STRATEGIC PLANNING AND ORGANIZATIONAL PERFORMANCE IN THE MINISTRY OF FOREIGN AFFAIRS, NAIROBI CITY COUNTY KENYA

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DECLARATION

This project is my original work and has been presented for a degree in any other university.

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Signature ……………………………   Date …………………………………………………

This research project has been submitted for examination with my approval as university supervisor.

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DEDICATION

I would like to dedicate this research project to my beloved children, Dennis Macharia, Angie Kamau-Macharia, siblings Rev. Josephat and Mary Kimani, Ann Kitunka, Beth Ngugi and Christine Watiri the Kibui’s for their continued encouragement, support, prayers and love that has helped me in this journey.
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LIST OF ABBREVIATIONS AND ACCRONYMS

MFA: Ministry of Foreign Affairs

EAC: East Africa Community

COMESA: Common Market for Eastern and Southern Africa

IGAD: Intergovernmental Authority on Development

ICGLR: International Conference on the Great Lakes Region

AU: African Union

UN: United Nations

UNGA: United Nations General Assembly
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OPERATIONAL DEFINITION OF TERMS

Strategic Planning: This refers to an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

Implementation: This refers to the process of putting decisions into effect and their execution.

Organizational Performance: This refers to the transformation of inputs to outputs meant to achieve a specific outcome and objectives of the organization.

Strategic evaluation: This refers to monitoring and assessing the effectiveness and success of set and approved strategies.

Work Environment: In this study working environment refers to the surrounding conditions in which employees operate in, including work processes and procedures.

Organizational Culture: Refers to a system of shared assumptions, values and beliefs, which govern how people behave in organizations.
ABSTRACT

Strategic planning is important for strategic management of organization as the success of the organization is dependent on external environment and how it aligns its resources internally to exploit opportunities and cover its weaknesses. The study aimed to investigate the effects of strategic planning on organizational performance. The main objective was to specifically establish the effects of strategic planning on strategic implementation, evaluation, work environment and management participation. The study was guided by Resource based view theory and Dynamic capability view theory. The scope of the study was limited to the Ministry of Foreign Affairs and focused on 284 staff members at the Ministry Headquarters in Nairobi, Kenya. The study utilized a descriptive research design. The design gave an opportunity for a comprehensive description and analysis of the variables involved in the study while clearly outlining the relationship between variables. A stratified sampling technique was used in this study. The sample was determined through Krejcie and Morgan’s method. It was effective as the stratified method made sure that the sample size of each level, which was represented in various departments is proportional to the population size of the Ministry. The questionnaire was administered to selected sampled employees in upper middle management to senior management. Questionnaire was used as the main instrument of data collection which underwent pilot study to test the reliability and validity of the research instrument. The content validity was used in the study which was determined by content validity index. The study used Cronbach’s alpha formula to test reliability, with value of 0.7. Descriptive statistics was used for data analysis. The study used means, averages and percentages. The data analysis tools were tabulations and spread sheets which were used to present the report. The study established that strategy implementation had a positive influence on performance of the Ministry of Affairs when it’s done correctly but can also have negative influence when it’s conducted less efficiently and effectively, what is not to be ignored though is the quality of the strategy in the first place. Employees are greatly motivated to perform their duties by their work environment. The competitive business environment that is present today does not accommodate money alone as the sufficient motivator to employees. A significant relationship in how organizational culture relates to performance has been established by the study. Thus, organizational culture is influenced by aspects of culture that include; measures on goals, work, employees, open culture and professional work. The research recommended that the Ministry of Affairs should ensure that allocation of resources is balanced, and more funds allocated to the departments that are responsible in effective strategic implementation. The implementation of strategies should be aligned together with the Ministry of Affairs’ organizational structure. The strategy being introduced to the organization should be given to the middle level management.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It is not a simple process to carry out the strategic planning of public organizations as the public sector characteristics, external environments and constitutional limitations have to be considered (Clarke and Fuller, 2010). The main reason why strategic planning is practised is to ensure that organizational performance is enhanced. Strategic planning enables the organization to know its direction and to know when it has achieved or will achieve its objectives. The first step of determining the strategic planning of an organization is by defining its long term vision through identifying its mission according to Starkey (2004). An organization has no reason to exist if it does not have a vision. In order for an organization to flourish the goals of that organization need to be met; this is the strategic planning main concept (Johnson and Scholes, 2000). An organization is able to fit in with its environment through strategic planning as it is the root of the business arena (Schwenk and Shrader, 2003).

There are many indices that have been placed to measure performance which include; making sure that all participants, stakeholders, employees and customers are satisfied, meeting objectives with effectiveness, meeting objectives by using resources with efficiency, meeting of future opportunities and challenges through developing of capacity, product, service and process innovation and improving the rate of achieving quality (Carton and Hofer, 2010). When the intended output is measured against the actual output or results in an organization it is termed as organizational performance. The
financial performance, product market performance and shareholder returns are the outcomes of the organization (Bass, 2000). The management system which the management has made through commitment is what is used to test for organizational performance (Richard, 2009). The achievement of social, economic and ecological goals measures the management plans.

In an environment that is dynamic and characterized by shifting interests and changes, there are often significant concerns about the need to ensure an organization’s sustainability, flexibility and responsiveness in delivery of services to its stakeholders. Strategic planning is the process that focuses on the formulations of organization’s objectives, taking into consideration the availability of resources required to achieve those objectives (Robson, 1994).

On the global front, McNamara (2008) posits that in the US strategic planning and performance has been become popular and is being applied in the volatile and competitive environment today. Strategic planning is thus employed by managers and leaders in the public and non-profit organizations, so that their organizational mission can be fulfilled and at the same time ensure stakeholder’s satisfaction is enhanced. The performance of industries in Ghana greatly improved through the management improving their strategic thinking, planning, decision-making and ultimately by the implementation of the strategies as argued by Kwame (2012).

The performance and outcomes of an organization are greatly determined by strategic planning despite the differences in levels of performance of various organizations. The survival of most organization lies upon the strategic planning that is practised in the organization, which ensures good corporate performance. An organization is able to fit
with its environment through strategic planning as it is the root of the business arena (Owolabi and Makinde 2012).

Regionally, according to Bagire and Namada (2013) the internal management functions of organizations in Uganda was determined by both strategic planning and performance. The internal managerial capacity need to be built by the organization as the inference handles strictures related to the organization that helps in strategic planning and relies upon external skills. There was need to integrate management participation across the organizational structures so that it can effectively as necessary for organizational performance.

In Kenya a study conducted by (Kirimi 2017) on Mama Lucy Kibaki hospital on strategy implementation, the study found out that, strategy implementation should be effectively coordinated since it is the coordination of goals and tasks, resources and control that enable an effective implementation. The researcher found out that when an organisation develops a new strategy, the management should offer support to the department and employees responsible for the implementation of the plan. Strategic plan and development of an organizational structure should be aligned to the new strategic plan so as to enhance service delivery.

Strategic planning globally has been refined and fine-tuned by establishments to make it more significant in decision making. Confronted with rapid and often sporadic changes and with greater uncertainty in businesses globally, management and policy makers have to develop a more analytical framework for planning as a basis for making decisions (Dymsza 2004)
Strategic planning involves the achievement of long term and objectives of the organization, including the resources used in achieving the objectives, identifying the policies and guidelines that govern the organization and how the resources are used and dispositioned. The organization’s opportunities are also taken into account, accessing of the organization’s ability to exploit its opportunities so that the end result can be the achieving of a competitive advantage (Henry, 2004).

The implementation of strategic and achievable choices are responsible for the organization’s vision or mission where three elements are used to explain strategic planning (Hax and Majluf, 2006). The vision, mission and goals are used to set the direction of the organization which encompasses its strategic analysis. These are also used in articulating the strategic intent of the company and directing their efforts into understanding the environment of the business. The most appropriate strategy is chosen through effective generation, evaluation and selection. The final stage is the Strategy implementation which involves taking the relevant policies and putting them in place and formulating the frameworks using the available strategies.

1.1.1 Organizational Performance

According to Richard et al, (2009) organization performance as the transformation of inputs to outputs is meant to achieve a specific outcome. Thus, performance depicts the relationship between the realized output also regarded as efficiency and the effective cost. For an organization to be able to achieve its shared purpose, it should be able to voluntarily associate its productive assets and it’s concept of organizational performance (Carton and Hofer 2006). The value of what those who provide assets to the organization get in return, is what makes them committed to the organization, while the assets are also
being used alternatively, it makes organizational performance the basis of value creation (Barney, 2002). When an organization is able to use its resources effectively and efficiently, it is then able to attain organizational performance as defined by Daft (2010).

Organizational performance further shows how well a firm is doing in its way to achieving its goals, vision and mission. The assessment of organizational performance is critical for executives to evaluate and know the performance of their firms in a bid to determine the strategic changes, if any, that ought to be made. Organizational performance is a key indicator for investors to determine whether to invest in an organization or not. It is also a key gauge to the management and other stakeholders that show whether the firm is moving towards the envisioned direction or not (Richard et al., 2009).

According to Kaplan and Norton (2009) the Balanced Score Card (BSC) approach has been used to achieve organizational performance where performance is analysed and measured in a multi-pronged method. The objective of the BSC is to obtain a score of a set of parameters maintaining a balance between short-term as well as long term objectives measured between laggings and leading indicators, with the same standards applied for internal and external performance factors (Santos and Brito, 2012).

1.1.2 Strategic Planning

Strategic planning is a set of procedures brought together, concepts and tools which are designed, so that they can help leaders and managers to perform their tasks, as well as help them make important decisions that help to build an organization, the activities it performs and the reasons why they do them (Bryson 2004). The relationship that exists between an organization and its environment is maintained and made viable through
strategic planning which also develops and maintains it through the managerial process. According to Kotler (2009), the long-term achievements of an organization are also achieved through the strategic planning. The planning process also involves giving the organization a sense of direction, being able to make new discoveries and opportunities through their employees. Strategic planning should focus much on the future opportunities rather than the problem’s they face today (Kotelnikov, 2007).

