

**STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY IN
TURKANA COUNTY, KENYA**

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DECLARATION

This research project is my original work and has not been presented for award of any degree in any University for examination purposes.

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DEDICATION

This research project is dedicated first to Almighty God for His favor and mercy upon enabling me to pursue on this course and also to my parents John Wambua and Elizabeth Nduku, sisters, brothers and friends who have tirelessly compromised their time for the project development and encouragement to carry on with my studies.

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OPERATIONAL DEFINITION OF TERMS

Service Delivery	The provision of sufficient, affordable and quality services is considered a core function of County Governments. Delivery of services correlates closely with the health and well-being of Turkana residents.
Strategic Control	Strategy control is concerned with trailing the strategy as it is being implemented, identifying problems areas or possible problem areas, and making any necessary amendment.
Strategic Evaluation	Process of instituting if chosed goals were attained as intended and taking corrective measures if need be.
Strategic Formulation	Process of laying out strategies to be achieved by an organization.
Strategic Implementation	Putting chosen strategy into action.
Strategic Management	Process of identifying, implementing, and evaluation strategies to meet objectives of an organization.
Strategic Management Practices	Involve the art and science of formulating, implementing, and evaluating cross-functional rulings that support an organization to accomplish its objectives. It is the formal process, or set of processes, used to govern the strategies (actions) for the organization.

ACRONYMS AND ABBREVIATIONS

BBC	:	British Broadcasting Corporations
CIDP	:	County Integrated Development Plan
ICPAK	:	Institute of Certified Public Accountants of Kenya
IHRM	:	Institute of Human Resource Management
KNBS-	:	Kenya National Bureau of Statistics
LSK -	:	Law Society of Kenya
NACOSTI	:	National Commission of Science, Technology and Innovation
NHIF	:	National Hospital Insurance Fund
SPSS	:	Statistical Package for Social Science
UNDP	:	United Nations Development Programme

ABSTRACT

Service delivery in Turkana County has been affected by a number of issues such as shortage of skilled workers in the county. The study looked at how strategic leadership, strategic formulation, strategic implementation, strategic evaluation and control affect service delivery in Turkana County. Quality service delivery should be a priority in Turkana. Turkana residents should experience the fruits of devolution and this can be done by giving them better services. Turkana is the poorest county among the 47 counties in Kenya. 88% of the people in Turkana live below the poverty level compared to 45% nationally. Illiteracy in Turkana County is high. Only half of school age children are enrolled in primary school. Food security is a problem in Turkana County. The study sought the relationship between strategic practices and service delivery in Turkana County. The study specific objectives were to find out how strategy formulation, leadership, strategy implementation, strategy evaluation control influence service delivery in Turkana County. The study was anchored on agency theory; resources based theory and the contingency theory. The study employed a descriptive survey design. The population of interest in research was the employees of Turkana County government. The target population for this specific study was 1007 employees in County head offices at Lodwar town. This research adopted stratified sampling technique. The sample size that was used was 108 employees. The researcher used closed ended and open-ended questionnaires as the research instrument to collect data. Face and content validity were used to test the research instrument validity. Face validity looked at the representation of the data collection instrument at face value and if it was a good instrument. This study will be helpful to Turkana County; it will be in a position to review its preposition so as to make crucial decisions that in the end will bring forth development. This study found out there exist a positive relationship between strategic management practices and service delivery in Turkana County. It was established that Turkana County does practice delegation. The study also revealed that employees are engaged in strategy formulation process by management of Turkana County. Public participation is effective since public are not actively engaged by the county of Turkana. Findings from the study show that there exists effective communication during the strategy evaluation and control processes. This study recommends training opportunities to be availed to all employees in top, middle and lower level management of Turkana for them to handle their task diligently and more effectively. A strong internal control system was also recommended. This will aid in achieving the county's strategies. Turkana County should also consider having partnership with other stakeholders. This may aid the county in achieving its goals and objectives.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective service delivery is very important when it comes to development and growth of a country. According to Kalava (2016) an organization is deemed successful in its ability to provide efficient services to its customer's needs; in relation to price, quality and quantity. According to Manyuru (2005) availability of resources is also a very important aspect in service delivery. A firm should allocate sufficient resources for efficient service delivery to be achieved (Jerono, 2016). A firm should also invest in its human resources; this can be done through training and development of employees. Training of employees impacts them with new skills and also given them exposure. Poor leadership is one of the factors that lead to ineffective service delivery in Kenya (Wesaya, 2017). Leadership has an influence in service delivery. It usually determines the culture of a firm; which is an element in effective service delivery. Leadership should aim in developing a good culture for the organization but not force it to its employees. Good leadership ensures that plans and goals of an organization are communicated effectively and on a timely manner.

According to Muriithi (2009) strategic management practices determines the kind of service offered by an organization. Strategic management has helped most organizations to position themselves competitively in an ever changing and turbulent environment. Strategic management has been useful to organizations; it helps in decision making. Firms are able to come up with schemes on ways to improve their productivity or their day to day operations. An organization is also able to spot opportunities and exploit them. This can lead to new business adventures that benefit the firm and also ensure its survival. Leadership has an impact on strategic

management process. It provides direction to an organization. Strategic leadership helps an organization to execute its strategies effectively and in a timely manner. Some of the components of strategic leadership include: delegation, innovation and decision making (Kottler, 2003). Strategic leadership ensures decisions that affect the organization are made in a timely manner. Strategic leadership in an organization should lay out roles and responsibility of employees so as to enhance ownership and accountability among employees.

Strategy formulation is an important aspect in strategic management. It usually involves coming up with plans, objectives, values, goals for the organization to achieve. Mission and vision of an organization are formulated in this phase of strategic management. Otieno (2013) revealed that employees are more likely to implement effectively and efficiently when they are engaged by management in strategy formulation process. Engaging employees in setting goals and strategy will make them have a sense of belonging and also they will feel significant. Employees are the implementers of strategy that an organization formulates. Having them participate will be helpful for the organization.

According to Kubai (2015) strategy implementation involves putting the formulated strategies into action. Resources can be in terms of financial, human, technological, time among others. Sufficient resources will ensure strategies are implemented on a timely manner with minimum possible cost. Opportunities can be exploited effectively by an organization with sufficient resources. External and environment plays a part in strategy implementation. Strategy evaluation and control involves analyzing both internal and external environment to ascertain that organization's strategies are aligned to any changes that may occur. According to Mathore (2016) managers should keep track of their actual performance and compare it with desired

persons; if there is a disparity the manager should take corrective measures. Timely feedback is very important in strategy evaluation and control. For strategy evaluation and control to be effective; a performance measurement criteria must be in place (Muiruri, 2017).

According to Kubai (2015) project tracking in counties should be enforced. This will ensure desired projects are put in plan or developed. This will safeguard counties from wasting their resources on ghost projects. Effective strategy control aids an organization to foresee future occurrence of future events; an organization is able to tackle such events appropriately. Reliability of information and also accountability of resources is made possible by strategy control. In order to survive in the industry an organization should be competitive or have a competitive advantage. Compliance with relevant authorities is very crucial for any organization. Strategic control will ensure an organization follows set standards, rules and regulations that are set. This will minimize unnecessary noncompliance costs (Akinyi, 2015).

1.1.1 Strategic Management Practices

Strategic management practices involve the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. It is the formal process, or set of processes, used to determine the strategies (actions) for the organization. It focuses on many areas, including the integration of management; marketing; finance/accounting; production/operations; research and development; and computer information systems (McKernian, 2016). According to Kalava (2016) adoption of good strategic management practices helps a firm gain complete advantage over other firms in

the industry. This ensures survival of these firms. Strategic leadership involves giving guidance to an organization.

Strategic leadership is defined as the interaction between leaders and their followers and how such leaders influence the said followers in pursuing certain organizational goals through exchange and application of individuals' tacit and explicit knowledge in a certain thinking pattern to enhancing service delivery (Judge, 2012). Strategic leadership in this study means the act of delegation of duties, decision making process strategic leadership also involve coming up with innovative ideas and doing benchmarking to those who are doing better.

Strategy formulation is the development of long range plans for the effective management of environmental opportunities and threats in light of the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines Wheelen and Hunger (2008). It forms the basic foundation on the strategic management process. According to Mitzberg and James (1991), strategy formulation includes defining the corporate vision, mission, specifying achievable objectives, developing strategies and setting policy guidelines.

Strategy implementation is defined as the manner in which an organization develops, utilizes, and amalgamates organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. In this study strategic implementation will involve Allocation of resources, execution of strategy, Public participation and Change management (Pryor, et al.2007).

Strategy evaluation answers the questions; Are the objectives of the business appropriate? Are the major policies and plans appropriate? Do the results obtained to date confirm or refund critical assumptions in which the strategy rests?. Strategic

control is concerned with tracking a strategy as it is being implemented, detecting problems or changes in its underlying premises and making necessary adjustments. In this study strategy evaluation and control can as well be explained through taking Corrective measures, Information systems audit, Project tracking and Performance appraisal.

Strategic Management practices involve analyzing the external environment and internal environment, selecting the best course of action, implementing and also evaluating it. Evaluation and control is done to make sure that the set goals, policies and objectives are in line with the actual performance or results. The external environment is dynamic in nature. Managers of an organization should formulate strategic management practices regardless of changes that may be caused by these environmental factors (Cameron & Quinn, 2011). Adoption of these practices aid organizations to stay relevant in an industry.

According to Mathore (2016) an organization should involve its employees in planning. Engaging employees in planning process helps reduce resistance in the event of strategy implementation. Employees are able to be accountable while carry out their duties and responsibilities. Management should communicate formulated strategy to its employees. Effective communication will ensure duties and responsibilities are well laid down by an organization. Effective strategy implementation is not possible without sufficient resources. An organization should strive to have sufficient resources during this phase of strategy implementation so that quality services can be delivered. An organization should allocate enough resources to facilitate effective implementation of formulated plans. Strategy evaluation and control is a very significant phrase in strategic management. Evaluation and control helps an organization in achieving what was planned.

According to Jerono (2016) evaluation and control practices has some impact on service delivery. It ensures desired targets are achieved as planned.

1.1.2 Service Delivery

The service delivery concept has been defined in many different ways. Bass (2007) referred to it as a bundle of customers or the things that offered, enhance value and utility to such customer. This study argues that service delivery increase Compliance, improves accountability and achieve revenue targets already set or to be attained. Service delivery in public entities is defined by political promises and commitments by the government agencies and other political players whose credibility is largely shaky (Keefer, 2004). It is therefore necessary to assess service delivery of county governments in Kenya on the perspective of performance measures which are deemed to have direct effect on the operation and efficiency to the citizens who receive the services.

