

**STRATEGIC PLANNING PRACTICES AND PERFORMANCE OF  
PARLIAMENTARY SERVICE COMMISSION IN KENYA**

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## DECLARATION

I declare that this research project is my original work and it has not been submitted for the award of any degree or diploma in any other institution. That no part of the project should be reproduced without the express authority of the author and/or Kenyatta University.

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This research project has been submitted for presentation with my approval as the appointed university supervisor.

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## **DEDICATION**

This work is dedicated to my wife Rose Nelly, HSC, and our sons Lmejooli, Parkishon, and Lobaru, for their endurance of long hours of absence during the study.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CBD:</b>	Central Business District
<b>CEOs:</b>	Chief Executive Officers
<b>CNA:</b>	Clerk of National Assembly
<b>CPST:</b>	Centre for Parliamentary Studies and Training
<b>DC:</b>	Dynamic Capability Theory
<b>GOK:</b>	Government of Kenya
<b>ICT:</b>	Information Communication Technology
<b>KIPPRA:</b>	Kenya Institute for Public Policy Research and Analysis
<b>M:</b>	Mean
<b>NACOSTI:</b>	National Commission for Science and Technology
<b>NBK:</b>	National Bank of Kenya
<b>PSC:</b>	Parliamentary Service Commission
<b>PJS:</b>	Parliamentary Joint Services
<b>PSC:</b>	Parliamentary Service Commission
<b>RBV:</b>	Resource-Based View
<b>SD:</b>	Standard Deviation
<b>SME:</b>	Small and Medium Enterprises
<b>SNA:</b>	Speaker of National Assembly
<b>SPSS:</b>	Statistical Package for Social Sciences

## OPERATIONAL DEFINITION OF TERMS

**Communication:** The act of transferring information from one place or person to another within an organization

**Environmental scanning:** The process of collecting information on events and relationships within the external and internal environments of an organization

**Objective setting:** Planning activity's integral component aiming at setting the timeframe and goal/destination

**Organizational performance:** This is the analysis of the performance of an organization against its goals and objectives

**Stakeholder involvement:** How organizations involve people can influence the implementation of a decision or are affected by it

**Strategic planning practice:** The ability to create specific business strategies, implement them, and evaluate the results based on the overall long-term desires and goals.

## ABSTRACT

The economic and political change in today's organizations is the norm and the social and technological change is highly accelerating posing extremely complex tasks and uncertainty to those responsible for strategic planning. The centrality of effective execution of processes has been an area of emphasis since the preindustrial revolution. Effectively executed organizational processes have a positive influence on overall performance. Although modern organizations come up with good strategic plans, the majority of them experience challenges in the successful execution of their plans. Therefore, in executing various decisions, there is need for managers to achieve a total understanding of strategic planning before effectively practicing it. This study investigated the influence of strategic planning practices on the performance of the Parliamentary Service Commission of Kenya. The study specifically examined the influence of environmental scanning, objective setting, stakeholder involvement, and communication on the performance of the Kenyan Parliamentary Service Commission. The study was anchored on resource-based view; dynamic capability; balanced scorecard and institutional theories. A descriptive survey research design was used. The target population comprised of 805 respondents who are permanent staff of the Parliamentary Service Commission. The respondent selection was done using simple random sampling. The sample size was 81 respondents. Primary data was obtained by use of questionnaires. The pilot study involved 10 respondents to test the validity and reliability of the questionnaires. Descriptive statistics in form of standard deviation and mean were analyzed and presented using bar graphs, pie charts, and tables. Inferential statistics including multiple regressions and correlation analysis were further done to determine how variables relate. The study established that environmental scanning, objective setting, stakeholder involvement, and communication had a positive and significant relationship with the performance of the Kenyan Parliamentary Service Commission. The study concludes that environmental scanning helps the organization to understand what is happening both inside and outside its environment and increases the probability that the strategies developed will appropriately reflect on the organizational environment. Setting a goal establishes a clearly defined and thought-out direction organizations need to make, which will lead them to eventually achieve their longer-term wellness goals. Stakeholder involvement brings people together to pool knowledge, experience, and expertise to co-create solutions and helps to reduce the level of risk within an organization, besides improving governance. Communication creates a sense of employees feeling that they carry their fair share of the workload, enhancing work experience in a beneficial way. The study recommends that the Commission should identify the persons to be involved in the environmental scanning, create a competent team of employees and assign them relevant responsibilities. The Commission needs to set objectives that can be defined in quantifiable and measurable terms within its strategic plan. The Commission should establish responsibility for ensuring the task is undertaken and for writing it up for the report on stakeholder engagement. The Commission should link communication to the strategic plan, including the organization's mission, vision, and values, its strategic goals and objectives, and its employment brand.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background to the Study