When a company has adopted and implemented effective strategic planning, it is said to have the best competitive edge. This is due to the fact that effective plans made by an organization make it successful to take any kind of action (Godet and Poublet, 2006). Management teams face challenges in formulating strategies consistently, which makes implementation of the same strategy to make it effective in the organization even more difficult (Hrebinia, 2006). There are several factors that affect the adoption of strategies and making sure that they are turned into organizational actions. Strategy formulation has been found to be different from strategy implementation which is a bit complicated as it is viewed as a craft which is not science and history has described it as fragmented and eclectic (Noble, 1999).

1.1.3 The Ministry of Foreign Affairs

The establishment of the Ministry of Foreign Affairs took place in 1963; The Prime Minister was the head in the then External Affairs department after Kenya gained its independence which operated in the Government House which is the State House today. The Ministry became fully-fledged in 1969. The main roles of the Ministry since independence are making sure the country implements fundamental principles that involve peaceful co-existence, preserving the national security, ensuring disputes are
settled, not interfering with other country’s affairs, non-alignment, national interest and going as per the United Nations and the African Union charters.

Kenya made five interlinked pillars of democracy after it shifted its foreign policy which are; economic; peace; environmental; cultural and diaspora. At independence, foreign policy was made the fundamental principle and is still maintained to date. The main purpose of the economic pillar is to ensure that economic transformation is sustained in order for the social economic development and prosperity can be ensured to make the country a new industrialized middle-income country and achieve robust income by 2030 (Mfa Strategic plan 2015-2020).

For a period of time, the Ministry’s priorities are developed, and a foundation laid by strategic planning, to make sure that the performance and service delivery are enhanced by the ministry through its guidance, strategic thinking stimulation, provision of resource mobilization, allocation and contribution to the achievement of the 2030 Vision.

The Ministry makes efforts so as to achieve its goals and objectives through strengthening its relations with its partners and ensure that competencies of democracy are developed and develop other capacities so that they can have a good relationship with the world.

1.2 Statement of the problem

Public sector organizations in Kenya have gone through rapid and profound changes since the introduction of Result Based management System by the government of Kenya, (Public Service Commission Manual 2005). The Ministry of Foreign Affairs, like any other Public Sector organization, is required to operate under the Results Based
management System of which strategic planning and performance are a key component. The main challenge the Ministry of Foreign Affairs has been experiencing is how to strategically plan so as to lead to high organizational performance in its operating environment nationally, regionally and internationally. The Ministry of Foreign Affairs is geared to effectively and efficiently pursue its goals in order to fully execute its key mandate that is being challenged by high level of turnover of top management, regular changes in staffing due to postings of staff from headquarters to missions abroad, shifting alliances, peace and security, stability and market competition (global competitiveness).

Strategic planning and performance’s main challenge in the Ministry of Foreign Affairs is the movement of staff. This is due to the peculiarity of the Ministry’s operations. Employees have to move from the Headquarters to the Missions abroad to represent Kenya. When this happens, it interferes with the plans and performance where officers have set targets and goals but have to leave them half-way accomplished because they have been sent out on posting to different missions. The next person who is assigned the activities may not have the commitment and information on what they are expected to do, and this affects the achievement of goals, objectives and targets set, affecting the plans and performance of the Ministry. Even though the Ministry of Foreign Affairs has always stressed on achievement of set goals and objectives that contribute to its performance, there are numerous problems in regard to its strategic plan formulation, objectives formulation and performance, strategic plan implementation and utilization of resources. Due to various management changes and high rate of turnover of the Ministry’s top management there is need to do a research and identify the effect of strategic planning on the organizational performance. Studies that have been done have not explored this
aspect and no study has been done in the Ministry on the effects of strategic planning on its organizational performance.

Formulation of strategies, objectives and goals alone are not enough and there is therefore need to measure the effects of strategic planning on the organizational performance in the Ministry. This would then therefore suggest there is a gap in the literature and this study measured the effects of strategic planning on well-defined variables of organizational performance.

A study conducted by Omondi (2018) on strategic planning and performance of Nairobi City County, the study concluded that there is a positive relationship between strategic planning and performance of Nairobi city country. This is because strategic planning practices such as formulation of objectives, formulation of strategic plans, the use of participatory decision making as well as the inclusion of rewards and recognition resulted into high performance levels of the organization. The adoption of training and development, employee participation and effective resource allocation resulted into a positive influence on the performance of Nairobi City County.

According to a study done by Ayuya (2010) to determine how performance of the University of Nairobi had been influenced by strategic planning. The findings indicated that the university had documented its vision, mission and core values well that its stakeholders and employees were able to identify with them. The study revealed that set objectives were important in the organization structure, appropriateness of objectivities and managerial performance. The conclusions made were that strategic planning has a great impact on the performance of Nairobi University and that it enhanced improvements in many areas such as work environment, outreach and extensions to
activities and programs, service delivery implementation charter and compliance with the budgetary levels that have been out in place.

1.3 Objective of the study

1.3.1 General objectives

The general objective of this study was to investigate the effect of strategic planning on organizational performance of Ministry of Foreign Affairs, Nairobi City County.

1.3.2 Specific objectives

The study was guided by the following objectives;

i. To establish the effects of strategic implementation on performance of the Ministry of Foreign Affairs.

ii. To establish the effects of strategic evaluation on performance of the Ministry of Foreign Affairs.

iii. To determine the effect of working environment on performance of the Ministry of Foreign Affairs.

iv. To establish the effect of organizational culture on performance of the Ministry of Foreign Affairs.

1.4 Research questions

The study sought to answer the following questions;

i. What are the effects of strategic implementation on performance of the Ministry of Foreign Affairs?
ii. What are the effects of strategic evaluation on performance of the Ministry of Foreign Affairs?

iii. What are the effects of working environment on performance of the Ministry of Foreign Affairs?

iv. What are the effects of organizational culture on performance of the Ministry of Foreign Affairs?

1.5 Significance of the study

The findings from this study can be of benefit to policy makers in the Ministry of Foreign Affairs, they can be used to formulate policies which can be relevant and sensitive to the understanding of the challenges brought about by changes in the business environment requiring new and greater strategic planning systems to enhance performance. The study can also be of benefit to the policy makers in the other public sector organizations and government ministries in reviewing strategic plans and public sector reforms through effective strategic planning to improve on strategic performance. The study can benefit other practitioners and academicians both in private and in public sector by having contributed to the existing body of knowledge in the area of strategic planning in general.

1.6 Scope of the study

The study was carried out in the Ministry of Foreign Affairs in Kenya. The study focused on how strategic planning affected organizational performance, implementation evaluation, work environment and organizational culture. The study used descriptive research design. Target population was the senior staff in the Ministry of Foreign Affairs from Job group N to Job Group T, within the Ministry headquarters. The target
population was 84 and sample size was selected to represent the target population. The study took place from January 2019 to November 2019.

1.7 Limitation of the study

Due to the confidentiality and sensitivity of information that the researcher sought to collect during the study, and taking into account the Organization being studied, respondents were rigid in their responses and the true picture of the situation came out due to fear of reprisal and having signed official secrets act. This was mitigated by obtaining a letter from Kenyatta University, NACOST, giving assurance that the study was used for the purpose of learning only. The study was faced with a challenge of time constraint due to the short data collection period, the researcher ensured the deadlines were met by working overtime. Due to exigency of work the respondents delayed in writing out the response in the research instrument. The researcher sent the questionnaires to the respondents on-line to enable them to respond online saving on time for them and the researcher.

1.8 Organization of the study

The organization of the study was Chapter one which contains introduction of the study, background of the study, statement of the problem, research objectives and questions, scope, significance and limitations of the study. Chapter two comprises of theoretical review, relevant literature on strategic planning, strategic implementation and evaluation, organizational performance, organizational culture, empirical literature review. Chapter three outlined the research Methodology, research design, population of the study, research instrument, and data collection procedures and data analysis techniques. Chapter
four contains data collection, data analysis, presentation and interpretation of the study findings and Chapter five comprises of summary of the core study findings, conclusion and research recommendations.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This study takes an in depth look at literature on the effects of strategic planning on organizational performances. It provides a theoretical and conceptual framework of the study, explore what other studies have said and done on this topic. The chapter also provide a review on; critical areas of the study and focused on; theoretical frame work, review of Resource Based View Theory, Dynamic Capability View Theory and empirical literature review of the variables.

2.1 Theoretical Frame Work
The study was anchored on two theories; resource-based view theory and Dynamic Capability View theory.

2.2 Theoretical Literature Review
A theoretical framework is a collection of interconnected structures that support a research mainly based on theories (Kombo and Tromp, 2006). The researcher will use two theories that will guide the study on the effects of strategic planning on performance of the Ministry of Foreign Affairs. These theories include Resource Based View Theory and the Dynamic Capability View Theory.

2.2.1 Resource-Based View Theory
This theory involves a method of achieving and analysing how an organization can achieve competitive and strategic advantage Wernerfelt (2003). Organizations make use of their unique assets which are either tangible or intangible this being the basis of RBV.
Resource Based view emphasizes strategic choices, charging the management of the firm with important task of identifying, developing and deploying key resources to maximize returns (Barney, 2006). The competitive advantage of a firm is achieved through development of the competences from the resources they have. The competitive advantage of an organization lies within the organization itself and not in its competitive environment. In addition, the sustainable competitive advantage of a firm is dependent on the capability it has to manage the institutional context of its resource decisions Bridoux et al., (2007) Most of the firms’ plans remain at the planning phase due to lack of the required resources despite having effective strategies (Hoopes et al., 2003).