Service delivery is a special function with respect to government institutions and citizens. Good quality and affordable service delivery create a positive insight of people towards government. Customers of an organization should be satisfied with the services they get. An organization should strive to attain customer satisfaction. According to Kalava (2016) success of an organization is determined by how effective and efficient services are offered. Poor services offered by an organization means that there will be dissatisfaction among its customers. An organization should ensure that the services they offer are of quality. Customers are likely to be loyal if they are satisfied with services an organization provides. Retention of customers can be achieved with delivery of quality service. An organization is able to retain such customers and also improve on its performance (Njagi & Kombo, 2014).

Since the inception of Kenya's 2010 constitution, many counties in Kenya have realized that citizens are actually customers and this has ignited positive perceptions of these governments towards their citizens. Counties should not offer services but they should ensure that the services offered are of quality. Some of the services Kenyan counties offers are: Health services, construction of roads, water and sanitation among many others. Offering quality services to residents of a particular area guarantees improved standards of living. Counties should put in place measures so that they can ensure their goals and plans are achieved. Public participation in counties ensures that counties carry out activities in line with their budgets. The counties should input public views and opinions (Kasera, 2017).

1.1.3 County Government of Turkana

Devolution was borne out of need to decentralize power and service delivery in Kenya. Sessional paper no.1 of 1986 on economic management for renewed growth was adopted to turn around the economic decline. Due to the centralized development by national government where projects were identified and funded, and the failure of District Focus for Rural Development Strategy, there has been a disparity in development throughout the country. This led to calls for a new way of governance thus leading to devolved county governance structure under the Constitution of Kenya 2010 (COK, 2010).

The promulgation of the Constitution of Kenya (2010) on 27th August 2010 paved way for County Governance as stipulated under Chapter Eleven of Constitution of Kenya (2010). The Devolved governments comprise of the County Assemblies and County Executives with State powers of legislature –law making and Executive – Implementing the Laws and Policies respectively as required by County governments Act (2012).

State executive and legislative power was devolved including powers to collect local revenues and enforcing enacted county laws. Political, legislative and resources were devolved and a new administrative structure established. Service delivery was devolved as outlined in the Fourth Schedule of the Constitution on the Sharing of Functions between the national and devolved governments as well as giving opportunity for participation of women, men, minorities and other marginalized groups in governance. The Constitution created 47 county governments as per schedule one of the Constitution of Kenya (2010).

Turkana is one of the 47 county governments in Kenya and one of the largest counties. Most of the residents are pastoralists. Initially counties were established to involve people in governance through public participation and to allow better implementation of policies at grass root level. Devolution was meant to bring power to the people. These counties have their own policies, values, mission and vision County governments Act (2012).

Turkana County is faced with famine, poor health care, high poverty levels, and high illiteracy levels. The county is one of the poorest counties in Kenya. Discovery of oil in Turkana came to pass. This brought hope to the residents in terms of job creation, economic growth, improved standards of living, and better health care among other things. The county government executive is comprised of 10 ministries. These ministries work together to ensure effective service delivery by the county despite the challenges faced (BBC News, 2012).

(Nyaga & Nzulwa, 2017) carried out a study on The Role of Strategic Management in the Performance of Turkana County Government, Kenya. The study established that the county Government of Turkana should enhance its strategic management

practice particularly on the aspects of strategy formulation and strategy implementation which have the highest positive effect on its performance. Other county governments in Kenya are also urged to adopt strategic management practice given the positive effect on organizational performance.

1.2 Statement of the Problem

Kenya's public sector is under constant pressure to enhance service delivery. UNDP (2007) found out that implementation of public governance UNDP (2007) found out that implementation of public governance UNDP (2007) found his challenge proved to be challenge due to resistance to in change management and poor strategic implementation Turkana is the poorest of the 47 counties that make up Kenya. According to the KNBS (2013), 88 percent of the population in Turkana live in poverty, compared to 45 percent countrywide in Turkana County is high Illiteracy in Turkana County is high Illiteracy in Turkana County of school age children are enrolled in primary school Turkana County's Food Security is a Problem. The majority of o the fresh farms are trucked in comes from Kitale.

In the past, a lot of researches on strategic management methods in various firms were conducted. On the international front, Kandie (2010) found that when environmental conditions change, change is required. Kandie (2010) used a correlational study method to investigate the effects of strategic management techniques in governments in Europe. In 2010, the Rwandese Association of Local Government Authorities (RALGA) released a report on the challenges of influencing local government service delivery in Africa. It did not, however, perform an empirical examination of ideas for improving local government service delivery.

Mutunga (2017) carried out study on the Nairobi County's health department where by it has adopted strategic management practices and is providing services. The study however didn't look at the issue of participation of local community in county issues. At Kenya's Ministry of Foreign Affairs, Jerono (2016) investigated strategic change management approaches on service delivery. While some organizations understood the requirement to alter their strategy due to changes in the competitive environment, they had insufficient financial and administrative resources to carry out, according to Njau (2001)'s study on the problems of strategy execution.

The study analyzed how employee's participation, stakeholder's involvement and allocation of sufficient resources have an impact on affairs of that particular ministry. This study was unable to discuss the issue of leadership in organization performance. Leadership in an organization is a factor to its success. It ensures an organization is in line with its plans and target performance. Leadership also motivates staffs who in the end undertake their duties and roles diligently. This study focused on the aspect of good leadership in Turkana County government. Few studies have looked at how strategic management practices influences service delivery in Kenyan counties. There is need to conduct this study to enlighten stakeholders on effective management practices and also on service delivery in counties. It's evident that there is no study undertaken on strategic management practices and service delivery of Turkana County. Turkana residents have been experiencing challenges like severe drought, poor sanitation, and high school dropout rate among others. This study sought to establish some of the strategic management practices adopted by this county and their impact on the service delivery.

1.3 General Objective

The main objective of the study was to investigate the effect of strategic management practices and service delivery in Turkana County.

1.3.1 Specific Objectives

- i. To determine the effect of strategy leadership and service delivery in Turkana County.
- ii. To establish the effect of strategy formulation on delivery of service in Turkana County.
- iii. To determine the effects of strategy implementation on service delivery in Turkana County.
- iv. To establish the effect of strategy evaluation and control on delivery of service in Turkana County.

1.4 Research Questions

- i. How does strategy formulation influence service delivery in Turkana County?
- ii. Does strategic implementation impact service delivery in Turkana County?
- iii. What is the relationship between strategy leadership and service delivery in Turkana County?
- iv. How does strategy evaluation and control influence service delivery in Turkana County?

1.5 Significance of the Study

The current research findings will be of great relevance to a number of users. Policy makers like the county government of Turkana. The county will be able to review

its strategies and bring development to the people of Turkana. Data from this particular research will be of help to the county government of Turkana in matters of planning; this will lead to better decision making and thus improve the service delivery to its residents. Service delivery in Turkana will be in a position to improve its services to its residents. Counties have started to appreciate the essence of strategy management. Decision making is not easy especially in the counties where political environment is present.

Findings of this particular study will be a great contribution to existing empirical literature. Future researchers will have a point of reference when undertaking their research. This study will be a point of reference to other counties. This will help them in decision making too. The study will guide them on how to apply strategic practices to improve their service delivery to its people. This study will also help future researchers to identify empirical gaps in their study and thus advance research on the study constructs.

Last but not least, this study will aid future researchers with a point of reference on theoretical literature. The researcher used theories to anchor this study. Future researchers may relate the theories used in this study with the study they are undertaking. Institutions or organizations that pose similar characteristics will also find the results of this study relevant because they can replicate the findings of the study in their circumstances.

1.6 Scope of the Study

This study concentrated on Strategic management theory, Resource based theory, and contingency theory on the adoption of strategic management practices and service delivery in Turkana County. The target population for this specific study was

1007 employees in County head offices at Lodwar town. The unit of analysis was the 10 county ministries of Turkana. The research unit of observation was the top, middle and lower level management in Turkana County. The data was collected for duration of 5 years that is from 2014 to 2017. The questionnaire was used as data collection tool in the study.

1.7 Limitations of the Study

Limitations are inevitable in a study of this kind. First the researcher encountered some challenges while undertaking this research. Getting information from the County Government is extremely sensitive especially in this era of corruption probes by the Ethics and Anti-Corruption officers. County employees were not willing to fill questionnaires due to concerns on its intention and the possible implication of their responses. This study sought to allay those fears through a letter from the university identifying the researcher as a student of the university. Some respondents had a challenge in understanding the questionnaire format. Not comprehending the questionnaire could lead to inaccurate and incomplete information. The researcher tackled this limiting factor by giving detailed instructions in the questionnaire for easy comprehension.

1.8 Organization of the Study

There were five chapters in this research. Background to the study, statement of the problem, general and specific objectives, research questions, significance of the study, scope of the investigation, limitation of the study, and organization of the study were all included in Chapter One, where the researcher filled in the knowledge gaps that existed. The second chapter consists of a theoretical section as well as a review of previous publications. The research design, target demographic, sample size, and sampling design are all important factors to consider, data collection instruments,

research instrument validity, research instrument reliability, data collection technique, data analysis and presentation, and ethical considerations were all covered in chapter three. The fourth chapter contains a discussion of the research findings, including the response rate, gender of respondents, level of education, descriptive statistics, and regression analysis. Data is presented in the form of tables, graphs, and a pie chart. The study's conclusion, recommendations, and suggestions for further research are presented to Turkana's county administration in 5th chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examined theoretical framework, empirical review and conceptual framework. This study probed preceding studies and also establishes their relevance. This chapter also analyzed knowledge gaps from previous research.

2.2 Theoretical Review

The study of strategic management Practices as a field has led to the development of a number of theories. A select number of theories and framework are covered with in the scope of this chapter. This was based on three theories. That is: the Strategic management theory, resource based theory and the contingency theory. The study brought out the relevance of these three theories in relation to this particular research. The theories highlighted in relation to the scope of this study complement the study.

2.2.1 The Systems Theory

Dostal (2015) was the first to propose this theory, which depicted the organization as a system of interconnected subsystems. Organization is regarded as a routine including interrelated and jointly reliant sub-approach in this study. Dostal (2015) asserted that a system is made up of numerous components, functions, and processes, which Daft and Armstrong (2009) expounded on. This school of thought arose from Bakke's (2013) studies, which viewed an organization as a system with three key elements: components, linking processes, and organizational goals. Supporters of system theory, such as Baron and Byrne (2014), consider the organization as a society

or a social family with numerous sub-components inside the total, as is done in numerous organizations today, particularly those in the manufacturing industry.

According to Barzilai (2011), only when all of an organization's components are strong and properly interconnected in order to achieve organizational goals is it in a state of equilibrium.. For example, if a system partner, such as an employee, is dissatisfied, that individual can have a detrimental impact on overall company success. As a result, in order for an organization to meet its objectives, its personnel must believe in the organization's service offering. As a result, management must incorporate employees in decision-making processes and recognize the value they provide to the organization's service delivery (Ryan, 2009).