Strategic planning plays a crucial role in helping an institution to make fundamental choices or decisions by looking at what it is hoping to achieve and the way it will do so. It is built by thoroughly analyzing the organization's present resources, collaborations, service mix or program, staff, governance, and structure (Alexander, 2015). Weick and Quinn (2016) observe that a strategic plan that is well developed acts as a masterplan in making changes in an organization as it gives a description of weaknesses and strengths, vision, nature of the changes, change sequence, required resources, and the people to guide changes if they are to be acquired from a source that is external or presently existing in the organization.

Albanese and Van-Fleet (2013) observe that each organization has an external and internal environment interdependent. The continuous interaction and evolution of components of the internal environment and the dynamic and unstable external environment nature brought about by constant changes in social-cultural-demographic factors, political-legal aspects, technology, economy, and competition is making strategic management popular in understanding the strategic choices and position as they aim at performance excellence. Performance is supposed to be influenced positively by strategic planning since it helps in selecting strategies enabling institutions in best allocation and exploitation of their strengths and resources corresponding to the external environment opportunities (Akinyi, 2017).

Steiner (2014) posits that strategic planning is more a systems approach for managing an organization through its changing environment, uncertainty in achieving set

targets, and not just a simple current budgets conclusions or functional plan combination. Owolabi (2015) observes that if an organization is to survive, it should successfully operate with forces in an environment that are uncontrollable and unstable which greatly affect the process of making decisions. Hence strategy implementation and commitment is correspondingly affected by strategic planning thus increasing organizational performance.

Cheng, Kadir, and Bohari (2017) indicate that most Small and Medium Enterprises (SMEs) in Malaysia have some form of formal strategic planning. Moreover, in today's competitive market, SMEs are giving more attention to environmental scanning. Even with their benefit in the national economy, various problems are encountered by SMEs in Malaysia in their operations affecting their business activities and sustainability. Cheng, Kadir, and Bohari (2017), further propose the need for environment scanning to gather and analyze data from outside the company to assist in the strategic planning efforts, help the managers to better understand the market development, and the management to plan the future course of action.

Umar, Muhammad, and Hassan (2020) perceive that organization's longevity and performance in the Nigerian public sector is increased by strategic planning, thus arguing that the strategic planning process should be adopted by public organizations as it is key in determining the strategic planning's overall effectiveness for an institution. Umar, Muhammad, and Hassan (2020), further postulate that strategic planning should be planned in such a way that it is flexible to accommodate unexpected changes and other unforeseen factors that can negatively influence strategic planning effectiveness. According to Rajagopalan, Rasheed, and Datta (2019), strategic planning is being used by key government decision-makers precisely

because of the drastic changes in the public sector which compel them to think strategically about government needs.

Wakahia (2017), observes that commercial banks in Kenya compete and their services and products differentiation is quite shallow thus requiring strategic planning of all the operations and advising that successful organizations must be able to manage cultural change and deliver a high customer service level. An essential strategic planning practices concept is to understand that for the success of an organization, everyone must work in ensuring the goals of the team are met. Consequently, strategy planning and implementation, evaluation of different options, resource capabilities, and environmental trends analysis, and objective setting are involved in strategic planning.

### **1.1.1 Organizational Performance**

This is how available resources are effectively used by managers in satisfying the needs of customers and organizational goals accomplishment (Muogbo, 2013). Markiewicz (2015) observes in calculating the performance of a firm, apart from considering the profitability, return on investment and marketplace share, both quantitative and qualitative measurement restrictions should be encompassed. This means performance is dependent on the organization's non-financial and financial aspects.

According to Virginia (2010), organizational performance comprises an organization's actual results or output measured against intended objectives and goals. Comparatively, understanding organizational performance can be by how well organizational goals are attained. An organization's managers need to know their organization's performance rate to determine the changes to be introduced. Without

performance knowledge, it is difficult for an organization's executives to know when exactly changes are needed in the institution (Bourne and Bourne, 2012).

In management research, one of the key variables is organizational performance and the most significant determinant of organizational success. This is because organizations can progress and grow only through performance (Olagunju & Obademi, 2012). According to Barney (2014), performance of an organization is determined by evaluating the organization's actual output against the goals set. Therefore, the success of an organization can be attributed to the extent to which the organization's objectives are being or have been achieved. In other words, it is the indicator of how effectively an organization manages its capital to accomplish its goals as well as objectives.