The internal environment of a firm is perceived in the resource-based view theory, where its resources and capabilities are taken into account as the main determinants of strategic actions Barney (2001). The strategies that organizations plan, and implement are determined by the resources that the organization processes in their external environment which is an important aspect rather than focusing on the resources accumulated in the firm. The external environment opportunities are used in exploiting of the business strategies of the firm. The variables of the gender resources are the basis of the theory. The competitive advantage of a firm is achieved through the use of its unique resources which eventually leads to the superior performance of the firm Winters (2003).

The strength of some resources are dependent upon interactions or combinations with other resources and therefore no single resources – intangible or otherwise becomes the most important to a firm performance Galbreath and Galvin (2003).
Capabilities is also an approach to RVB accordingly to Stoelhost and Bridoux (2007) which depends on the firm’s capacity to exploit human resources to create, share, and utilize the information required to attain the desired organizational goals. Some of the capabilities that are potential sources of sustainable competitive advantage in an organization include entrepreneurship, value creation, organizational culture, routines and learning Nelson and Winter (2001).

The main factors in achieving organizational goals and objectives are its resources which have to be set aside, and allocation done carefully in order to gain competitive advantage. The Theory will be relevant to the Ministry of Foreign Affairs in Nairobi, City County, to help in the choice of the best practices in the resource allocation in terms of finances, technology and equipment, human capital in various departments who have the necessary knowledge, training and experience to provide quality services and help make right decisions.

2.2.2 Dynamic Capability View theory

Dynamic capabilities are responses to the need for change or new opportunities, and the changes can take many forms; they involve the transformation or organizational processes, allocations of resources, and operations. The changing allocation and utilization of resources is a critical part of dynamic capabilities. These resources can include human capital, including managers and employees, technological capital, knowledge based capital and tangible asset based capital, among others Winters (2003). Competences are renewed by organizations through the dynamic capabilities which also help in managing of strategies, management of organizational skills both internal and
external, use of routines and resource so as to improve the company’s performance especially in the rapid changes in business environment Teece et al., (1997). Though ensuring that agility and flexibility in the company is increased, company performance is also enhanced through dynamic capabilities as suggested by other researchers Zahra et al., (2006).

The development and deployment of dynamic capabilities is determined by change in an industry which is a contingency factor as contended by Winter (2003). Managerial perceptions moderate notably exogenous factors which help them to affect each other differently on the firm. A dynamic capability may be stored in a potential state which makes it effective over time and it may degrade and might be effective in the past and be less effective presently despite the fact that the dynamic capability remains unchanged. The goals of the organization need to be met which is the strategic planning main concept so that the organization can flourish. An organization is able to fit with its environment through strategic planning as it is the root of the business arena (Kogut and Zander 2002).

Competitive advantage can only be created through if they are able to survive in the changing environment in this era of market globalization and internalization, which makes them able to exploit their level of dynamic capability well. With very high rates the competitive environments are changing gradually which brings about high levels of uncertainty. High expectation of customers, highly competitive environments and global competition have been the main reasons (Gathungu and Mwangi, 2012).
Dynamic capabilities are foundations of enterprise level competitive advantage in regimes of rapid technological change and are necessary to sustain superior enterprise performance in a highly dynamic environment Teece (2007).

Organizations can have several different kind of dynamic capabilities such as idea generation capabilities, market disruptiveness capabilities, new product development capabilities, marketing capabilities or new process development capabilities Ambrosini et al., (2009)

2.3 Empirical Literature Review

2.3.1 Strategic Planning and Organizational Performance

According to a study done by Adan (2014) on effects of strategic planning and performance of banks in Kenya specifically National Bank of Kenya found that the banking industry is very competitive, and many banks were being forced by the dynamic environment to repackage themselves and the services that they were offering in order to increase or maintain their market share. Through its then Managing Director the National Bank was turn around the bank to a record 12 billion profit in 13 years. Adan concluded that the strategic decisions of an organization determine the relationship with its external environment, depended on input from the functional areas in an organisation and had a direct impact on operational administrative activities that were very important to an organization. He recommended that the use of strategic planning practices that considered the future implication of current decisions and that the executive director and the board should provide guidance in developing the strategic planning process and inputting the plan.
According to a study done by Ayuya (2010) to determine how performance of the University of Nairobi had been influenced by strategic planning. The findings indicated that the university had documented its vision, mission and core values well that its stakeholders and employees were able to identify with them. The study revealed that set objectives were important in the organization structure, appropriateness of objectivities and managerial performance. The conclusions made were that strategic planning has a great impact on the performance of Nairobi University and that its enhanced improvements in many areas such as work environment, outreach and extensions to activities and programs, service delivery implementation charter and compliance with the budgetary levels that have been out in place.

The study concluded that the university was faced with some challenges during strategic management implementation that included their competitors poaching their staff and limited financial resources. The recommendations included that there was the need for strategic planning workshops for all the staff, goal commitment in high degree, qualified and committed human resources and the increase of financing of profitable projects that would aid in generating income and build more on quality learning and ensure that the university focused on continuously improving information facilities that there available to achieve full automation of systems.

2.3.2 Strategic implementation and Performance

In a study conducted by Magauta and Mosia (2004) and Sooroshian et al, (2010) to determine whether strategy implementation factors have an effect on organizational performance in the private sector. The findings were that there were varied effects of how
organizational performance was influenced by strategy implementation imperatives while some researchers emphasized on it while others did not. Most of the studies measured organizational performance through financial strength. There were mixed results on how organizational performance was affected by strategy implementation while some studies emphasized that some strategy implementation imperatives influenced performance more than others.

According to a study done by Aldehayyat and Twaissi (2011) on effects on strategic planning on corporate performance relationship found that all the people concerned and their role in the execution of the strategic plan was clearly defined from employees to senior management. Components included budget detailing the resources allocated for strategy implementation, time frame, duties and responsibilities of various people in the organization as well as the roles of the stakeholders. The inter-relationships of the top management and the rest of the employees in the execution of their duties is also outlined resulting in an increased commitment and dedication through the participation of individuals at all levels of strategic planning.

The principal concern of formal planning is in future consequences coming from current decisions expected to create a link between short, intermediate and long-term plans. From the study it is evident that strategic planning affords the organization the capacity to overcome biases and barriers concerned with planning challenges.

According to a study done by Kariuki et al., (2016) on the relationship between strategic planning and performance of public secondary schools in Kangundo Sub-County, Machakos County, found out that the strategy implementation phase had the highest
significant impact on school performance compared to the other phases, however there were indications of shortage of resources for strategy implementation. According to a study done by Jamil et al., (2012) to evaluate the status of the strategic planning in Iranian hospitals, the study found that the hospitals had not implemented the strategic plans efficiently and implementation was very weak.

2.3.3 Strategic Evaluation and Performance

Issa-Salwe, et. al., (2010) did a study where they intended to find out how organizational performance was influenced by strategic information systems, the study concluded that business performance was improved by aligning of operational strategies to the goals of the organization. The measure of how both operational strategy and performance was demonstrated by alignment as a context through their positive relationship.

The study concluded that strategic planning and use of IS/IT systems being used to automate the business process and systems helped to improve efficiency and effectiveness of the business activities and its evaluation. However, the study felt a gap existed in assessing the feasibility and benefits accrued and customer satisfactions from the effects of evaluation process and that there was need for organizations to undergo through certain changes and adjustments to feel the effects of evaluation process.

According to a study done by Abdalla (2015) on assessing the suitability of a strategy, the relationship that exists between an organization and its environment is maintained and made viable through strategic planning, which also develops and maintains it through the managerial process. Strategic planning also shapes the development of an organization’s global plans. The long-term achievements of an organization are also achieved through
the strategic planning. The planning process also involves giving the organization a sense of direction, being able to make new discoveries and opportunities through their employees. Strategic planning should focus much on the future opportunities rather than the problem’s they face today. However, the study did not fill the gap of practical and completely consistent strategies that give the organization an overall strategic direction for enhanced performance.

2.3.4 Working Environment and Performance

According to a study done by Kariuki and Onchiri (2017) on the effects of strategic planning dimensions on organizational performance, they concluded that employees should be involved in the process of strategic plan implementation as they play a crucial role as foot soldiers. This process requires being open, effective collaboration, equity, trust, continuous improvement and risk taking. There must be clear communication amongst all members involved so as to ensure that all stakeholders are satisfied by the value attained. Strategic activities should be cascaded into individual responsibilities for easy and coordinated strategy implementation.

Strategy implementation teams should be put in place to ensure that there is a sustainable momentum in implementation of strategic plans to a large extent. The study however did not highlight the involvement of the management in ensuring leadership, coordination, expertise and available resources to ensure implementation of the strategies and performance of the organization which is very critical.

In the same study they found out that the way organizations conduct their businesses provide management in retaining power and influence in the business world. There is
opposition when it comes to a strategy being implemented in the organization that can change or disrupt the power and influence of the management. A status quo is preferred. The analytical techniques are not required as they are not familiar with the new roles given to them. There is more control and influence in some of the manager when an organization is divided into business units and that creation of handles is seen when strategic plans are implemented. How performance was influenced by working environment was not highlighted by the study.

2.3.5. Organizational Culture on performance

For change strategies to be successful, it is said that they are greatly influenced by organizational culture. When the company’s goals and objectives are aligned together with organizational culture, they are likely to be more prone to embracing change (Schein 2007). The organizational culture is defined through the values and beliefs set by senior managers in an organization. The real culture is then embraced by the rest of the organization as set by senior managers as is contended by Magee (2002). Culture is implied, informal and underground or even formalized (Argyris, 1991). Therefore, for effective implementation of organizational performance and effective planning, the organization must ensure that culture is facilitated.