Furthermore, for organizations to achieve their planned objectives, there must be functional inter-linkages between utilities, i.e., departments inside the organizations (Daft and Armstrong, 2009). The organization is the system in this condition, and the departments are the sub-systems. The effectiveness of horizontal logistics management in the organization is consequently a component of overall organizational service delivery (Barzilai, 2011).

Procedures, according to Cummings and Worley (2008), must have a central coordination unit, which is usually the Leading Executive Officer (CEO) of a profit-making company or a Principal Secretary (in the case of Kenyan government ministries) or a chief officer in county governments, for an organizational system's goal to be achieved. Similarly, each sub-system, specifically, a department, must have a central management unit that serves as the nucleus around which all of the sub-components system's revolve. The departmental head assigns roles to nominated power and commissions' authorization, which is used to evaluate performance.

According to Ryan (2009), the systems technique was created to improve service delivery by assigning particular duties to each employee. This theory claims that the main cause for strategy non-implementation is a lack of coordination between the planning group and the implementers, and that the variables of strategic leadership are linked to the barriers to adopting strategic management approaches. This is a prevalent issue among organizational executives who fail to explain their desired plan to the technical team in order for it to be implemented effectively. Due to a lack of coordination between planning and budgeting, organizations rarely fulfill their stated planning goals.

2.2.2 Resource Based View Theory

This theory was formulated by (Penrose, 1959). According to his argument, the key contribution of the resource-based model to the organization has been to achieve competitive advantage. Penrose (1959) stated that an organization's competitive advantage lies mainly in the application of tangible as well as intangible assets of a firm. These definitions point towards the importance of resources to the firm's performance. According to the resource-based theory in the field of strategic management, the factors that allow firms to outperform its competitors are to do with the firm's capabilities and resources that are hard to imitate and those that bring value to the firm (Rau, 2014).

One of the assumptions of this theory is that resources can be imitated by a potential competitor. This can cause a firm to lose its competitive advantage. Resource based theory has become an influential theory in strategic management. According to this theory, resources are what the organization requires to produce products. The capabilities and inputs can generally be categorized into three classes that is: organizational capital, physical capital and human capital (Becker, 1964).

Implementation of a strategy is not possible without resources. Ample resources in an organization will enhance effectiveness of operations and also productivity of employees.

Barney (1991) states that a resource based view of a company's competitive advantage is with the intangible assets or capabilities within the company and how the management utilizes these resources to achieve an in-imitable advantage in a market. This allows a company to offer a product or service unique that competitors cannot replicate and thus obtain a competitive advantage.

2.2.3 Contingency Theory

This theory was propounded by Fred Edward Fiedler in, 1964. This theory argues that the environment provides possible resolution to mishaps that may occur. A problem can have different solutions with changing environment. The environment plays a big role in formulation of policies of an organization. An organization should manage environmental changes effectively and efficiently. Another notion of this theory is that a firm should orient its resources to its external environment. Resources play a very big part in an organization success. An organization should allocate sufficient resources for effective implementation of a plan. Allocation of sufficient resources by an organization is paramount since it saves the organization time and money. This will depend on the external environment. Environmental changes should be managed in a timely manner. This theory also brings up the concept of competitive advantage (Musau, 2017). An organization should always strive to have a competitive edge over other firms in the industry. Resources are important elements in achieving competitive advantage.

Organizational results, according to contingency theory studies, are the significances of a fit or match between two or more features. Van de Ven and Drazin (1985) divided the concept of fit into three categories: selection, interaction, and systems techniques. The first clarification of fit in the selection technique was that, in order for an organization to last or be effective, it must adapt to the characterizations of its organizational framework.

Second, fit is defined as the interaction of an organization's structure and framework with its performance (Khandwalla, 1977; Van de Ven and Ferry, 1980). For example, Khandwalla (1977) discovered that the relationship between technology, structural aspects of vertical integration, designation, authority, and sophistication of control systems was more significant for operational firms than for ineffective firms. The differences in the relation between framework and design in high and low performing firms were not significant in these research. Furthermore, these investigations did not reveal whether or not the framework and design communicated effectively.

Third, another method in the contingency theory literature with concern to fit is the systems method. According to the systems method, one can comprehend organizational design only by simultaneously investigating the contingencies, structural alternatives and performance criteria currently in an organization. There is also additional opinion of fit in the systems method. It is called equifinality (Van de Ven and Drazin, 1985) which believes that there is not a best way in the selection, interaction and pattern methods to fit. Multiple and equally operational alternatives may exist. Van de Ven and Drazin (1985) recommended that contingency studies should be designed. Hence, the comparative evaluation of numerous forms of fit is achievable and the design of organizational sub-divisions must be taken into attention.

2.3 Empirical Review

2.3.1 Strategic Leadership and Service Delivery

Njagi and Kombo(2014) established that organizational leadership is very important in management. Good leadership is able to transform an organization. Communication was found to be very important especially in implementation of organizational plans. The study recommended the County to embrace technology. Technology present opportunities to an organization and a firm should use technology to gain a complete advantage. Technology aids an organization tackle challenges that may occur. Technology also improves communication. An organization is able to get timely feedback during evaluation process. Leaders of an organization should be able to communicate the organization expected results to employees for them to work towards the same direction. Technology has really improved how communication is done by organizations. Communication is instant; according to Akinyi (2015) a number of organizations have embraced whatsapp as channel of communication to communicate both formal and informal matters. This form of communicate saves time and is also cost efficient.

Jerono (2016) argued that leadership, communication, employee and shareholder involvement have an impact in service delivery. The study revealed that resistance to change was a problem in the ministry. Employees were afraid of change. The study recommends that employees and shareholders should be engaged in change management. The ministry should come up with ways on how it can manage change at the least cost. It was revealed that employees should feel wanted in the ministry; this makes them more productive and the ministry is able to achieve its current and

future plans. The present research focused on Turkana County and not a specific department.

Kalava (2016) established that financial resources, information technology and staff competence influence service delivery in Kakamega. The study recommended training of county staff, allocation of sufficient financial resources and effective public participation of the public in county matters. The study also recommended proper management of available resources; to avoid wastage of resources. Motivation of staff is also important. Motivated staffs are able to implement strategies effectively. Motivated staffs are more reluctant to leave an organization. They work towards achieving organization goals. Strategy evaluation was not looked at in depth.

2.3.2 Strategy Formulation and Service Delivery

Wesaya (2017) revealed that formulation of policies is a very importance phrase in strategy management. Aosa (2006) did a study on aspects of formulation and implementation of strategic plans in Kenya. He surveyed over 50 large private manufacturing firms in Kenya where he used questionnaires as a method of data collection he concluded that strategic management was the key factors that influenced strategy formulation .

A study was carried out by Waweru and Omwenga (2015) divulged that a firm should involve its employees in arriving at proposed actions to avoid resistance in implementation process. Monitoring closely of firm's activities is very important since it prevents the firm to deviate from its original plan. Since devolution took place; little studies have been carried out in relation to their performance. Beyene et al. (2016) found that formulation and implementation process of innovation

strategy are positively correlated to the project and commercial performance of the innovation process. Van Gelderen et al. (2000) contend that strategy formulation process and strategic plan are both important for firms to achieve competitive advantage. Strategy formulation involves reviewing key objectives and strategies of the organization, identifying available alternatives, evaluating the alternatives and deciding on the most appropriate.

Mutunga (2017) established that the health department of Nairobi has established objectives, clear vision and mission which influence quality of service delivery. The study revealed that implementation or execution of a strategy or a plan is not possible if the resources are not sufficient. Setting of plans should also involve junior employees for implementation to be success. This study focused on the health department of Nairobi County. An effective strategy formulation method, according to Woldie et al. (2012), could improve performance. Strategy formulation, it is arguable, is critical for businesses to attain exceptional performance and remain competitive. As a result, organizations can build strategies that are linked with their aims and aspirations using a methodical strategy creation approach. Grant (1991) propose a resource-based approach to strategy formulation which involves firm's identifying and understanding their internal resources, capabilities, strengths and weaknesses relative to that of their competitors. Thus, strategies are formulated to achieve and sustain competitive advantage.

2.3.3 Strategy Implementation and Service Delivery

Ondera (2013) evaluated strategic management techniques at Nairobi, Kenya's Mbagathi District Hospital. In this study, a descriptive research design was used..

According to the findings, the hospital implements the work plan by involving all hospital personnel, and resources are given based on the strategy to help with strategy implementation.

According to Pride and Ferrell (2013), implementation is an important aspect of the strategic planning process. While a firm may require a well-constructed strategic proposal, managers are obliged to show direction in order for employees to collaborate in order to reach the firm's objectives. Senior leaders, according to Letting (2009), plays a key role in the implementation of any strategic plan. Leaders must be able to persuade and motivate personnel to follow a specified path in order to fulfill performance objectives in order to implement an achievement plan.

According to David (2013), effective interaction between strategy implementers is critical for strategy implementation achievement, which necessitates the participation of both seniors and juniors. Communication is crucial for the growth of any firm. Communication is essential to operational team performance, according to Nebo et al. (2015), because it ensures coordination of aspects of invention and workers toward revolution and development. Workers who are familiar with their job and understand how vital it is to the organization's success may often link their actions to the organization's goals, resulting in higher performance (Harisson, 2013).

According to Kaleta and Anna (2015), in order to generate knowledge, management must increasingly reward and incorporate a broader range of participants in strategic management development. They strongly encourage junior managers to participate in the strategic management plan for the following motives: subordinates will in a better position to understand which plans have been implemented; workers ideas will form an important role of firms skills at various stages; workers' opinions will help firms

adapt to changes in the environment; workers contributions will help an organization achieve its goals. Involving managers in strategy development creates assurance and ownership of the strategy, which has a good impact on its feasibility.

In order to achieve improved execution, strategies applied in a unit require a supportive organizational culture (David, 2013). Any plan should be aligned with the organization's desired vision. In a company, the strategy vision is critical because it serves as the foundation for employee behavior throughout strategy implementation. If essential services are to be supplied, the organization's vision must be unwavering with strategy. When it comes to implementing strategy, a firm's incomparable resources provide a bigger competitive advantage. The ability to execute strategy requires financial resources, resources, and coordinating skills (Kidombo, 2007). Unsuccessful resource management leads to surpluses and a drop in strategy implementation. The way a company uses its funds can be a source of competitive edge as well as a benchmark for measuring the achievement of any given plan.

