in Table 10 showed that on timely response to

emergencies in the county, the respondents indicated that it was done and this was presented by a mean of 3.05 and a standard deviation of 1.61. On reduced service-wait time in the county offices, the respondents said that it was achieved as indicated by a mean of 3.20 and a standard deviation of 1.53. The findings further showed that the respondents indicated that public participation in the development matters was relatively enhanced as shown by a mean of 2.18 and a standard deviation of 0.93.

The findings concur with those of Arasli et al (2008) who established that service delivery was a measure of how efficient an organization or government is in delivering the projects and needs of the people that it was supposed to deliver. According to Arasli et al (2008), effectiveness and timeliness were the key measures of how efficiency the services were delivered. Poku (2012) adds that accountability and equity are other measures of an effectively delivered service. This shows the need for equality and accountability in delivering the mandate by the county governments.

Table 10: Extent of Efficiency in delivery of Services

| # | Statement | Mean | Std. Dev. |
|---|--|------|-----------|
| 1 | Timely response to emergencies in the county | 3.05 | 1.61 |
| 2 | Reduced service-wait time in the county offices | 3.20 | 1.53 |
| 3 | Increased public participation in County economic and social development matters | 2.18 | 0.93 |

Period taken to deliver county government services

The study sought to find out the period of time taken to deliver the services by the county government. The respondents were asked to rate the period of time it took to access the services in given years. From the findings as shown in Table 11 below, it was evident that the wait period for the services was relatively high with most of the

respondents indicating that it took more than a year to access some of the services by the county government (21%, 8%, 40% and 39%) while others stated that they never got the services at all (17%, 11% and 4%). The findings showed that in all the years, very few respondents said that the services were got immediately (9%, 5% and 3%).

According to Lau (2011) service delivery at most of the public organization takes more time than expected and in other a times the service never

accessed at all and this can be blamed as a result of poor strategies laid out by the management to ensure proper flow of operations for enhanced service delivery. Hao and Song (2016) contend that

lack of ICT integration in the modern business world can as well be blamed of poor service delivery by organizations and this is evident from the findings.

Table 11: Period taken in Service Delivery

| Year | Immediately % | A day % | A week % | A month % | year % | Never % |
|------|------------------|------------|-------------|--------------|-----------|------------|
| 2013 | 9% | 12% | 22% | 19% | 21% | 17% |
| 2014 | 5% | 34% | 10% | 43% | 8% | 0% |
| 2015 | 3% | 16% | 3% | 27% | 40% | 11% |
| 2016 | 18% | 25% | 6% | 8% | 39% | 4% |

Regression Analysis

Regression analysis was conducted to establish the relationship between the independent variables of the study which included strategic planning,

strategic leadership, strategic orientation and strategic environmental scanning and the dependent variable; service delivery by the county government.

Table 12: Coefficient of Determination (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .912 ^a | .831 | .822 | .2112 |

Predictors: (Constant), strategic planning, strategic leadership, strategic orientation and strategic environmental scanning.

The purpose of coefficient of determination was to elucidate magnitude of the dependent variables (service delivery) that can be explained by a unit change in any of the independent variables. As shown in Table 13 above, strategic planning, strategic leadership, strategic orientation and strategic environmental scanning can explain 91.2%

of the service delivery by the county government as presented by R. This there means that only 8.8% of service delivery by the county government of Nairobi can be explained by other factors apart from strategic planning, strategic leadership, strategic orientation and strategic environmental scanning.

Table 13: Multiple Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------------|-----------------------------|------------|---------------------------|------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .264 | .095 | | 2.78 | .002 |
| Strategic Planning | .333 | .061 | .333 | 5.42 | .001 |
| Strategic leadership | .189 | .055 | .189 | 3.42 | .010 |
| Strategic Orientation | .330 | .058 | .329 | 5.64 | .003 |
| Strategic environmental Scanning | .334 | .059 | .333 | 5.66 | .000 |

The regression equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$) now becomes:

$$Y = 0.264 + 0.333 X_1 + 0.189X_2 + 0.330X_3 + 0.334X_4$$

Whereby Y = Service Delivery

X1 = Strategic Planning

X2 = Strategic leadership

X3 = Strategic orientation

X4 = Strategic environmental Scanning

From the above regression model, holding all other factors constant (strategic planning, strategic leadership, strategic orientation and strategic environmental scanning), the service delivery was 0.264. Further the findings showed that a unit increase/decrease in strategic planning would lead to increase/decrease in service delivery by a factor of 0.333, a unit change (increase) in strategic leadership would lead to increase in service delivery by a factor of 0.189, a unit change in strategic orientation would lead to an increase in the service delivery by a factor of 0.330 and finally a unit increase in strategic environmental scanning would lead to an increase in service delivery by a factor of 0.334. This therefore shows that the independent variables are statistically related to the dependent variable by a great extent thus they can be used to make the conclusion of the study.

CONCLUSION

The study concluded that strategic planning was an important strategy in enhancing the effectiveness of service delivery by the county government. The study concluded that through setting a mission and vision and setting goals, the delivery of services is enhanced. However, the study established that the county government did not strategize on the specific ways to uphold the missions and visions that they set and implementation of the plans set was a challenge as a result of poor planning.

The study concluded that despite strategic leadership being an important strategy in service delivery and enhancing performance of the county governments, the responsible leaders did not

uphold some aspects of strategic orientation such as involvement of the people and responding to innovativeness. The study concluded that focusing on the outcome was much upheld than developing the procedure to have the desired outcome.

The study concluded that County government to a great extent embraced strategic orientation as a strategy to enhance service delivery. The study established that adoption of ICT was fairly upheld and this played an important role in increasing the viability of sustaining good service delivery to the people. Market orientation and customer orientation were not appropriately taken care of by the county government and this made the strategic orientation strategy become less helpful.

Finally the study concluded that strategic environment scanning was a factor not well embraced by the county government. The study established that analysis of the external and internal environments was poorly done by the county governments. The study concluded that through research departments the analysis of the environment was enhanced.

RECOMMENDATIONS

- The county governments should embrace strategic planning as a strategic factor to enhance service delivery by setting a clear vision and mission as well as setting goals and good plans that enable them to have a framework through which they can achieve their mandate.
- The county governments should consider adopting strategic leadership strategies and offering training to the employees on how to become leaders so as to encourage accountability and efficiency in operations and hence promoting service delivery. This should be embraced through providing responsiveness to innovativeness and rewarding innovative

ideas as well as enhancing the staff treatment and being staff centred.

- The stakeholders in the county government should make sure that they make up with followings on the management of the county and the managers should on their part involve the members of the county through their representative so as to enhance working as a team and thus knowing what each team wants.
- The county bosses should ensure that they set aside research departments so as to conduct environmental research and enhance the analysis of the environment in order to identify the dynamics that need to be handled by the county government in its service delivery systems.

AREAS FOR FURTHER RESEARCH

The study aimed at identifying the impacts of strategic factors on service delivery in the county government. The study was limited to Nairobi County thus there is need for another study to be carried out to focus on other counties where

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mismanagement is even higher than Nairobi County.

The study only focused on strategic factors which included strategic planning, strategic leadership, strategic orientation and strategic environmental scanning. There is therefore the need for a study to be conducted on other factors such as technology and unethical practices which also affects service delivery among county governments in Kenya.

A study should be carried out to focus on other sectors such as the SME sector or the private sector which also face similar problems and identify possible solutions.

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