The organizations that have an organizational culture that is effective and essential are also said to have a good performance according to Kamugisha (2013). It is therefore advisable for developing countries to adopt effective cultures in their businesses so as to ensure they achieve a competitive advantage and a sustainable performance in the business environment (Stafford and Miles, 2013).
A study was done by Muya et al., (2012) on how organizational performance related to corporation culture in Kenya State Corporations. A Pearson-product moment correlation analysis was used where a strong relationship with a +0.743 was found between the two variables. Indicators such as employee’s confidence, the future of the organization, level of internal communication, how managers shared the business strategies and performance results, a disciplined and effective management, employees’ skills and their performance, feedback on performance, rewarding of employees, behaviour and harmony at the workplace.

In conclusion, if an institution is able to stick to its set principles and values, then it is able to retain its culture. The organization’s performance can thus be influenced positively by stakeholders if the managers established desirable values as posited by Njugi et al., (2014) arguing that the performance of an organization is greatly influenced by its culture. This is because culture in an organization controls how activities are performed, the philosophy of the organization, the environment of the business and how its performance and its level of stability. Thus, culture should be maintained and sustained for the best performance of the whole organization.

2.4 Summary of Literature Review and gaps

This study intends to fill gaps that exist in the reviewed literature. The identified research gaps are summarised in Table 2.1
<table>
<thead>
<tr>
<th>Author of study</th>
<th>Objectives</th>
<th>Methodology</th>
<th>Major findings (Summary)</th>
<th>Research Gap and Focus of current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adan (2014) on effects of strategic planning and performance of banks in Kenya specifically National Bank of Kenya</td>
<td>The objective of the study was to establish whether strategic planning had an effect on performance of banks in Kenya specifically National Bank of Kenya</td>
<td>The study adopted a personal interview Cross Sectional Survey Design A study sample of management team of 5 and business units executives.</td>
<td>The study found that the banking industry is very competitive and many banks were being forced by the dynamic environment to repackage themselves and the services they were offering in order to increase or maintain their market share.</td>
<td>The study was limited to National Bank of Kenya only and should be replicated in other banks in Kenya</td>
</tr>
<tr>
<td>Magauta and Mosia (2004). Strategy implementation on organizational performance</td>
<td>To find out how performance was affected by strategy implementation factors</td>
<td>The study adopted Cross Sectional Survey Design. The data collected was analysed by the aid of SPSS and MS Excel Computer Software.</td>
<td>The findings were that there were varied effects of how organizational performance was influenced by strategy implementation imperatives while some researchers emphasized on it.</td>
<td>The study did not establish organizational performance from other perspectives other than financial perspective. Other factors were not considered.</td>
</tr>
<tr>
<td>Author Aldehayyat and Twaissi (2011) strategic planning on corporate performance</td>
<td>The study sought to establish strategic planning performance relationship in</td>
<td>The study used a Survey which yielded a 52.1 per cent response rate from a total population of</td>
<td>The study observed that strategic planning affords the organization the capacity to overcome biases</td>
<td>The study targeted small publicly quoted firms in a developing country and the results may not</td>
</tr>
<tr>
<td>Relationship</td>
<td>Small business firms from middle east</td>
<td>194. Descriptive statistics was used in the analysis.</td>
<td>And barriers concerned with planning challenges and implementation.</td>
<td>Be generalizable to other industrial settings in terms of strategic implementation and performance.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Muthusi (2014) on the strategic planning practices on the Kenyan Judiciary.</td>
<td>How strategies are implemented and the challenges faced.</td>
<td>The study adopted a case study design which involved collection of information at the Kenya Judiciary. The study used qualitative analysis that involved complete observation of social units.</td>
<td>The study revealed that commitment by senior management is very vital and determines the success or failure of strategy implementation.</td>
<td>The study focused on the implementation of strategies in the judiciary but did not explain how strategic planning practices affects delivery of justice.</td>
</tr>
<tr>
<td>Author Issa-Salwe, et. al., (2010) intended to find out how organizational performance was influenced by strategic information systems</td>
<td>The main aim of the study was to establish how strategic planning affect information systems evaluation and performance.</td>
<td>The study targeted three companies in Saudi Arabia and questionnaires were analysed using descriptive analysis.</td>
<td>The study established that business performance was improved by aligning of operational strategies to the goals of organization.</td>
<td>The study felt that a gap existed in assessing the feasibility and benefits accrued and customer satisfactions from the effects of evaluation process.</td>
</tr>
<tr>
<td>Author Kariuki and Onchiri (2017) Effects of strategic</td>
<td>The study objective of the study was to examine the relationship</td>
<td>The study adopted the descriptive research design.</td>
<td>The study findings indicated that employees should be</td>
<td>The study targeted the Kenyan judiciary, however the</td>
</tr>
<tr>
<td>Planning dimensions on performance.</td>
<td>The study sought to assess the competitive advantage was achieved through strategic planning. The data was analysed using the coding and SPSS.</td>
<td>The study revealed that the organizations that had implemented effective strategies achieved their competitive advantage.</td>
<td>Study did not fill the gap of practical and completely consistent strategies that give the organization an overall strategic direction for enhanced performance.</td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Author Abdalla (2015) the effects of strategy evaluation on organizational performance</td>
<td>The objective of the study was to establish what strategic planning practices are adopted by large law firms in Nairobi, Kenya</td>
<td>The study employed a descriptive research approach.</td>
<td>However the study did not establish the relationship between the management participation, communication and their effects on performance.</td>
<td></td>
</tr>
<tr>
<td>Author Kiprono (2013) on how performance was impacted by strategies</td>
<td>The objective of the study was to provide insight into tools and techniques used in strategic planning.</td>
<td>The study established that enhanced effectiveness on strategic planning resulted in an</td>
<td>The study however did not highlight the effects of management participation on the</td>
<td></td>
</tr>
<tr>
<td>Author Yusuf and Saffu (2009) on the effects of strategic planning on organization</td>
<td>The study adopted a Survey research.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performances in the Sultanate of Oman</td>
<td>Increased organizational performance and in order to attain improvement in efficacy in the strategic planning process, the involvement of managers at various levels executing different roles is clearly not an option.</td>
<td>Organizational performance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5 Conceptual Framework

A conceptual framework is a structure that is basically used to demonstrate the variables used in the study and how they relate to each other. It shows the independent variables, the intervening factor and the dependent variable. The results expected are showed by how both variables relate.

**Independent Variables**

**Strategic Implementation**
- Goals/Objectives
- Mission and vision

**Strategic Evaluation**
- Assets evaluation
- Activities corrective action

**Working environment**
- Motivation
- Organizational Culture

**Organizational Culture**
- Communication
- Leadership

**Dependent Variables**

**Performance of Ministry of Foreign affairs**
- Quality service
- Efficiency
- Employee satisfaction

*Figure 2.1: Conceptual Framework*

*Source: Author (2019)*
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design and methodology used. It starts to explain the research design adopted to test the variables, the target population, methods of data collection, sampling procedure, validity and reliability of research instruments and data analysis methods.

3.2 Research Design

According to Kothari (2012) a research design can be described as conceptual structure that study research is conducted. The design gives an opportunity for a comprehensive description and analysis of the variables involved in the study while clearly outlining the relationship between independent and dependent variables. The design further allows the researcher to precisely illustrate this relationship without manipulating the variables involved in the study. Through descriptive research design, it becomes easily tenable to generalize the research findings to other areas with similar characteristics as the study subjects (Cooper and Schindler, 2011).

The study employed descriptive survey design. The research design gave the researcher the ability to designate the features of the variables of interest. The independent variables include strategic implementation, strategic evaluation, working environment and organizational culture, while the dependent variable is organizational performance. The research is on effects of strategic planning on organizational performance in the Ministry of Foreign Affairs in Nairobi City County Kenya. The descriptive design was well suited
to this study. The method was useful for this study as it described the characteristics of a large population. Also, survey had the advantage of having the potential to provide a lot of information from a quite large sample of individuals.

3.3 Population of Study

The study targeted the members of staff working at Ministry of Foreign Affairs at the headquarters in Nairobi Kenya from Job Group N to Job group T.

Table 3.2: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management level</td>
<td>46</td>
<td>16.2</td>
</tr>
<tr>
<td>Top middle management level</td>
<td>71</td>
<td>25</td>
</tr>
<tr>
<td>Lower middle management level</td>
<td>164</td>
<td>58.8</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>284</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Researcher 2019)

3.4 Sample Size and Sampling Technique

The choice of study area is purposive because of the complexity of the Ministry of Foreign Affairs which requires the management to adopt and implement effective strategic plans. The study targeted heads of departments their deputies and heads of sections from all the 23 departments and sections in the Ministry of Foreign Affairs headquarters. The sampling was purposive because key informants were deemed to possess the relevant information that the study was seeking to acquire.

Creswel and Clark (2007) defined sample design as the strategy or architecture used to choose study participants. On the other hand, sampling technique is the systematic
method used to select limited number of participants from a certain specified population. The sample draw was used in making conclusions about the whole population.

A stratified sampling technique was used in this study. This sampling method measured the general population parameters with outstanding precision and made sure that a representative sample was obtained (Kothari, 2004). According to Kothari (2004) stratified method also makes sure that the sample size of each level, which is represented in various departments, is proportional to the population size of the Ministry.

Table 3.4 Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Sample n/284*n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management level</td>
<td>46</td>
<td>2.5</td>
</tr>
<tr>
<td>Top middle management level</td>
<td>71</td>
<td>6.3</td>
</tr>
<tr>
<td>Lower middle management level</td>
<td>164</td>
<td>33.9</td>
</tr>
<tr>
<td>Totals</td>
<td>284</td>
<td>43</td>
</tr>
</tbody>
</table>

Source: (Researcher 2019)

The target population had 284 members of staff, a sample size of 43 staff members was determined through Krejcie and Morgan’s method. When the sample size determined is enough, then the normal distribution curve is normal according to the Central limit theorem (Gilbert and Churchil 2001).