2.3.4 Strategy Evaluation, Control, and Service Delivery

Strategy evaluation is a valuation procedure that provides senior managers with info regarding the execution of programs deeds that are supposed to meet the firm's objectives. According to Samson (2009), a strategy is an action plan aimed at achieving a specified goal. Small and mid-sized businesses, as well as major corporations, require strategic plans to compete in marketplaces that have shrunk as a result of technology advancements. The two levels of strategy evaluation are the strategic level, which concentrates on plan compatibility with the environment, and the operational level, which analyzes how well the company is following a planned strategy (Kazmi, 2007).

Seniors assess plans based on the agreed-upon corporate targets, according to Wade and Hulland (2009). Managers typically define objectives and assign tasks and responsibilities to achieve these objectives. The management can assess progress toward achieving the goals based on the agreed-upon targets (Stewart, Mohamed, & Daet, 2012). The evaluation step, like the formulation phase, is critical in shedding light on the productivity and efficacy of the strategy in attaining the required outcome (Tesot, 2013). Due to the fast-paced corporate world, which includes significant changes in technological, social, economic, and political issues, seniors must assess the importance of their firms' strategy on a regular basis.

The ability of the strategy evaluation process to coordinate the actions of teams and departments across departments is based on its ability to evaluate and calculate performance. The importance of strategy evaluation is that it gives inputs for new strategic formulation, gives feedback, determines assessments and rewards, and judges the validity of chosen strategies.

Many ideas in the strategic management process are subjected to strategy control, which is a particular sort of management test. It is a commercial endeavour to exert control over the creation and implementation of strategy. According to Courtright (2010), strategy control entails following the execution of a master plan. It also entails identifying any difficulties or changes in the approach and making the necessary corrections. Managers must ensure that the organization is moving in the right path and that predictions regarding big changes in the corporate world, they are correct. Every strategy, according to Pride and Ferrell (2013), is based on certain strategic premises, and as an outcome, premise controls are routinely utilized to verify that these strategies stay viable. If a corporation discovers that a major premise is no longer valid, it must modify its strategy (Kazmi, 2007). The sooner a company

realizes and discards a false premise, the easier it is to make changes to meet the genuine reality.

According to Slevin and Covin (2010), establishing a strategy control mechanism early in the implementation phase is crucial in order to analyze whether the strategy is working and make mid-course changes if necessary. There are a variety of causes why a strategy may not achieve its goals. The macro-environment is always changing, therefore strategy design may not follow the predicted pattern. If changes to firms processes, structure, rules, and processes do not line with the aim, they may backfire (Dess & Robinson, 2014). Due to the unpredictable expansion of rivals, senior managers may find it impossible to exert a significant measure of restriction over operating systems after a while, which could result in big breaches in the implementation strategy. As a result, strategic surveillance becomes a key pattern of control because it watches a wide variety of events both inside and outside a company that could jeopardize the start of a certain plan (Kazmi, 2007). According to Grundy (2008), setting short-term goals during implementation can serve as a foundation for performance measurement. Budgets can be used to track strategic progress in the same way. The outcomes of strategic control processes are usually tied to incentive systems. The strategic management practice is obviously interrelated, with actions and decisions taken in one phase having an impact on the others.

Strategic control is a step in the strategic management process that involves assessing the chosen strategy to ensure that the outcomes are as expected (Dess & Robinson, 2014). Strategic plans are intended to be implemented over a lengthy period of time, and monitoring the outcome against the changing business environment during execution is critical for identifying any deviations from the desired outcome. Throughout this time period, organizations chase initiatives in order to implement the

chosen strategy among the ambiguity and unpredictability in the environment. When unexpected events occur during strategy execution, crisis management teams can build special signs, controls, and contingency procedures to act as trigger mechanisms for swift action and fast plan revision. The strategy control purpose entails deeds undertaken by management to certify that the real output conforms to the objectives established through the strategy formulation stage. Managers utilize reports to analyze and regulate strategy on a monthly, quarterly, and annual basis. The assessments must look at both financial and non-financial characteristics such as profit margins, sales, earnings per share, and return on investment to help management control the efficacy of the plan being implemented. Quality control, rewards, training, and inventory controls, among other non-financial control degrees, aid managers in recognizing an entity's strengths and weaknesses, which are then utilized to steer an operative control strategy to satisfy service delivery needs.

2.4 Summary of Literature and Research Gaps

From the literature reviewed, published information on service delivery in counties and strategic management practices is scarce. Constitution of Kenya (2010) brought the concept of devolution in the year 2014. There is need for more information regarding the relationship between service delivery and strategic practices and management processes. There was need to conduct this study to provide baseline for other researchers and also to enlighten stakeholders on the importance of good management practices. Studies have been carried out in the past though the studies carried out have concentrated much on the strategic management process. Service delivery in counties is still a challenge. This study aimed in filling this gap.

Table 2.1: Summary of Knowledge Gaps

Author	Research Topic	Research Findings	Knowledge Gaps	Focus of the Current Study
Jerono (2016)	Effect of strategic change management practices on service delivery at the ministry of foreign affairs of Kenya	It was revealed that stakeholders involvement elevates accomplishment of the ministry	The study focused on change management practices and not strategic management practices	The current study looked at strategic management practices like leadership practices, strategy formulation, implementation, evaluation and control.
Kalava (2016)	Factors influencing service delivery at the county government: A case study of Kakamega County	It was established financial resources, information technology, and staff competence influence service delivery in Kakamega County	The study focused on factors influencing While the current study focuses on the county government's adoption of strategic management principles and service delivery,	This study reviewed how employees and public participation is important with regards to service delivery

Nzoka (2017)	Effect of strategic change management practice on service delivery at the ministry of foreign affairs of Kenya	The research disclosed that technology and political intrusion impacts the ministry	The study focused mainly on effects of strategic management practices while The focus of the current research is on the implementation of strategic management methods on service delivery.	The study examined otherstrategic management practices like implementation, evaluation and control practices
Nyaga & Nzulwa (2017)	Challenges to service delivery in county governments	The study found out that communication is very important in an organization.	This study focused on only challenges to service delivery while the current study is on the service delivery and the adoption of strategic management principles	This study looked at the aspect of public participation in formulation of policies

Source: Researcher (2020)

2.5 Conceptual Framework

A conceptual framework is a model of presentation where researchers represent the relationship between variables in a study and show the relationship graphically or in a diagram (Wernerfelt, 1984).

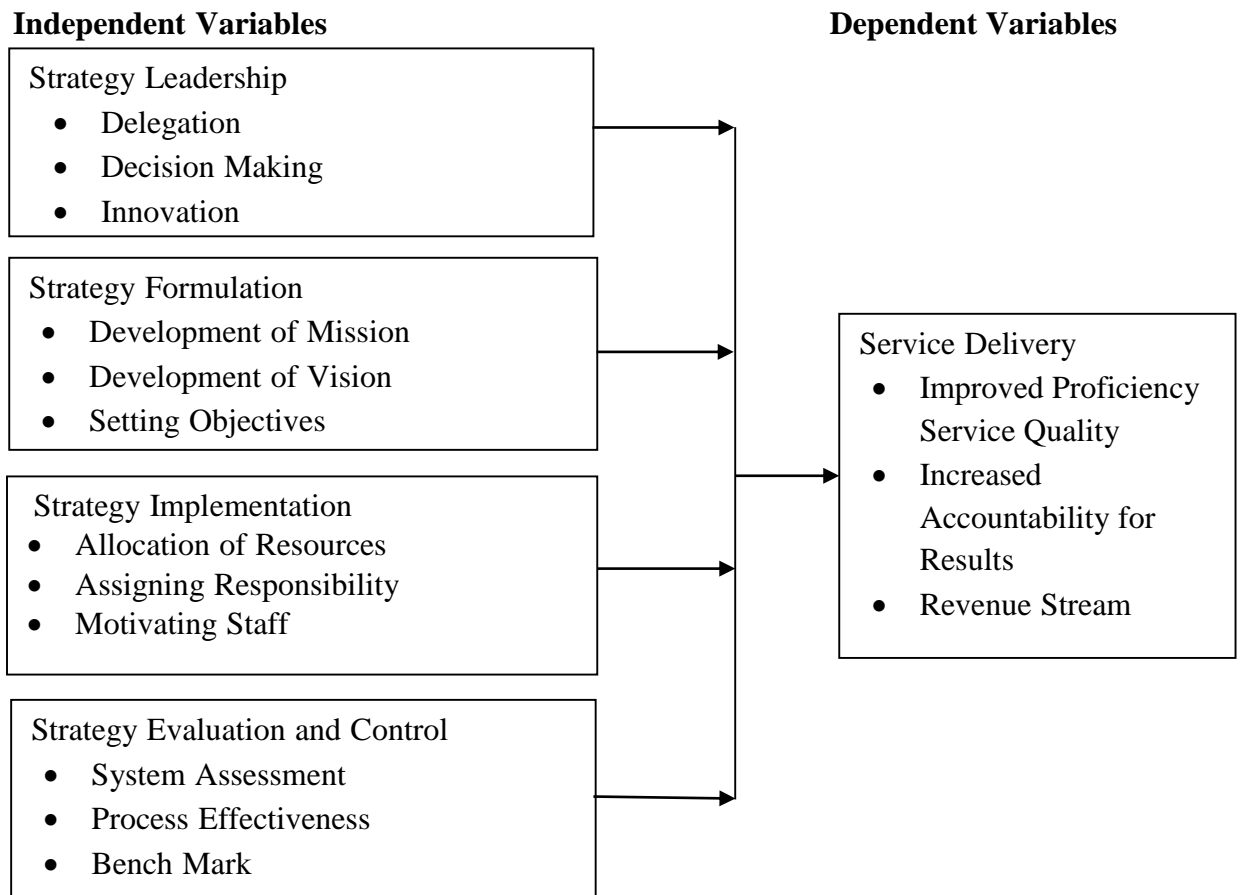


Figure 2.1: Conceptual Framework

Source: Researcher (2020)

Figure 2.1 shows the conceptual framework. From the figure it is expected that strategy leadership will have a direct positive effect on the service delivery in Turkana County. Secondly, it is expected that strategy formulation is to have a positive relationship with service delivery in Turkana County. Proper strategy implementation is expected to have a positive effect with regards to the service delivery in the county of Turkana. Last but not the least, Strategy evaluation and

control is expected to have a positive influence on the service delivery of Turkana County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines research design that was used in the study, the target population, Sample design and data collection approach.

3.2 Research Design

The study employed a descriptive survey design. Descriptive research design seeks to obtain information that describes existing phenomenon by asking individuals about their perceptions, attitudes and values (Mugenda & Mugenda, 2003). Large amount of data can be collected using descriptive research design hence it aids in decision making. Descriptive research method provides both qualitative and quantitative data. The method is also not expensive and is quick to conduct.