Garoma (2016) posits that the organizational performance is founded on the concept that an organization is a proposed productive assets collaboration, which includes capital, physical and human resources aiming to achieve a mutual goal. Therefore, for organizations to enhance their performance, they should implement various strategic management practices to increase performance. According to Parmenter (2015), organization's performance is utilized to assess a company's general non-financial and financial well-being for a specific duration. Thus several indicators, both quantitative and qualitative, are used to gauge an organization's success.

Shaw (2016) observes that organizational performance comprises the actual results or output of an organization measured against objectives and goals intended. Therefore, how best an organization is undertaking in achieving its goals can be used to understand organizational performance. Gathoni (2016) argues that to know the changes to be introduced, an organization's managers and owners must be aware of



the organization's performance rate, since knowing the exact changes required in an organization will be hard for executives without performance knowledge.

### **1.1.2 Strategic Planning Practices**

According to Efendioglo and Karabulut (2016), strategic planning practices refer to the initiatives applied by the organization to assist in strategy formulation and setting of guidelines, controlling the activities undertaken in achieving set objectives and goals of an organization. Arasa and K'Obonyo (2018) assert that practices adopted in strategic planning provide a framework for objectives setting, making decisions throughout the company, control, and coordination of activities of an organization, and providing a basis for measuring organization's performance. In this study, strategic planning practices will be evaluated in terms of environmental scanning, goal setting, stakeholder involvement, and communication.

Strategic planning practices involve making choices and taking remedial action to attain a firm's long-term objectives and targets (Forbes & Seena, 2016). It is an array of choices and actions which produce plans to achieve the aims of an organization. Effective strategic planning practices entail formulation of strategy and choice, situation analysis performance; mission and vision statement formulation (Pearce & Robbinson, 2015). Therefore, an explanation of strategic planning's importance can be given from four points of view: strategic planning as a process, linking goals to budgets, strategy formulation, and environmental scanning.

Environmental scanning is the manner through which relevant information about the happenings outside an organization is acquired by the managers to determine the relevant course of action to be taken. It is a crucial and present practice in organizational management in which accurate information collection is key towards

effective strategic planning (McGee & Sawyerr (2013). Analoui and Karami (2015) posit that environmental scanning helps an institution in learning about problems or events that might threaten the performance and opportunities to take advantage of allowing strategy definition meant for environmental conditions. Thus, it can be argued that the degree of any organization's success achieved appears to be a function of how effective an interactive system an institution has with its environment.

Alvero, Bucklin, and Austin (2016) observe that an objective describes a change that an organization wants to influence or achieve. The setting of objectives can be done at many different levels to very specific project objectives from broad strategic objectives. Balcazar, Hopkins, and Suarez (2015) indicate that for a company to improve its performance, it has to know the present position it is, know whether it has improved by getting to that position. Therefore, setting good objectives makes monitoring and evaluation practices easy and effective.

Edelenbos and Klijn (2016) observe that the involvement of stakeholders in making decisions by the affected persons ensures a higher commitment and ownership degree in achieving the objective. Additionally, the more the people are getting in the common interest joint process, the output quality also goes up. According to Huybrechts, Mertens, and Rijpens (2018), a sense of ownership leading to better strategy outcome may be cultivated in an institution since in decision making more stakeholders are involved. Therefore, the management should identify the key stakeholders interested in the organization's success to be involved in the process of strategic management of the organization to enhance performance.

Workgroups are impacted greatly by communication, which in an organization is a channel for flowing policies, resources, and information. Effective communication enhances organizational outcomes (Oyetunde & Oladejo, 2012). Deflbur and Dennis (2014) observe that communication influences opinions and perceptions about society, governments, organizations, communities, and even persons. Deflbur and Dennis (2014) further observe that communication is a managerial tool that is frequently expected to improve organizational performance, lower managerial rules, and unnecessary burdens, and ultimately improve the performance of an organization.

### **1.1.3 Parliamentary Service Commission**

After Kenya gained its Independence in 1963, the Parliament of Kenya had the Westminster model, a hybrid system that had both presidential and parliamentary systems of government. In 1906, white settlers petitioned the Secretary of State for Colonies demanding representation in Kenya which was the start of the agitation of the current Parliament of Kenya. This made the British Council issue an order to the council in 1906 which established an Executive council chaired by the Governor, this paved way for setting up the Legislative Council (LEGCO) in 1955 which later evolved to become the legislative arm of government comprising of elected and nominated members.