3.5 Research Instrument

The primary data was collected using questionnaires that were both structured and unstructured. The Ministry of Foreign Affairs’ journals and reports was used in collecting of the secondary data. The data that the study depended on most was the primary data. The easiest way to reach respondents who have the will to cooperate to the study are
questionnaires as per Orodho (2004). The questionnaires enabled the respondents to express their feelings, beliefs, experiences, perceptions of attitudes. Questionnaires contained structured and unstructured questions and were used to collect data from sampled managers. The questionnaire was standardized and completely predetermined. Questionnaires provide both qualitative and quantitative data. The main advantage of the instrument is that it allowed the research to control and focus repossesses to the research objectives, thus enhancing relevancy of data collected.

3.6 Pilot Testing

According to Kothari (2004) Pilot testing is necessary for testing reliability of data collection instrument in this case the questionnaire. The pilot test was done by the help of trained assistants. The main aim of conducting a pilot test is to ensure that the questionnaire has no mistakes and that it is adequate for the data collection (Brotherton, 2008).

A pilot study was carried out where 10 respondents which is 25% of the sample size was utilized for pilot study from the Ministry of Foreign Affairs, Nairobi County, Kenya. As indicated the pre-test gathering can extend from 10 to 100 subjects; however, it does not require to be chosen statistically (Cooper and Schindler, 2003). The results of the pilot study were used to gauge the validity and reliability of the questionnaire. The relevant amendments were then effected on the questionnaire.
3.7. Validity and Reliability of the instruments

3.7.1 Validity of the research

Validity refers to the degree to which results obtained from the analysis of the data actually represent the phenomenon under study Mugenda and Mugenda (2003) They further posited that validity only exists if data or information is to be measured. According to Peil (2013) professionals of certain fields should be used to assess content validity. According to Brotherton, (2008) that which is intended to be measured by a study is undertake through a process called validity and is used in collection of data. Using the instrument to find scores on useful inferences and meaningful drawings is what is defined as validity.

To determine the validity of the questionnaire a pilot study was carried out with 10 questionnaires. Staff from the Ministry of Foreign Affairs in Nairobi County, Kenya, were reached by the researcher after the researcher, discussed the items with the supervisor. The researcher then corrected ambiguity of questions with the assistance of the supervisor allowing for the preparation of the final questionnaire. Below is the Content Validity Index (CVI) formula which was used in capturing the adequate and represented set of items.

\[
\text{Content Validity Index} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}
\]

The assessment done was determined whether it was meaningful through the construct of the instrument’s validity. Quality assessment is the centre of construct validity through Rasch which was used to explore it. When measurement is to be done on any attribute,
the involvement of construct validity is essential as it is the best form that assesses measurement of validity (Mc Millan and Schumacher, 2006).

3.7.2 Reliability

Reliability refers to the repeatability, stability or internal consistency of a questionnaire. It answers the question are score stable over time during the second administration of the instrument (Cooper and Schindler, 2003). The tool’s reliability was determined using 18 staff members who were randomly picked which were used in carrying out a pre-test then SPSS was used to enter the data obtained and thus reliability was determined. Internal consistency was assessed using the Cronbanch’s Alpha Coefficient, where reliability of the study was considered if a score of 0.7 and above was obtained (Cronbach, 2015).

3.8 Data Collection Procedure

After consent was granted by the Secretary of Administration Ministry of Foreign Affairs, National Council of Science and Technology (NACOSTI) and School of business Administration to carry out the research, the Researcher administered the questionnaires individually to the respondents. The respondents were given enough period of time to read through the full questionnaire and to understand it before filling without any duress. The structured questions were used to measure subjective responses. The researcher was available to clarify on any questions that were unclear to the respondents. Questionnaires had introductory part briefly explaining the purposes of the study, how confidentiality was maintained and precise instructions on how to respond to the items. The questionnaires were then collected later in the specific time agreed with participants for data analysis. The respondents did not write their names or personal information in order to conceal their identity.
3.9 Data Analysis and Presentation

Descriptive statistics were used for data analysis. The study used means, averages and percentages. The data analysis tools were tabulations and spread sheets which were used to present the report. The primary data collected from the filled questionnaires was presented using charts, tables and graphs. The data was coded and organized to concepts and generalization were made of the entire population. From the field findings data was tabulated and frequencies calculated on every variable that was under study and interpretation was made. Quantitative data was analysed using descriptive (Mugenda and Mugenda, 2003). Descriptive statistics involved the use of means, standard deviations, frequencies and percentages. The Statistical Package for Social Sciences (SPSS version 21) was used for analysis. It used both linear regression and correlation analysis to test the relationship element of independent variables and dependent variables. The research questions were tested, identifying both P-values at 0.05% confidence levels and the R value of correlation results that were made from regression coefficient results that were either accepted or rejected.

The questionnaire was measured using the Likert scale of one to five; where the rates are given as 1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree

3.10 Ethical consideration

After receiving a letter from the National Council of science and Technology (NACOSTI), and School of business administration to carry out the research, the researcher then tested the contents of the research proposal for similarity and plagiarism. The participants were asked to sign a consent form for them to participate in the study if
they were willing to participate or not. The researcher reassured the respondents that the research was purely academic and their information was treated with confidentiality.
CHAPTER FOUR
RESEARCH FINDINGS

4.1 Introduction

This chapter shows how data was collected for data analysis, how it was presented and its interpretation. How performance was affected by strategic planning was the study’s main purpose. The study findings were presented by use of tables and figures.

4.1.1 Response Rate

Table 4.3 shows the correspondence of the questionnaires and the breakdown of the response rate.

**Table 4.3: Response Rate**

<table>
<thead>
<tr>
<th>Response</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>34</td>
<td>79</td>
</tr>
<tr>
<td>Not Responded</td>
<td>9</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>43</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Survey Data, 2019)

A participation rate of 79% was recorded after the 34 questionnaires were picked by the researcher from the area of research out of the total 43 targeted respondents. Therefore, 79% was rated well enough for conclusions to be drawn and thus adequate. This was according to Mugenda and Mugenda (2011)’s study that indicated that 70% and above was excellent for the presentation of the study’s findings. The rate was then concluded as perfect and contentious.

4.2 Respondents’ Demographic Information

The respondent’s background characteristics are presented in this section:
4.2.1 Respondents’ Age

Table 4.4 shows how respondents were distributed by their age.

**Table 4.4: Respondents’ Age**

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30 years</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>30-40 years</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>40-50 years</td>
<td>16</td>
<td>47</td>
</tr>
<tr>
<td>50 and above years</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*

Table 4.8 shows that most of the respondents (47%) belonged in the 40 to 50 years bracket, closely followed by 29% belonging to the 30 to 40 years group. 15% of the respondents reported they fit in the 50 and above year’s category while 9% indicated they fell between the ages of 20 to 30 years. The remaining respondents distributed among those that belonged to the 41-45 years bracket 30.55% and 46-50-years group 22.22%. Maturity was recorded in the manner in which the respondent’s respondent to the questionnaires according to their age brackets.

4.2.2 Gender of Respondents

There was a 53% distribution of the male respondents and a 47% distribution of the female respondents as shown by Table 4.2. Gender biasness was not characterized by the findings as gender as distributed fairly according to the results. This showed that the organization applied the two-thirds gender rule.
### Table 4.5: Gender Distribution

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>18</td>
<td>53</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

*Source: (Survey Data, 2019)*

#### 4.2.3 Highest Level of Education

![Highest Level of Education Chart](chart1.png)

**Figure 4.2: Highest Level of Education**

Figure 4.1 shows that 59% of the respondents who were the majority were undergraduates, 22% had masters while 19% had a college certificate. This shows that the Ministry of Foreign Affairs is literate and thus could respond effectively on effects of strategic planning on organizational performance.

#### 4.2.4 Respondents Period of Service

The respondents were asked to indicate the number of years they had worked for the Ministry of Foreign Affairs. The tenure was categorized into; 1 to 3 years, 3 to 6 years, 7 to 10 years and 11 to 15 years. The distribution of the respondents is presented in Figure 4.3.
Figure 4.3: Respondents Period of Service

Figure 4.3 above shows that a majority of respondents (53%) had worked for 7 to 10 years in the Ministry of Foreign Affairs. The results also reveal that 27% of the participants had worked in their firms for a period of 3-6 years. 14% indicated that they had worked for the Ministry for a period of 1 to 3 years. The rest of the respondents (6%) reported they had worked for 11 to 15 years. These results provided evidence that the participants included in the study had worked for the Ministry of Foreign Affairs long enough and were able to give informed opinions regarding the subject of the study.

4.2.5 Respondents Position

The study found that 56% who were the most staff were in the lower middle management level, 29% were in the top middle management level and 15% were in the top management level.
Table 4.6: Respondents Position

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management level</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Top middle management level</td>
<td>10</td>
<td>29</td>
</tr>
<tr>
<td>Lower middle management level</td>
<td>19</td>
<td>56</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*

4.3 Strategic Planning and Organizational Performance

The first objective of the study was to find out whether strategic planning contributed to organizational performance in the Ministry of Foreign Affairs. The objective as measured by looking at the principal impetus on the strategic planning, development of the strategic plan, goals and objectives of the strategic plan, implementation of the strategic plan, performance measures, review of performance by top management. Findings on Strategic Planning on Organizational Performance are presented in this section:

4.3.1 Principal Impetus on the Strategic Plan

The study intended to find out what was the principal impetus for developing the strategic plan.