3.3 Target Population

Population is a collection of persons, objects, or items of interest (Black, 2012), while Saunders and Lewis define population as the complete set of cases or group members (Saunders, Lewis, & Thornhill, 2012). The definition of the word population according to Cooper and Schindler is the total collection of elements about which one wish to make inferences (Cooper & Schindler, 2001).

Table 3.1: Sample Size

Description	Target Population	Sample Ratio (%)	Sample Size
Ministry of Water service, Environment and Mineral resources	69	0.1	7
Ministry of Finance	108	0.1	10
Ministry of Health	245	0.1	24
Ministry of Lands, Energy, Housing and Urban Area Management	97	0.1	10
Ministry of Public service and Disaster Management	66	0.1	7
Ministry of Infrastructure, Transport and Public Works	86	0.1	9
Ministry of Trade, Gender and Youth Affairs	74	0.1	7
Ministry of Tourism, Culture and Natural Resources	69	0.1	6
Ministry of Education, Sport and Social Protection	95	0.1	10
Ministry of Agriculture, Pastoral Economy and Fisheries	98	0.1	10
TOTAL	1007	0.1	100

Source: Author (2019)

The sample size of the study was 100 respondents which was 10% of the target population. This size conformed to the requirement that a good sample size should be between 10% and 50% of the population (Bradley, 2010). This was necessary so as to illicit representativeness, efficiency, flexibility and accuracy of data. The spread of the sample is indicated in the Table 3.1. above.

When a sample size is established, the most critical thing to be considered next is the sampling technique. A approach, process, or strategy for selecting a subgroup from a

population to participate in a study is known as sampling (Ogola, 2005). It is the process of selecting a number of individuals for study in such a way that the individuals selected represent the larger group from which they were selected from. The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness.

3.4. Data Collection Instrument

Primary and secondary data was adopted. Data was collected via self-administered questionnaires. Employment of questionnaires was constructive since the respondents are able to overcome any fear and sensitivity that may be associated with sharing of information. The researcher chose to use questionnaires since they are cost effective and saves time. According to Jerono (2016) close ended questionnaires aid researcher analyze collected data with ease. The questionnaires were closed and open ended or semi structured. The open-ended questions gave responses that are well structured that were easier to analyze and to draw conclusion from. The close-ended questions gave more information that may be missing in the open-ended questions. The questionnaires were divided into three sections. The first section provided background information while section two provided information about component of strategic management practices (leadership, strategy formulation, strategy implementation, strategy evaluation and control. The last section provided information of service delivery in Turkana county government.

3.5 Validity of the Research Instruments

According to Orodho (2008), validity is the degree to which results obtained from data analysis actually represents the phenomena under investigation; validity can be

obtained when there is no error. Further according to Borg and Gall (2006) validity can be enhanced through expert judgement. In this study the researcher ensured validity by developing the research instruments under close guidance of the supervisor, and through piloting the instruments.

Content validity was employed by this study as a measure of the degree to which data collected was used as a instrument to represents a specific domain or content of a particular concept. The content validity formula by Amin (2005) was used in line with other previous studies (Lefort & Urzua, 2008). The formula is; Content Validity Index = (No. of judges declaring item valid) / (Total no. of items). It is recommended that instruments used in research should have CVI of about 0.78 or higher and three or more experts could be considered evidence of good content validity (Amin, 2005).

3.6 Reliability of the Research Instruments

According to (Kothari, 2004), reliability is whereby stable results are produced after a research is carried out and that those results must be inherently repeatable. Tests were performed and the results were grounded on the Cronbach's alpha coefficient for items found to be greater than 0.70 which represented a reasonably high internal uniformity. The study used the Cronbach's Alpha Reliability test resulting from the SPSS Software. (Gliem & Gliem 2003) to confirm the dependability coefficient of equal to or superior than 0.70 which was deliberated as satisfactory like in most social science study conditions; this is a scale that was utilized to clarify the consistency of the study instrument.

Table 3.2: Reliability

Variable	Cronbach's Alpa	No. of items	Comments
Service Delivery	0.818	6	Reliable
Strategy Leadership	0.734	5	Reliable
Strategy Formulation	0.751	6	Reliable
Strategy Implementation	0.747	6	Reliable
Strategy Evaluation and Control	0.771	5	Reliable
Overall Reliability	0.764	28	Reliable

Source: Pilot Data (2020)

From table 3.2, the findings indicate that service delivery ($\epsilon = 0.818$) Strategic leadership ($\epsilon = 0.734$), Strategy Formulation ($\alpha = 0.751$), Strategy Implementation ($\epsilon = 0.747$), Strategy Evaluation and Control ($\epsilon = 0.771$).

Based on these observations, the study noted that the coefficients for all the constructs were greater than 0.7 and concluded that the questionnaire was reliable. In addition, the study found that the overall reliability coefficient was 0.764 which implied that in totality the questionnaire was reliable in measuring the study variables.

3.7 Data Collection Procedure

Permission to collect data from Turkana county offices was sought prior to the study. The researcher sought an introduction letter from the university. In addition, a research permit was obtained from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher sought an appointment three days before visiting the county offices of Turkana. The researcher distributed the questionnaires to the county employees. Data collection exercise took one week after which the researcher took the questionnaires for data analysis processes.

3.8 Data Analysis and Presentation

The data collected was analyzed using descriptive statistics and inferential. After data collection, the questionnaires were edited for accuracy, consistency and completeness. The data was analyzed according to the study objective. It was analyzed using SPSS. Quantitative data was analyzed with the help of descriptive statistics methods including mean, frequencies and standard deviation. Tables were used to present the results. The use of descriptive statistics is preferred as these methods allow for the meaningful description of the results by use of minimal indices (Marshall & Rossman, 2014).

The study used multiple regression models to anchor the relationship between service delivery and strategic management practices adopted by Turkana County. Multiple regressions were preferred because it is the only known method that can use two or more independent variables to predict the existing independent variable. The study had four independent variables and one dependent variable. The model is illustrated below.

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

Where,

Y= Service Delivery

X₁= Strategic Leadership

X₂= Strategic Formulation

X₃= Strategic Implementation

X₄= Strategic Evaluation and Control

β₀ = Constant

ε= Error term

$\beta_1, \beta_2, \beta_3$ and β_4 are the corresponding coefficients for the respective independent variables and X_1, X_2, X_3 and X_4 are the independent variables.

As stated earlier, the researcher came up with a linear multiple regression models which shown in a linear form, the relationship between the dependent variable and the independent variables. The Likert scale responses were analyzed at the ratio measurement scale after the researcher has computed composite score from the four variables. Descriptive statistics tackled research objectives while inferential statistics tested the research questions at 95.0% significance level.

3. 9 Ethical Considerations

The concept of ethics is very important in any research. In this study the aspect of ethics was handled by treating the information gathered confidential and using it for academic purpose only. Respondents' names were not quoted in this research whatsoever. This was to ensure the aspect of confidentiality and right to privacy was adhered to. Consent to collect data was requested from the county government of Turkana prior to collecting data. This enabled the respondents to give out information freely without fear of intimidation from the county management. A letter from NACOSTI was sought by the researcher before undertaking the data collection exertion.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter outlines data presentation, analysis, interpretations and discussion of findings. The objective of this study was to establish the effect of strategic management practices and service delivery at Turkana County. The results were presented in tables, charts and graphs.

4.2 Response Rate

The study targeted a sample size of 108 respondents from a total population of 1007 employees of Turkana County. Out of targeted sample size, 102 respondents completely filled questionnaires for analysis, this translated to response rate of 94.44%. Figure 4.1 below shows the rate of response as presented in percentages.

Table 4.1: Response Rate

Item	Frequency	Percentage
Returned Questionnaires	102	94.44
Unreturned Questionnaires	6	5.56
Total	108	100

Source: Survey Data (2020)

The response rate was appropriate for study to continue and give result which could be generalized for the purpose of decision making. Mugenda and Mugenda (2003) noted that 50% response rate is adequate, 60% is good and above 70% is excellent, hence this response rate was considered excellent and adequate for the analysis to give reliable information. This implies that the result of this study can be generalized to reflect the view the people of Turkana County who are the main stakeholders in the growth and development of the county.

4.3 Demographic Information

This section gives demographic details of the employees of Turkana County who constituted the population of study. This was important in understanding and classifying different responses according to respondent's demographic make-up. The respondent's demographic information captured include: gender, level of academic qualification as well as the period of working in Turkana County.

4.3.1 Gender of Respondents

The respondents were asked to indicate their gender, this was important in establishing whether recruitment in the county is based on the provision that requires two third gender rules and the result was presented in the figure 4.1 below.

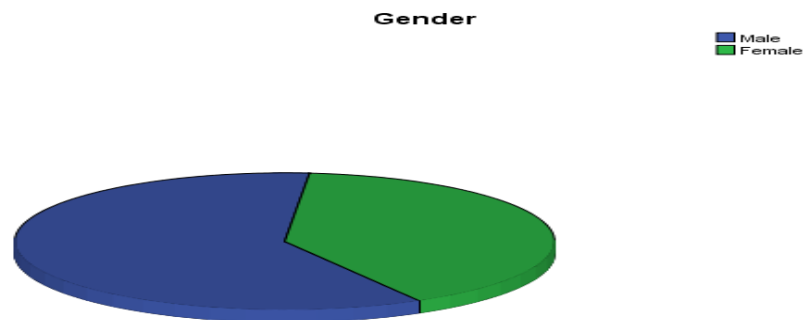


Figure 4.1: Analysis of Gender of Response

Source: Survey Data, (2020)

The findings as illustrated in figure 4.1 above shows that 59.8% (60/102) were male while the remaining 40.2% (42/102) were female implying that the county has fully implemented two third gender rule as enshrined in The Kenyan Constitution 2010 in Article 27(8) of the Bill of Rights. It also reflects the contributions of both gender in service delivery within the county. Moreover, the gender results suggest

that the information gathered represent the view of both men and women hence it can be relied on without any biasness.

The findings are in agreement with findings of Acker (2016) who found out that gender equality was a very important as a trait as it can be used to improve performance of all the staff involved. He argued that it fosters teamwork and also creates a sense of unity and an aspect of working together for a common goal with every individual effort whether male or female being important to the attainment of the overall objectives. However given that the difference was very small it can be inferred that Turkana County provides equal opportunity to both male and female employees. it can also be inferred that gender balance in Turkana County Government has an effect on the adoption of strategic management practices and service delivery in County.

4.3.2 Level of Education

The study sought to establish level of education of employees in Turkana County. The findings were presented in the table 4.2 as shown below.