Table 4.7: Principal Impetus on the Strategic Plan

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A legislative requirement</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>An executive mandate from the Public Service Commission</td>
<td>17</td>
<td>50</td>
</tr>
<tr>
<td>The Ministry’s own initiative</td>
<td>12</td>
<td>35</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*
Most of the staff members at the Ministry of Foreign Affairs (50%) indicated that it was an executive mandate from the Public Service Commission, 35% indicated that it was the Ministry’s own initiative and 15% indicated that it was a legislative requirement.

### 4.3.2 Development of the Ministry’s Strategic Plan

Table 4.4 shows that the following officials were involved in developing the Ministry’s strategic plan centrally as shown by an average score of 3.69.

<table>
<thead>
<tr>
<th>Strategic plan development</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet Secretary and Principal Secretary (Top Management)</td>
<td>3.92</td>
<td>1.228</td>
</tr>
<tr>
<td>Directors</td>
<td>4.01</td>
<td>.386</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>3.68</td>
<td>1.370</td>
</tr>
<tr>
<td>Senior Deputy Directors</td>
<td>3.77</td>
<td>.473</td>
</tr>
<tr>
<td>Counsellors</td>
<td>3.55</td>
<td>1.228</td>
</tr>
<tr>
<td>First and Second Secretaries</td>
<td>3.21</td>
<td>.632</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.69</strong></td>
<td><strong>0.886</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*

The Directors (mean = 4.01 std dev = 0.386), Cabinet Secretary and Principal Secretary (Top Management) (mean = 3.92 std dev = 1.228), Senior Deputy Directors (mean = 3.77 std dev = 0.473), Deputy Director (mean = 3.68 std dev = 1.370), Counsellors (mean = 3.55 std dev = 1.228) and First and Second Secretaries (mean = 3.21 std dev = 0.632) were involved in developing the Ministry’s strategic plan centrally.
4.3.3 Goals and Objectives of the Strategic Plan

Respondents were required to indicate how ambitious the goals and objectives in the strategic plan were;

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overly ambitious, somewhat unrealistic</td>
<td>9</td>
<td>27</td>
</tr>
<tr>
<td>Ambitious but realistic</td>
<td>22</td>
<td>64</td>
</tr>
<tr>
<td>Not particularly ambitious</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>34</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*

Table 4.4 shows that 64% of the staff members at the Ministry of Foreign Affairs indicated that the goals and objectives in the strategic plan were ambitious but realistic, 27% indicated that the goals and objectives in the strategic plan were overly ambitious, somewhat unrealistic and 9% indicated that the goals and objectives in the strategic plan were not particularly ambitious.

4.3.4 Implementation of the Strategic plan by the Ministry

![Figure 4.4: Implementation of the Strategic plan by the Ministry](image)

Not particularly successful: 8%

Somewhat successful: 76%

Very successful: 16%
Figure 4.3 illustrates that most of the staff members at the Ministry of Foreign Affairs (76%) indicated that the Ministry had been somewhat successful in implementing the Strategic plan, 16% indicated that the Ministry had been very successful in implementing the Strategic plan and 8% indicated that the Ministry had not particularly been successful in implementing the Strategic plan.

4.3.5 Performance Measures on the Strategic Goals and Objectives

![Pie Chart](image)

Figure 4.5: Specific Performance Measures on the Strategic Goals and Objectives

Majority of the staff members at the Ministry of Foreign Affairs (91%) as shown by Figure 4.4 indicated that the Ministry’s strategic plan identified specific performance measures for gauging success in achieving individual strategic goals and objectives.

4.3.6 Review of Performance by Top Management

![Bar Chart](image)

Figure 4.6: Review of Performance by Top Management
The study found out that the top management in the Ministry reviewed the performance data quarterly as indicated by 62% of the respondents who were the majority in order to track progress in achieving strategic goals and objectives, 25% indicated that the Ministry reviewed the performance data annually in order to track progress in achieving strategic goals and objectives and 13% indicated that the Ministry reviewed the performance data monthly in order to track progress in achieving strategic goals and objectives.

4.3.7 Strategic Evaluation

The second research objective sought to assess the effects of strategic evaluation on organizational performance in the Ministry of Foreign Affairs. Table 4.7 illustrates that respondents agreed with statements on strategic evaluation to a great extent as shown by an average score of 3.80.

Table 4.10: Strategic Evaluation

<table>
<thead>
<tr>
<th>Strategic Evaluation</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic evaluation has enabled the Ministry of Foreign Affairs to evaluate its assets periodically</td>
<td>3.81</td>
<td>.975</td>
</tr>
<tr>
<td>Strategic evaluation has helped align the strategy objectives to the mission and objectives of the Ministry</td>
<td>4.02</td>
<td>.675</td>
</tr>
<tr>
<td>Strategic evaluation has helped in fitting the strategic plan operationalization Ministry’s systems/structures</td>
<td>3.94</td>
<td>.352</td>
</tr>
<tr>
<td>Strategic evaluation has helped the Ministry to take corrective actions on its activities</td>
<td>3.77</td>
<td>.213</td>
</tr>
<tr>
<td>Strategic evaluation has helped to streamline expenditure patterns to overall organizational spending patterns</td>
<td>3.70</td>
<td>.149</td>
</tr>
<tr>
<td>Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively exploit the opportunities in its environment.</td>
<td>3.69</td>
<td>.283</td>
</tr>
<tr>
<td>Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively capitalize on the organizational strengths and core</td>
<td>3.80</td>
<td>1.172</td>
</tr>
</tbody>
</table>
Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively avoid organizational weaknesses 3.66 .715

Strategic evaluation has enabled the Ministry to effectively address the cultural and political context within the Ministry 3.83 .581

Strategic evaluation has enabled the Ministry to consistently adhere to its set Mandate 3.75 1.672

Strategic evaluation has enabled the Ministry to target and correct strategic variations 3.92 1.340

**Average** 3.80 0.829

*Source: Author (2019)*

Strategic evaluation had helped in aligning the strategy objectives to the mission and objectives of the Ministry (mean = 4.02 std dev = 0.675), strategic evaluation had helped in fitting the strategic plan operationalization Ministry’s systems/structures (mean = 3.94 std dev = 0.352), strategic evaluation had enabled the Ministry to target and correct strategic variations (mean = 3.92 std dev = 1.340), strategic evaluation had enabled the Ministry to effectively address the cultural and political context within the Ministry (mean = 3.83 std dev = 0.581), strategic evaluation had enabled the Ministry of Foreign Affairs to evaluate its assets periodically (mean = 3.81 std dev = 0.975) and strategic evaluation had enabled the Ministry of Foreign Affairs to effectively capitalize on the organizational strengths and core competencies (mean = 3.80 std dev = 1.172).

Strategic evaluation had helped the Ministry to take corrective actions on its activities (mean = 3.77 std dev = 1.228), strategic evaluation had enabled the Ministry to consistently adhere to its set Mandate (mean = 3.75 std dev = 1.228), strategic evaluation had helped to streamline expenditure patterns to overall organizational spending patterns.
(mean = 3.70 std dev = 0.213), strategic evaluation had enabled the Ministry of Foreign Affairs to effectively exploit the opportunities in its environment (mean = 3.69 std dev = 0.283) and strategic evaluation has enabled the Ministry of Foreign Affairs to effectively avoid organizational weaknesses (mean = 3.66 std dev = 0.715).

### 4.4 Working Environment and Performance

The third objective of the study is to evaluate how working environment in the Ministry of Foreign Affairs affect the organizational performance.

Table 4.8 illustrates that respondents agreed to statements related to strategic planning and working environment to a great extent as expressed by an average score of 3.89.

<table>
<thead>
<tr>
<th>Working Environment</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning has helped the Ministry of Foreign Affairs to identify on the areas where to motivate its human resource to improve on performance</td>
<td>3.89</td>
<td>1.001</td>
</tr>
<tr>
<td>The working environment in the Ministry of Foreign Affairs has a great impact on the organizational culture</td>
<td>4.03</td>
<td>.926</td>
</tr>
<tr>
<td>The management style in the Ministry of Foreign Affairs has an impact on the employee performance</td>
<td>3.99</td>
<td>1.023</td>
</tr>
<tr>
<td>The working environment in the Ministry inspires employees to work better</td>
<td>3.73</td>
<td>1.236</td>
</tr>
<tr>
<td>The working environment helps employees to make the required adjustments to enhance performance</td>
<td>3.81</td>
<td>1.184</td>
</tr>
<tr>
<td>The working environment in the Ministry helps to direct and align performance to a common goal achievement.</td>
<td>3.90</td>
<td>.674</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.89</strong></td>
<td><strong>1.007</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2019)*
The working environment in the Ministry of Foreign Affairs had a great impact on the organizational culture (mean = 4.03 std dev = 0.926), the management style in the Ministry of Foreign Affairs had an impact on the employee performance (mean = 3.99 std dev = 1.023), the working environment in the Ministry helped to direct and align performance to a common goal achievement (mean = 3.90 std dev = 0.674), strategic planning had helped the Ministry of Foreign Affairs to identify on the areas where to motivate its human resource to improve on performance (mean = 3.89 std dev = 1.001), the working environment helped employees to make the required adjustments to enhance performance (mean = 3.81 std dev = 1.184) and the working environment in the Ministry inspired employees to work better (mean = 3.73 std dev = 1.236).

4.5 Organizational Culture and Organizational Performance

The fourth research objective sought to assess the effects of organizational culture on the organizational performance in the Ministry of Foreign Affairs. Findings in Table 4.9 show that respondents agreed to a great extent on statements on organizational culture as shown by an average score of 3.82.