Table 4.2: Academic Qualification

level of education	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	4	3.9	3.9	3.9
Diploma	37	36.3	36.3	40.2
Undergraduate	42	41.2	41.2	81.4
Masters	19	18.6	18.6	100.0
Total	102	100.0	100.0	

Source: Survey Data, (2020)

Table 4.2 shows that majority of employees in Turkana County hold undergraduate degree, out of 102 respondents, 41.2% (42/102) employees hold bachelor degree, 36.3% (37/102) of the respondents hold diploma, 18.6% (19/102) of respondents hold master's degree while the remaining 3.9% (4/102) of the respondents were secondary school leavers who were employed in unspecialized fields. This information is well illustrated in figure 4.2 below. From the results it is clear that most of the respondents (96.1%) had specialised academic qualification (diploma, bachelor's degree or post graduate degree). Based on this result the study deduced that majority of the employees in the county government of Turkana are either diploma holder or degree graduates and that they had the required experience and academic qualification to give dependable information to the researcher.

The findings of the study concurs with Ngulube and Tafor (2016) who observed that each organization has its own management organization structure with a matching head count budget to support the business and the persons assigned various duties should possess requisite professional and academic qualifications. From the findings, majority of the respondents had attained academic qualification commensurate with their job designation and it can therefore be inferred that education level has an effect on the adoption of strategic management practices and service delivery in Turkana County.

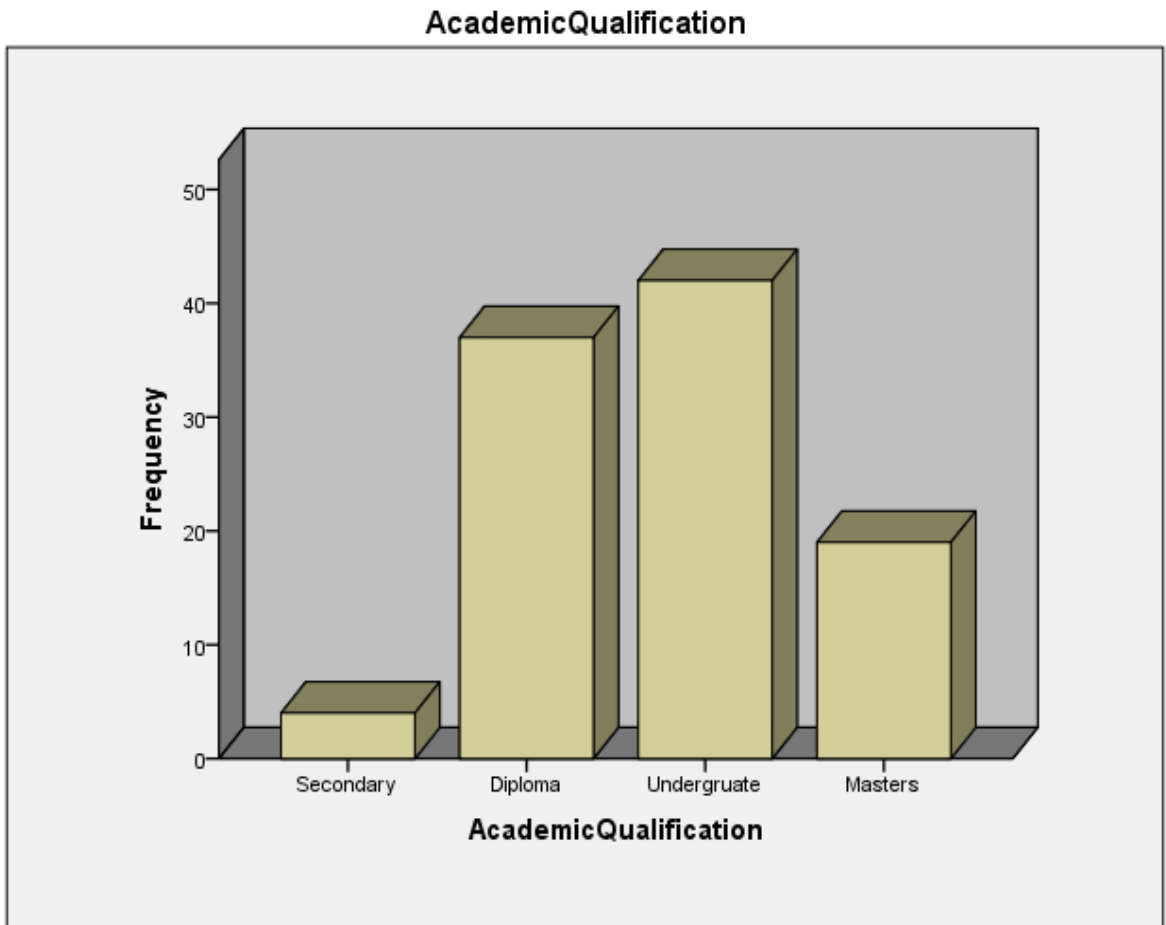


Figure 4.2: Analysis of Academic Qualification

Source: Survey Data, (2020)

4.3.3 Duration of Working in Turkana County

The study sought to find out the number of years the respondents have been working in this County. This was necessary since it was in order to show the experience of the employees in specific position held. The results were analysed in table 4.3 as shown below.

Table 4.3: Period of Working

No of Years	Frequency	Percent	Valid Percent	Cumulative Percent
1 Year	22	21.6	21.6	21.6
2 Years	16	15.7	15.7	37.3
3 Years	16	15.7	15.7	52.9
4 Years	12	11.8	11.8	64.7
More Than 4 Year	36	35.3	35.3	100.0
Total	102	100.0	100.0	

Source: Survey Data (2020)

Table 4.3 above shows that majority of the respondents have worked in the County for more than 4 years. Out of the total respondents, 35.3% (36/102) of the respondents had worked in the county for more than four years, 21.6% (22/102) of the respondents had worked in the county for one year, 15.7% (16/102) of the respondents had each worked for two years and three years while the remaining 11.8% (12/102) had worked in the county for 4 years. This suggests that the information was sought from a group of employees with well understanding of the county's dynamics being that 62.7 % of the total respondents have worked with the county government for more than 5years which is long enough to have full knowledge of the activities within the county. The result reveals low staff turnover which may be attributed to good leadership of this county, only 37.3% of the respondents have been in employment for a period of less than 3years.

In a study on the relationship between management and performance, (Maria, 2013) found that management depends highly on the experience of the employees. From the findings therefore majority of the respondents were experienced and hence were

highly informative on issues that relate to the adoption of strategic management practices and service delivery in Turkana County.

4.4 Descriptive Statistics

This section gives details of descriptive statistics on the five study variables namely strategic leadership, strategy formulation, strategy implementation, strategy evaluation and control and service delivery.

4.4.1 Strategy Leadership and Service Delivery

The study sought to establish the relationship between strategic leadership and service delivery in Turkana County. The respondents were requested to indicate in a scale of 1-5 the extent that the various aspects of strategic leadership were being practiced within the county and results were captured in Table 4.4 below.

Table 4.4 Strategy Leadership and Service Delivery

Statement	Mean	Standard Deviation
Delegation of duties and responsibilities is practiced in Turkana County.	4.17	0.631
Top management include other levels of management in decision making	3.7	0.854
Benchmarking exercise is common in Turkana	3.48	0.952
Turkana county is innovative	3.36	1.192
Aggregate score	3.67	0.91

Source: Survey Data (2020)

The results of this study show that the County Government of Turkana practices delegation of duties and responsibilities. From the employees who took part in this study, this contributed to a mean of 4.17 and standard deviation of 0.631 implying that majority were in agreement that there were delegation of duties in the county. Professional managers outsource strategic decisions to shareholders, who then

delegate decisions to functional or divisional managers (Bower, 1970; Hoskisson, Hill, & Kim, 1993). Managerial decision-making is effective when managers distribute resources, including their own labor, in ways that do not detract from the owners' goals.

A mean of 3.17 and standard deviation of 0.854 shows that majority of the respondents agreed that the county government involve other level of management in decision making. Majority of the respondents also agreed that the County Government does bench marking with other progressive governments this was expressed with a mean of 3.48 and standard deviation of 0.952. This findings collates with literature review by Njagi and Kombo (2014) established that organizational leadership is very important in management. Good leadership is able to transform an organization. Communication was found to be very important especially in implementation of organizational plans. This finding agrees with the study done above which supports the strategic leadership and service delivery.

4.4.2 Strategy Formulation and Service Delivery

In this section, the study sought to establish the relationship between strategy formulation and service delivery in Turkana County. The respondents were requested to indicate in a scale of 1-5 the extent that the various aspects of strategy were being practiced in the county where 5 represented strong agreement while 1 represented strong disagreement. The results are as shown in Table 4.5

Table 4.5: Strategy Formulation and Service Delivery

Statement	Sd	D	U	A	Sa	Mean	Std
Turkana County reviews its' mission and vision statements often.	5	12	19	44	27	4.25	0.999
Vision statement reflect the activities of Turkana County.	6	20	22	51	11	3.84	0.952
Turkana County engage staff in formulation of strategies.	9	9	15	45	24	3.65	1.191
Public is engaged in the formulation of strategies in Turkana County.	8	24	20	28	22	3.31	1.266
Strategy formulation in Turkana is done effectively and in a timely manner	4	22	12	48	16	3.49	1.115
Aggregate score						3.71	1.10

Source: Survey Data (2020)

This study noted that County government of Turkana reviews its mission and vision more frequently as more respondents strongly agreed to the question that sort to find out whether this government often reviews its vision and mission translating to a mean of 4.25 and standard deviation of 0.999. The research also confirmed that the mission statement being reviewed reflect the activities carried out in the County, this was noted by a large number of respondents agreed to the question compared to those who disagreed as shown table 4.5 above.

The findings of this study show that staffs are engaged in strategy formulation as respondent agreed and strongly agreed with this inquiry giving a mean of 3.65 and standard deviation of 1.191. The study also noted that the public is not frequently engaged in formulation of policy as the mean 3.31 and high frequency of standard deviation of 1.266. A large number of respondents also confirmed that strategic formulation of Turkana is done effectively and in a timely manner as shown in the table above.

This study collates with literature review by Aosa (2006) did a study on aspects of formulation and implementation of strategic plans in Kenya. He surveyed over 50 large private manufacturing firms in Kenya where he used questionnaires as a method of data collection he found that management was the key factors that influenced strategic plans formulation and implementation. This study therefore agrees with above findings which supports strategy formulation affects delivery of service.