<table>
<thead>
<tr>
<th>Organizational Culture</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational culture in the Ministry provides conducive environment to good/top performance</td>
<td>3.88</td>
<td>1.329</td>
</tr>
<tr>
<td>The organizational culture in the Ministry provides conducive environment to the Directorates to compete in terms of performance to achieve superior ranking</td>
<td>3.91</td>
<td>1.142</td>
</tr>
<tr>
<td>The organizational culture in the Ministry provides conducive environment to adhere to best practices internationally</td>
<td>3.75</td>
<td>.992</td>
</tr>
<tr>
<td>The organizational culture in the Ministry provides conducive environment to employees to have good work ethics</td>
<td>3.80</td>
<td>.941</td>
</tr>
</tbody>
</table>
The organizational culture in the Ministry provides information and the spirit of continuous learning, development, improvement and accountability (mean = 3.90 std dev = 1.102), the organizational culture in the Ministry is supportive and provides incentives for good performance (mean = 3.69 std dev = 0.927), the organizational culture in the Ministry provided conducive environment to the Directorates to compete in terms of performance to achieve superior ranking (mean = 3.91 std dev = 1.142), the organizational culture in the Ministry provided information and the spirit of continuous learning, development, improvement and accountability (mean = 3.90 std dev = 1.102), the organizational culture in the Ministry provided conducive environment to good/top performance (mean = 3.88 std dev = 1.329), the organizational culture in the Ministry provided conducive environment to employees to have good work ethics (mean = 3.80 std dev = 0.941), the organizational culture in the Ministry provided conducive environment to adhere to best practices internationally (mean = 3.75 std dev = 0.992) and the organizational culture in the Ministry was supportive and provided incentives for good performance (mean = 3.69 std dev = 0.927).

4.6 Regression analysis

4.6.1 Model Summary

The predictor variables and their influence was determined using a multiple regression analysis that was conducted by the study. The multiple regression’s measurements were coded, entered and computed using the statistical package for social sciences (SPSS V 21.0). Table 4.10 below shows the presentation of the model summary.
Table 4.13: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.823a</td>
<td>.677</td>
<td>.648</td>
<td>.44844</td>
</tr>
</tbody>
</table>

The model fit was evaluated using the coefficient of determination. Another name for coefficient of multiple determinations is the $R^2$, which gives the variance’s percentage which shows the independent and dependent unique joint. A 0.677 was shown by the coefficient of determination ($R^2$) of the model which also showed that performance was affected by other factors at a 67.7% (strategic implementation, strategic evaluation, working environment and organizational culture).

4.6.2 ANOVA

The ANOVA technique was also used in testing of the model’s significance. The table below presents the findings.

Table 4.14: Summary of One-Way ANOVA results

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>17.37</td>
<td>4</td>
<td>4.342</td>
<td>5.654</td>
<td>.001b</td>
</tr>
<tr>
<td>1</td>
<td>Residual</td>
<td>29</td>
<td>0.768</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.64</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Critical value =1.69

The findings were found to be ideal in making the study’s conclusions as established by the ANOVA statics in the regression model that showed a 0.05% significance level as it was less than 5%. The critical value was less than the calculated value (4.342>1.69) an indication that strategic implementation, strategic evaluation, working environment and organizational culture all have a significant influence on organizational performance.
4.6.3 Coefficients of Determination

The model of the study was also determined by use of the coefficient table. Table 4.12 presents the findings.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.167</td>
<td>0.076</td>
<td>2.197</td>
<td>0.036</td>
</tr>
<tr>
<td>Strategic Implementation,</td>
<td>0.698</td>
<td>0.163</td>
<td>4.282</td>
<td>0.000</td>
</tr>
<tr>
<td>Strategic Evaluation</td>
<td>0.476</td>
<td>0.121</td>
<td>3.934</td>
<td>0.000</td>
</tr>
<tr>
<td>Working Environment</td>
<td>0.556</td>
<td>0.119</td>
<td>4.672</td>
<td>0.000</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>0.498</td>
<td>0.117</td>
<td>4.256</td>
<td>0.000</td>
</tr>
</tbody>
</table>

As per the SPSS generated output as presented in table above, the equation \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \) becomes:

\[
Y = 0.167 + 0.698 X_1 + 0.476 X_2 + 0.556 X_3 + 0.498 X_4
\]

From the regression model obtained above, a unit change in strategic implementation while holding the other factors constant would positively influence organizational performance by a factor of 0.698; a unit change in strategic evaluation while holding the other factors constant would positively influence organizational performance by a factor of 0.476, a unit change in working environment would positively influence organizational performance by a factor of 0.556, a unit change in organizational culture would positively influence organizational performance by a factor of 0.498. The findings above conform to findings by Adan (2014) that strategic decisions of an organization determine the
relationship with its external environment, depended on input from the functional areas in an organisation and had a direct impact on organizational performance.

A significance level of 5% was used to determine the analysis. Both the probability value and $\alpha=0.05$ were used in finding out how significant the model was in comparing of the predictor variables. A less than $\alpha$ p value shows that the predictor variable was significant and therefore in our case it wasn’t significant. A less than $\alpha=0.05$ was found in all the predictor values showing a level of significance.

4.7 Discussion of the findings

The study found that most of the staff members at the Ministry of Foreign Affairs indicated that the principal impetus for developing the strategic plan was an executive mandate from the Public Service Commission. The Directors, Cabinet Secretary and Principal Secretary (Top Management), Senior Deputy Directors, Deputy Director, Counsellors and First and Second Secretaries were involved in developing the Ministry’s strategic plan centrally and that the Staff members at the Ministry of Foreign Affairs indicated that the goals and objectives in the strategic plan were ambitious but realistic. These were in support with a study conducted by Kariuki et al, (2016) who found that the strategy implementation phase had the highest significant impact on school performance compared to the other phases, However there were indications of shortage of resources for strategy implementation. According to a study done by Jamil et al (2012) to evaluated the status of the strategic plans in Iranian hospitals. The study found that the hospitals had not implemented the strategic plans efficiently and implementation was very weak.
The study established that most of the staff members at the Ministry of Foreign Affairs indicated that the Ministry had been somewhat successful in implementing the Strategic plan, the Ministry’s strategic plan identified specific performance measures for gauging success in achieving individual strategic goals and objectives and that the top management in the Ministry reviewed the performance data quarterly. The study was in consonance with Issa-Salwe, et. al., (2010) who argued that strategic planning and use of IS/IT systems being used to automate the business process and systems help to improve efficiency and effectiveness of the business activities and its evaluation. However the study felt a gap existed in assessing the feasibility and benefits accrued and customer satisfactions from the effects of evaluation process and that there was need for organizations to undergo through certain changes and adjustments to feel the effects of evaluation process.

The study found that respondents agreed to statements related to strategic planning and working environment to a great extent in that; the working environment in the Ministry of Foreign Affairs had a great impact on the organizational culture, the management style in the Ministry of Foreign Affairs had an impact on the employee performance, the working environment in the Ministry helped to direct and align performance to a common goal achievement and strategic planning had helped the Ministry of Foreign Affairs to identify on the areas where to motivate its human resource to improve on performance. The findings were avers with Kariuki and Onchiri (2017) they concluded that employees should be involved in the process of strategic plan implementation as they play a crucial role as foot soldiers. This process requires being open, effective collaboration, equity, trust, continuous improvement and risk taking. There must be clear communication
amongst all members involved as to ensure that all stakeholders are satisfied by the value attained. Strategic activities should be cascaded into individual responsibilities for easy and coordinated strategy implementation. Strategy implementation teams should be put in place to ensure that there is a sustainable momentum in implementation of strategic plans to a large extent. The study however did not highlight the involvement of the management in ensuring leadership, coordination, expertise and available resources to ensure implementation of the strategies and performance of the organization which is very critical.

The study found that respondents agreed to a great extent on statements on organizational culture in that; the organizational culture in the Ministry provided conducive environment to the Directorates to compete in terms of performance to achieve superior ranking, the organizational culture in the Ministry provided information and the spirit of continuous learning, development, improvement and accountability, the organizational culture in the Ministry provided conducive environment to good/top performance, the organizational culture in the Ministry provided conducive environment to employees to have good work ethics, the organizational culture in the Ministry provided conducive environment to adhere to best practices internationally and the organizational culture in the Ministry was supportive and provided incentives for good performance. The findings were in line with Schein (2007) who suggested that change strategies can be successful, it is said that they are greatly influenced by organizational culture. When the company’s goals and objectives are aligned together with organizational culture, they are likely to be more prone to embracing change. The organizational culture is defined through the values and beliefs set by senior managers in an organization. The real culture is the embraced by the
rest of the organization set by senior managers. Culture is either implied, informal, underground or even formalized. Therefore, for effective implementation of organizational performance and effective planning, the organization must ensure that culture is facilitated (Magee, 2002).
CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section covers the summary of the core study findings, conclusion and research recommendations. The study also discusses suggested areas for future research about strategic planning.

5.2 Summary of Findings

The aim of the study was to establish the effects of strategic planning on organizational performance of the Ministry of Foreign Affairs. The study found that most of the staff members at the Ministry of Foreign Affairs indicated that the principal impetus for developing the strategic plan was an executive mandate from the Public Service Commission. The Directors, Cabinet Secretary and Principal Secretary (Top Management), Senior Deputy Directors, Deputy Director, Counsellors and First and Second Secretaries were involved in developing the Ministry’s strategic plan centrally and that the Staff members at the Ministry of Foreign Affairs indicated that the goals and objectives in the strategic plan were ambitious but realistic.

The second goal of the study was to establish the effects of strategic evaluation on organizational performance of the Ministry of Foreign Affairs. The study established that most of the staff members at the Ministry of Foreign Affairs indicated that the Ministry had been somewhat successful in implementing the Strategic plan, the Ministry’s strategic plan identified specific performance measures for gauging success in achieving individual strategic goals and objectives and that the top management in the Ministry reviewed the performance data quarterly.
The third goal of the study set out to determine the effect of working environment on organizational performance of the Ministry of Foreign Affairs. The study found that respondents agreed to statements related to strategic planning and working environment to a great extent in that; the working environment in the Ministry of Foreign Affairs had a great impact on the organizational culture, the management style in the Ministry of Foreign Affairs had an impact on the employee performance, the working environment in the Ministry helped to direct and align performance to a common goal achievement and strategic planning had helped the Ministry of Foreign Affairs to identify on the areas where to motivate its human resource to improve on performance.