4.4.3 Strategy Implementation and Service Delivery

This section present descriptive statistics with regard to strategy implementation and service delivery in Turkana County. The respondents were requested to indicate in a scale of 1-5 the extent that the various aspects of strategy implementation were being practiced in the county where 5 represented strong agreement while 1 represented strong disagreement. The results are as shown in Table 4.6

Table 4.6: Strategy Implementation and Service Delivery

Statement	Sd	D	U	A	Sa	Mean	Std
Strategy implementation is effective in Turkana County.	3	10	32	48	9	3.49	0.898
Enough resources for implementation of strategies.	0	19	20	34	29	3.72	1.075
Adoption of strategic implementation practices.	0	11	24	62	5	3.60	0.748
Strategy implementation is carried out according to plan.	1	16	22	55	8	3.52	0.887
Effective communication is done during implementation of County strategies	4	26	22	40	10	3.25	1.069
Aggregate score						3.51	0.94

Source: Survey Data (2020)

A large number of the respondents as represented by a mean of 3.72 and standard deviation of 1.075 agreed that Turkana County has a large number of resource, resources create a border not just while implementing a plan, but also while evaluating and controlling it. Appropriate funding for strategy evaluation and control would result in timely and high-quality efforts for cultivating implementation, resulting in high-quality service.

It was also clear that strategy implementation was carried out according to plan, this was shown by a mean of 3.52 and standard deviation of 0.887, it is important that appropriate plan is offered and standards are set in the proper way for strategy evaluation and control to become easier and attain required outcome.

This study collates with literature review by Bhimani and Longfield-Smith (2007) who focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also came to a conclusion. during the strategy development process greater emphasis contains both financial and non-financial information. Financial factors such as profit margins, sales, earnings per share, and return on investment can assist management in determining the success of a strategy. Quality control, incentives, training, and inventory controls are examples of non-financial control degrees, aid seniors ascertain the efficiency of the strategy being effected. The study agree with study which supports that strategy implementation impacts service delivery.

4.4.4 Strategy Evaluation and Control

This segment presents descriptive statistics of the relationship between strategy evaluation and control and service delivery in Turkana County. The respondents

were requested to indicate in a scale of 1-5 the extent that the various aspects of strategy evaluation and control were being practiced in the county where 5 represented strong agreement while 1 represented strong disagreement. The results are as shown in Table 4.7

Table 4.7: Strategy Evaluation and Control

Statement	Sd	D	U	A	Sa	Mean	Std
Turkana County undertakes performance evaluation	3	10	35	37	17	3.54	0.982
Enough strategic control measures.	2	19	21	52	8	3.44	0.950
Strategic evaluation and control impact on service delivery	4	24	18	36	20	3.83	0.996
Effective communication is carried out during evaluation and control	3	18	17	55	9	3.43	1.165
Aggregate score						3.56	1.023

Source: Survey Data, (2020)

The findings of this study established that the County of Turkana often undertakes strategic performance evaluation and that the County has enough strategic control measures respectively (mean 3.54 and standard deviation 0.982) and (mean 3.44, standard deviation 0.950). A large of respondents agreed that strategic evaluation and control had impact on service delivery (mean 3.83, standard deviation 0.996) and also confirmed that effective communication was being carried out during evaluation and control (mean 3.43, standard deviation 1.165).

This collates with literature review by Courtright (2010), who argued that strategy control involves trailing a master plan as it is executed. It also concerns unearthing difficulty or shifts in the strategy and initiating necessary adjustments. This literature review is in agreement that strategy evaluation and control influence delivery of service.

4.4.5 Service Delivery

Table 4.8: Service Delivery

Statement	Sa	A	U	D	Sd	Mean	Std
Technology affects service delivery in Turkana	3	12	15	28	44	3.96	1.151
Effective of service delivery in Turkana	2	13	9	54	24	3.48	0.982
Impact of public participation on service delivery	4	9	16	49	24	3.78	1.030
Effect of politics on service deliry	4	7	6	41	44	4.12	1.056
Aggregate score						3.84	1.055

Source: Survey Data, (2020)

It was apparent from the study that the County of Turkana has adopted technology in its service delivery as majority of the respondents strongly agreed that technology had affected service delivery in the county (mean 3.96, standard deviation 1.151). The study also revealed that service delivery in Turkana County is very effective as mean 3.48 , standard deviation 0.982 agreed and strongly agreed that service delivery in this county was effective. The study revealed that service delivery had strongly been affected by politics as various leaders tend to direct resources towards the political supporters (mean 4.12, standard deviation 1.056). This collates with literature review by Bass (2007) This study argues that ‘service delivery’ as a Quality service delivery, increased Compliance, improved accountability and achieving revenue targets already set or to be achieved.

4.5 Regression Analysis

The objective of the study was to determine the relationship between strategic management practice and service delivery. The study incorporated: strategy leadership, formulation, implementation, strategies evaluation and control measures as control variables in regression equation.

4.5.1 Regression Results

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.186	.153	.917

a. **Dependent Variable:** Service Delivery

b. **Predictors:** (Constant), Strategic leadership, strategy formulation, strategy implementation, strategy evaluation and control

Source: Survey Data (2020)

Coefficient of determination (R Square) determines the extent in which changes in independent variables affect the dependent variable. The dependent variable can be explained by changes in the independent variables or the percentage of variation in the dependent variable. Table 4.8 above shows an R-square of 0.186 with a standard error of 0.917 meaning that the four independent variables outlined above explain up to 18.6% of the factors that affect service delivery in Turkana County. This implies that other factors not under study in this research account for the remaining 81.4%.

Table 4.10: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.680	4	4.670	5.559	.000 ^b
	Residual	81.487	97	.840		
	Total	100.167	101			

a. **Dependent Variable:** Service Delivery

b. **Predictors:** (Constant), Strategic leadership, strategy formulation, strategy implementation, strategy evaluation and control.

Source: Survey Data, (2020)

The ANOVA results for regression coefficients on Table 4.10 showed that the significance of the F statistics is 0.000 which is less than 0.05. This implied that there was a significant relationship between Strategic leadership, strategy formulation, strategy implementation, strategy evaluation and the service delivery in Turkana County.

Table 4.11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	1.447	.233		1.464	.000
Strategic Leadership	.168	.113	.144	.494	.008
1 Strategy Formulation	.078	.112	.361	.381	.001
Strategy implementation	.187	.124	.069	1.516	.003
Strategy Evaluation and control	.286	.104	.282	1.734	.007

Source: Survey Data, (2020)

- a. **Dependent Variable:** Service Delivery
- b. **Predictors:** (Constant), Strategic leadership, strategy formulation, strategy implementation, strategy evaluation and control.

Service Delivery = 1.447 + 0.168 Strategic Leadership + 0.078 Strategy Formulation + 0.187 Strategy Implementation + 0.286 Strategy Evaluation and Control

Table 4.11 Strategic management techniques (strategic leadership, strategy creation, strategy implementation, strategy evaluation, and control) had a substantial impact on service delivery (t = 1.464; p 0.05). The study found that all of the characteristics of strategic management approaches increased service performance. Furthermore, it was estimated that a 1.464 rise in strategic leadership, strategy creation, strategy implementation, and strategy review and control would result from a unit increase in service delivery. Finally, the relationship between strategic management practices and

service delivery in Turkana's county government was revealed to be influenced by government policy, economic conditions, and vision and mission of the organization.

From the regression equation derived above, the Service delivery will be at 1.447 assuming all the factors under study are held constant at zero. The Standardized Beta Coefficients indicate a measure of the input of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable – a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

4.5.2 Specific Objective One

The goal of this study was to see if there was a link among service delivery and strategic management in Turkana County. Table 4.11 shows the regression analysis results, which show that strategic leadership is significant at $\beta=0.168$; $t=0.494$; $p=0.008$. This suggests that there is an important association among service delivery and strategic management in Turkana County at a 95% confidence level. According to the findings, a one-unit rise in strategic leadership resulted in a 0.168 improvement in service delivery. As a result, the researcher believes that strategic leadership and service delivery in Turkana County have a significant link.

These findings support Jerono's (2016) assertion that leadership, communication, employee, and shareholder involvement all have a role in service delivery. Similarly, the findings support the systems theory, which claims that the fundamental challenges of strategy non-implementation are due to a lack of coordination among the strategy group and the executors, and which ties the variable of strategic leadership to hurdles of adopting strategic management methods.

4.5.3 The Second Specific Objective

The goal was to see if strategy formulation has an impact on service delivery in Turkana County. The significance of strategy design is confirmed by regression analysis results in table 4.11: $\beta=0.078$; $t=0.381$; $p=0.001$. This suggests that strategy formulation has a positive impact on service delivery at a 95% confidence level. According to the findings, a unit increase in strategy formulation resulted in a 0.078 increase in service delivery. As a result, it can be argued that service delivery influences strategy formation in Turkana County.

The findings supports Grant (1991) proposed a resource-based approach to strategy formulation which involves firm's identifying and understanding their internal resources, capabilities, strengths and weaknesses relative to that of their competitors. Thus, strategies are formulated to achieve and sustain competitive advantage.

4.5.4 Specific Objective Three

The goal of the study was to see how the implementation of a plan affects service delivery in Turkana County. In table 4.11, the results of regression analysis show that strategy implementation is significant at $\beta=0.187$; $t=1.516$; $p=0.003$. This suggests that strategy execution has an effect on service delivery in Turkana County at a 95% confidence level. An increase of one unit in strategy implementation will result in a 0.187 increase in service delivery. As a result, the study determined how the execution of the strategy affects service delivery in Turkana County.

These results agrees with a study carried out by Waweru and Omwenga (2015) divulged that a firm should involve its employees in arriving at proposed actions to avoid resistance in implementation process. Monitoring

closely of firm's activities is very important since it prevents the firm to deviate from its original plan. Since devolution took place; little studies have been carried out in relation to their performance. However, the findings of this research supports Resource-based view theory whereby resources are what the organization requires to produce products. The capabilities and inputs can generally be categorized into three classes that is: organizational capital, physical capital and human capital (Becker, 1964). Implementation of a strategy is not possible without resources. Ample resources in an organization will enhance effectiveness of operations and also productivity of employees.

4.5.5 Specific Objective Four

The goal of the study was to figure out how strategy evaluation and control affect service delivery in Turkana County. Table 4.11 reveals that the effect of regression analysis on strategy evaluation and control is significant at $\beta=0.286$; $t=1.734$; $p=0.007$. This suggests that strategy evaluation and control influence service delivery in Turkana County at a 95% confidence level.

These results confirms to Slevin and Covin (2010), it is important to institute the process of strategy control in the early stages of execution to monitor whether the strategy will be effective or not and to carry out mid-course adjustments where necessary. There are a number of reasons why a plan may not produce the desired outcomes.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter outlines the summary of the study which is based on the research findings. Conclusion and study recommendations are also discussed. Conclusions are derived from the research findings. Last but not least this particular chapter gives out areas where future researchers can carry out.

5.2 Summary

The objective of the study was to determine the effect of strategic management practices on service delivery. The study found out there exist a positive relationship between strategic management practices on service delivery in the county of Turkana. The study revealed that service delivery had strongly been affected by politics as various leaders tend to direct resources towards the political supporters. The variables of the studies were: strategy leadership, strategy formulation, strategy implementation and strategy evaluation and control.