The fourth objective was to establish the effect of organizational culture on organizational performance of the Ministry of Foreign Affairs. The study found that respondents agreed to a great extent on statements on organizational culture in that; the organizational culture in the Ministry provided conducive environment to the Directorates to compete in terms of performance to achieve superior ranking, the organizational culture in the Ministry provided information and the spirit of continuous learning, development, improvement and accountability, the organizational culture in the Ministry provided conducive environment to good/top performance, the organizational culture in the Ministry provided conducive environment to employees to have good work ethics, the organizational culture in the Ministry provided conducive environment to adhere to best practices internationally and the organizational culture in the Ministry was supportive and provided incentives for good performance.
5.3 Conclusions

Based on the findings, strategic implementation was found to have a significant effect on organizational culture in the Ministry of Foreign Affairs. The results supported findings done by other scholars. It was established that strategy implementation had a positive influence on performance of the Ministry of Affairs when it’s done correctly but can also have negative influence when it’s conducted less efficiently and effectively, what is not to be ignored though is the quality of the strategy in the first place. A poor strategy no matter how well implemented will not lead to a positive performance. The results anchor in literature the importance of strategy implementation in influencing performance.

Employees are greatly motivated to perform their duties by their work environment. The competitive business environment that is present today does not accommodate money alone as the sufficient motivator to employees. Most of the organizations are looking for effective ways to attract, keep and motivate their work force so as to improve performance. So as employees can work comfortably in their work, the environment is required to provide them with a friendly working environment.

A significant relationship in how organizational culture relates to performance has been established by the study. Thus, organizational culture is influenced by aspects of culture that include; measures on goals, work, employees, open culture and professional work. This is because organizational culture involves beliefs and attitudes, organisation of the work, monitoring and performance. Therefore, performance was found to be influenced significantly by organizational culture.
5.4 Recommendations

i. The study recommends that the Ministry of Affairs should ensure that allocation of resources is balanced and more funds allocated to the departments that are responsible in effective strategic implementation. The entire organization will become effective if necessary, funds are allocated for strategic implementation as it is major in achieving all other reforms.

ii. The implementation of strategies should be aligned together with the Ministry of Affairs’ organizational structure. The strategy being introduced to the organization should be given to the middle level management.

iii. The research further recommended that there is need for flow of communication in all the organization’s department which can be achieved thorough organizational structure in the Ministry of Affairs. Good organizational performance can be achieved through effective strategy implementation that results from effective organizational structure in the Ministry of Affairs.

5.5 Suggested area for Further Study

The study explored only impact of strategic planning on organizational performance at the Ministry of Affairs. Therefore, other researchers should conduct study in other companies or institutions including those located up country. Also, further study should aim to explore advantages which the organizations reap on improving their strategic planning.

This study sought to examine the effect of strategic planning on organizational performance. The study was limited to four study variables which includes strategic
implementation, strategic evaluation, working environment and organizational culture. The four variables are not sufficient in explaining the relationship between strategic planning on organizational performance. Therefore, researchers and academicians seeking to conduct further research on the same should focus on other factors not considered in this study.

The study has also contributed to the existing body of knowledge in the area of strategic planning in general.
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APPENDIX I: LETTER OF INTRODUCTION

To

Respondents

Dear Sir/Madam

RE: REQUEST TO CARRY OUT DATA COLLECTION

I am a student at Kenyatta University pursuing a master’s degree in Business administration. As a requirement in fulfillment of this degree, I am carrying out a study on the effects of Strategic planning on organizational performance in the Ministry of Foreign Affairs, Nairobi County, Kenya.

You have been chosen as you are well positioned to provide reliable information that will enable the study achieve its objectives. I intend to research on the above through the use of questionnaires.

Any assistance accorded to me in my noble cause will be appreciated. Information given shall be treated as confidential and will be used purely for the purpose of this research, and a final copy of the document shall be availed to you upon request. Your cooperation will be highly appreciated and thank you in anticipation.

Yours faithfully,

Ruth N. Macharia
Appendix II: QUESTIONNAIRE

Section A: Demographic Information

1. Age
   a. 20 – 30 [ ]
   b. 30-40 [ ]
   c. 40 – 50 [ ]
   d. 50 and above [ ]

2. Gender
   a. Male [ ]
   b. Female [ ]

3. Please indicate the highest level of education you have attained: (Tick as applicable)
   a) College Diploma [ ]
   b) Undergraduate [ ]
   c) Masters [ ]
   d) Others (specify)………………………………………………

4. How long have you worked in the Ministry of Foreign Affairs
   a) 1 to 3 years [ ]
   b) 3 to 6 years [ ]
   c) 7 to 10 years [ ]
   d) 11 to 15 years [ ]
   e) 16 years and above [ ]
5. Position in the organization ……………………………

Section B: Strategic Planning and Organizational Performance

6. What was the principal impetus for developing this strategic plan?
   [    ] A legislative requirement
   [    ] An executive mandate from the Public Service Commission
   [    ] The Ministry’s own initiative

7. Indicate the extent to which each of the following was involved in developing the Ministry’s strategic plan. Key Use a scale of 1-5, where (1= centrally, 2= moderately, 3= Marginally or not at all,

<table>
<thead>
<tr>
<th>Strategic plan development</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet Secretary and Principal Secretary (Top Management)</td>
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<tr>
<td>Directors</td>
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<tr>
<td>Deputy Director</td>
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<tr>
<td>Senior Deputy Directors</td>
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<td></td>
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<tr>
<td>Counsellors</td>
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<td></td>
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<tr>
<td>First and Second Secretaries</td>
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</tbody>
</table>

8. How ambitious would you say the goals and objectives in the strategic plan are?
   [    ] Overly ambitious, somewhat unrealistic
   [    ] Ambitious but realistic
   [    ] Not particularly ambitious
9. To what extent has the Ministry been successful in implementing the Strategic plan

[ ] Very successful

[ ] Somewhat successful

[ ] Not particularly successful

10. Does the Ministry’s strategic plan identify specific performance measures for gauging success in achieving individual strategic goals and objectives?

[ ] Yes

[ ] No

11. Does top management in the Ministry review the performance data at regular intervals in order to track progress in achieving strategic goals and objectives?

If yes, how frequently does top management review the performance data?

[ ] Annually

[ ] Quarterly

[ ] Monthly

[ ] Other. Please specify

..............................................................................................................................................
Indicate your level of agreement with the following statements relating to Strategic Evaluation. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Strategic Evaluation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Strategic evaluation has enable the Ministry of Foreign Affairs to evaluated its assets periodically</td>
<td></td>
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<tr>
<td>13. Strategic evaluation has helped align the strategy objectives to the mission and objectives of the Ministry</td>
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<tr>
<td>14. Strategic evaluation has helped in fitting the strategic plan operationalization Ministry’s systems/structures</td>
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<tr>
<td>15. Strategic evaluation has helped the Ministry take corrective actions on its activities</td>
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<tr>
<td>16. Strategic evaluation has helped to streamline expenditure patterns to overall organizational spending patterns</td>
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<tr>
<td>17. Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively exploit the opportunities in its environment.</td>
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<tr>
<td>18. Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively capitalize on the organizational strengths and core competencies</td>
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<tr>
<td>19. Strategic evaluation has enabled the Ministry of Foreign Affairs to effectively avoid organizational weaknesses</td>
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</tbody>
</table>
20. Strategic evaluation has enabled the Ministry to effectively address the cultural and political context within the Ministry

21. Strategic evaluation has enabled the Ministry to consistently adhere to its set Mandate

22. Strategic evaluation has enabled the Ministry to target and correct strategic variations

Section C: Working Environment and Performance

Indicate your level of agreement with the following statements relating strategic planning and working environment. Key Use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Working Environment</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. Strategic planning has helped the Ministry of Foreign Affairs to identify on the areas where to motivate its human resource to improve on performance</td>
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<tr>
<td>24. The working environment in the Ministry of Foreign Affairs has had a great impact on the organizational culture</td>
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<tr>
<td>25. The management style in the Ministry of Foreign Affairs has had an impact on the employee performance</td>
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<tr>
<td>26. The working environment in the Ministry inspires employees to work better</td>
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<td>27. The working environment helps employees to make the required adjustments to enhance performance</td>
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<tr>
<td>28. The working environment in the Ministry helps to</td>
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</tbody>
</table>
direct and align performance to a common goal achievement.

Section D: Organizational Culture and Organizational Performance

Indicate your level of agreement with the following statements relating Organizational Culture Key use a scale of 1-5, where (1= strongly disagree, 2= disagree, 3= moderately agree, 4= Agree and 5= strongly Agree)

<table>
<thead>
<tr>
<th>Organizational Culture</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>29. The organizational culture in the Ministry provides conducive environment to good/top performance</td>
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<tr>
<td>30. The organizational culture in the Ministry provides conducive environment to the Directorates to compete in terms of performance to achieve superior ranking</td>
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<tr>
<td>31. The organizational culture in the Ministry provides conducive environment to adhere to best practices internationally</td>
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<tr>
<td>32. The organizational culture in the Ministry provides conducive environment to employees to have good work ethics</td>
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<tr>
<td>33. The organizational culture in the Ministry provides information and the spirit of continuous learning, development, improvement and accountability</td>
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<tr>
<td>34. The organizational culture in the Ministry is supportive and provides incentives for good performance</td>
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</tbody>
</table>

THANK YOU FOR FILLING IN THE QUESTIONNAIRE