This study established that the county of Turkana does involve its employees in strategy formulation which helps in achievement of quality service. The study also established that the public was engaged effectively in formulation thus aids in formulation of Turkana finance bill, emergency fund and Turkana budget just to mention a few. From the findings strategic formulation of Turkana is done effectively and in timely manner to prepare a room for actions to take place.

From the findings it was revealed that delegation and benchmarking exercise with other county governments in Kenya is practiced in Turkana County. Communication is very crucial in strategy implementation. This study established that there was

effective communication during the implementation process. A large of respondents agreed that strategic evaluation and control had an impact on service delivery in Turkana County and also confirmed that effective communication was being carried out during evaluation and control process.

5.2.1 Strategic Leadership

The study found out that the delegation is practiced in the county government of Turkana. Delegation is a very important element in leadership. Delegation motivates employees and also provides a training ground for sharpening of employee's skills and capabilities. The study also found out the top management in Turkana does involve other employees in decision making. Employees who are involved in decision making tend to effectively implement formulated strategies in the county. Majority of the respondents were in agreement that Turkana County does go for benchmarking exercise in other county governments in Kenya. This is very important because it helps Turkana County compare strategic management practices adopted by other county governments. Benchmarking also helps in coming up with inputs in making decisions.

5.2.2 Strategy Formulation

The study established that Turkana County does review its mission often. The research also confirmed that the mission statement being reviewed reflect the activities carried out in the County. The study found out that the County government of Turkana does engage employees in formulation of strategies. The study also noted that the public is not frequently engaged in formulation of policies of the county. A large number of respondents also confirmed that strategic formulation in Turkana County is done in an effectively and timely manner.

5.2.3 Strategy Implementation

The study established that Turkana county government has sufficient resources for it to implement strategies that it formulates in a timely and efficient manner. It was also revealed that strategy implementation was carried out according to the plan. Communication is very important when it comes to implementation of formulated strategies. This study established that there was effective communication during the implementation process.

5.2.4 Strategy Evaluation and Control

The study found out that the County of Turkana often undertakes strategic performance evaluation and that the County has enough strategic control measures. A large number of respondents agreed that strategic evaluation and control had an impact on service delivery and also confirmed that effective communication was being carried out during evaluation and control. Effective communication is very important in the strategy evaluation and control process. Effective feedback is made possible through effective communication. This in the end affects service delivery positively. The study found out that job rotation was practiced in Turkana County. This is a control measure. Job rotation aids employees to improve their skills in other areas within the county and also motivates employees. Job rotation can also inspire innovation among Turkana county workers.

5.3 Conclusion

This study concludes that; strategic management practices adopted by Turkana County influence service delivery in the county. Achievement of strategy formulation is very crucial in any organizations goals and objectives, engaging public in affairs of the county is very critical since public participation had hand on service delivery in the county. Some of the affairs the public participate in are: formulation

of Turkana finance bill, emergency fund and Turkana budget just to mention a few. Participation of the public is mandatory since it is stipulated in the 2010 Kenyan constitution.

The success of strategy implementation is determined by how well senior management or leadership supports the organization's strategy. Reviews of the organization's goal and vision, staff participation, proper resources, efficient communication, and a participative strategic management process all play a role in service delivery. As a result, management at Turkana County Government departments should try to cultivate these areas on a regular basis in order to achieve quality service delivery. Strategy assessment and control require actual service delivery in order to positively contribute value to an organization's quality service, clear service indicators, a connection between remunerates and service, operational opinion systems, sufficient resources, and appropriate training. Strategy evaluation and control are critical to the Turkana County Government's service delivery because they provide feedback on progress toward strategic objectives.

It was apparent from the study that the County of Turkana has adopted technology in its service delivery as majority of the respondents strongly agreed that technology had affected service delivery in the county. The study also revealed that service delivery had strongly been affected by politics as various leaders tend to direct resources towards the political supporters. Majority of the respondents also agreed that public participation had effect on service delivery in the county.

5.4 Recommendations for Policy and Practice

The study recommends that senior management to urge frontline managers to participate in strategy formation because it will inspire them, give them a sense of

appreciation, and motivate their ownership and knowledge of strategic objectives that can be effectively connected to their daily operations. The county government of Turkana to create more training opportunities to its employees. Training will help employees to gain more knowledge and thus perform their tasks better. Training also helps employees get exposure which is good for growth. Training is also a form of staff motivation in the county. The county can avail funds to support employees join professional bodies like ICPAK, LSK, and IHRM among others. The county can also sponsor middle and top managers to attend senior management courses in institutions like Kenya school of government.

Turkana county government should avail necessary information to the public in a timely manner. The public should be in a position to access information with ease. This will help Turkana county government to carry out public participation in an effective and efficient manner. The county can do this by updating their website in a timely manner, using other medium of communication for instance local radio stations, newspapers, television just to mention a few. When the people of Turkana have the right information, they are able to actively participate in county affairs and their inputs likely to improve service delivery in Turkana.

Turkana County can have partnership with other stakeholders. This will aid the county have more resources to implement their strategies. This will in the end improve service delivery in the county. The county of Turkana should have a strong internal control system in place, this will ensure that strategy evaluation and control is effective and efficient.

Monitoring of county projects will be done in a timely and efficient manner. The county of Turkana can ensure a strong internal audit function is in place. The top

management can support the internal audit department with sufficient resources and also ensure audit reports are effectively implemented by the county government.

5.5 Suggestion for Further Study

This study focused on only four variables which are: strategic leadership, strategy formulation, strategy implementation, strategy evaluation and strategy control. Future researchers could look at other variables on strategic management practices which can deliver quality service. Future research on the subject should use qualitative methodologies such as face-to-face interviews to gain a better knowledge of the key determinants of service delivery in plan creation, implementation, and evaluation and control. The study was carried out in Turkana County; other future researchers could undertake research in other county government of Kenya.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

March, 2019

Dear respondent,

I am a student at Kenyatta University. Currently am pursuing a Masters degree in business administration. In partial fulfillment of my course work, I would like to conduct a research project to determine the correction between strategic management practices and service delivery in the county of Turkana. Kindly find the questionnaire with correct information. Statistics shared shall be served with greatest possible intimacy. In the event of any concern you can reach me though this cell phone number 0716451724.

Your cooperation in this exercise will be greatly acknowledged. Thanks.

Yours faithfully,

Joyce Wambua

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

Please tick the appropriate box

1. Gender: Male Female

2. Level of academic and professional qualification?

Secondary Diploma undergraduate Masters Phd

Any other.....

3. How long have you worked in the Turkana county?

1 Year 2years 3years 4 years More than 4 years

PART B: STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY

The following are items in relation to strategic management practices adopted by Turkana county government. In a scale of 1-5; where 5= Strongly Agree (SA); 4=Agree (A); 3= Uncertain; 2=Disagree (D) and 1=strongly disagree (SD), please tick (√) where appropriate, the level that best explains your situation.

STRATEGY LEADERSHIP AND SERVICE DELIVERY

STATEMENT	SA	A	U	D	SD
Delegation of duties and responsibilities is practiced in Turkana County.					
Top management include other levels of management in decision making					
Benchmarking exercise is common in Turkana					
Turkana county is innovative					

4. Any strategic leadership practices acquired by Turkana?

.....

STRATEGY FORMULATION AND SERVICE DELIVERY

STATEMENT	SA	A	U	D	SD
Turkana County reviews its' mission and vision statements					
Vision statement reflect the activities of Turkana County.					
Turkana County engage staff in formulation of strategies.					
Public is engaged in the formulation of strategies in Turkana County.					
Strategy formulation in Turkana is done effectively and in a timely manner					

5. Comment on strategic formulation applications embraced by the county of Turkana

.....

STRATEGY IMPLEMENTATION AND SERVICE DELIVERY

STATEMENT	SA	A	U	D	SD
Strategy implementation is effective in Turkana County.					
Enough resources for implementation of Tstrategies.					
Adoption of strategic implementation practices.					
Strategy implementation is carried out according to plan.					
Effective communicationis done during implementation of County strategies					

6. List any comment on execution of Turkana county policies

.....

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.....

STRATEGY EVALUATION, CONTROL AND SERVICE DELIVERY

STATEMENT	SA	A	U	D	SD
Turkana County Tundertakes performance evaluation					
Enough strategic control measures.					
Strategic evaluation and control impact on service delivery					
Effective communication is carried out during evaluation and control					

7. What are some of the strategic evaluation and control practices adopted by Turkana County?

.....

.....

.....

SECTION C: SERVICE DELIVERY IN TURKANA COUNTY

STATEMENT	SA	A	U	D	SD
Technology affects service delivery in Turkana					
Effective of service delivery in Turkana					
Impact of public participation on service delivery					
Effect of politics on service delivery					

8. What are some of the challenges faced in relation to service delivery in Turkana County?

.....
.....
.....
.....
.....

Thank you for your participation.

APPENDIX III: APPROVAL OF RESEARCH PROPOSAL



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 18th February, 2020

TO: Joyce Mbulwa Wambua
C/o Business Administration Dept.

REF: D53/OL/CTY/39429/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the graduate school board of 15th November, 2019 entitled "Strategic Management Practices and Service Delivery in Turkana County, Kenya".

You may now proceed with your data collection, subject to clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report forms per semester. The forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to be 'Eljah Mutua'.

ELIJAH MUTUA
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Dr. Godfrey M. Kinyua
C/o Department of Business Administration
Kenyatta University

EM/lnn

APPENDIX IV: RESEARCH AUTHORIZATION



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/39429/2016

DATE: 18th February, 2020

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR JOYCE MBULWA WAMBUA – REG. NO. D53/OL/CTY/39429/2016.

I write to introduce Joyce Mbulwa Wambua who is a Postgraduate Student of this University. The student is registered for MBA degree programme in the Department of Business Administration.

Joyce intends to conduct research for a MBA Project Proposal entitled, “Strategic Management Practices and Service Delivery in Turkana County, Kenya”.

Any assistance given will be highly appreciated.


Yours faithfully,


A handwritten signature in blue ink, appearing to be 'E. Kimani', written over a horizontal line.

f PROF. ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL

EM/lmr


APPENDIX V:NACOSTI RESEARCH PERMIT


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **316411** Date of Issue: **16/March/2020**


RESEARCH LICENSE




This is to Certify that Miss. Joyce Mbulwa Wambua of Kenyatta University, has been licensed to conduct research in Turkana on the topic: STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY IN TURKANA COUNTY, KENYA for the period ending : 16/March/2021.

License No: **NACOSTI/P/20/4229**

316411
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION

Verification QR Code



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THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

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