Parliament as an arm of government, started its quest to acquire autonomy and independence way back in the first parliament after Independence. It wanted its independence and autonomy from the executive and to run its calendar (Parliamentary Service Report 1998). This was to reduce the influence and control of parliament by the Executive. This led to the establishment of the Parliamentary Service Commission (PSC), which was constitutionally created in 1999 by the Government of Kenya

(GOK) comprising of the Secretary, the Clerk of National Assembly (CAN), 7 Members of Parliament, the official opposition party leader, Vice-President, and the chairperson, namely, the Speaker of National Assembly (SNA).

According to the PSC 2000 Annual Report, in fulfilling this, a 200 staff member secretariat was created by the commission, with was headed by the CNA and deputized by two senior clerks responsible for parliamentary and public relations respectively. The PSC has since changed with the advent of the Bicameral Parliament and change from Parliamentary to Presidential system of government whose current membership comprises of the Chairperson, who is the Speaker of the National Assembly, five and three Members elected from the National Assembly and the Senate respectively, one man and woman who are non-sitting members of Parliament appointed from among the members of the public; and the Clerk of the Senate as the Secretary to Commission.

According to PSC Plan 2008-2018, since the enactment of the Parliamentary Service Act, 2000, the Commission underwent various restructuring resulting in creating of four directorates with the director as the head, and additionally creating specialized departments of the independent budget office, research affairs, and legal services. Over time, the secretariat has developed and grown to serve the ever-increasing demands of Members of parliament, which has led to the expansion of the PSC leading to the acquisition of various buildings within parliaments' vicinity, with slightly over 650 staff under 9 directorates.

The Parliamentary Service Act, 2000 was repealed in 2019 to align it to the Constitution of Kenya 2010. This has strengthened in law the office of the Parliamentary Joint Services (PJS) responsible for the provision of the shared services

between the two Houses of Parliament and the Centre for Parliamentary Studies and Training (CPST) responsible for the provision of learning and development programs and building capacity for Members of Parliament and staff. The Act has also facilitated the formation of boards of management in every service within the Commission, which is now abbreviated as PSC, giving each service autonomy to run its own affairs.

The PSC as an institution is enshrined in Article 127 of the 2010 Kenyan Constitution, with a core function of providing facilities and services ensuring the bicameral Parliament's effective functioning. The Commission prepares estimates annually for parliamentary service expenditure and submits them for approval by the National Assembly. It further controls the services budgets, undertakes partnership programs to further enhance values that promote parliamentary democracy and other national legislation prescribed functions.

The Constitution of Kenya, 2010 gave impetus to the change in all the three arms of government arms (Executive, Judiciary, and Legislature). In its implementation, the legislature is a primary player due to various legislations that were to be enacted within five years. With the introduction of the Senate as another House of Parliament, strategic changes were to be adopted for it to distinctively play its constitutionally outlined role. This calls for the PSC to implement various changes in its human resource, infrastructure system, and structure in accommodating the different bicameral parliament needs, review the commission's systems and procedures to enable seamless working between the two Houses of parliament, and manage the expanded number of elected and nominated members. There was need for additional staff, more buildings to accommodate the expanded workforce, and more offices to accommodate Members of the both houses. Previously, Parliament had 222 Members,

but the current membership of the National Assembly stands at 350 Members with the Speaker as an Ex-official Member and 68 Senators, with the Speaker as an Ex-officio Member (PSC revised Strategic Plan 2008-2018). Parliament had the responsibility to enact the 49 legislations necessary to operationalize the constitution through the support of the PSC, most of which have already been enacted and to cater for the needs of the expanded legislature.

## **1.2 Statement of the Problem**

The operations of the two Houses of the Kenyan Parliament are facilitated by the PSC. The extent to which such a structure is supportive in the strategic management process particularly to strategy execution has not been clarified. Recently, the public has been treated to supremacy battles between the two Houses with the frequent formation of mediation committees to solve contentious issues. Organizational performance in various public sectors and entities is essential and pivotal in the dispensation of services to the citizens (Muathe, 2010). Application of strategies is the main method of attaining institutional goals and objectives. The PCS also has to ensure that it delivers exemplary services to both the Senate and the National Assembly.

Organizations should adopt proper strategic planning practices that create a productive alliance between an organization's values and culture, the environment's demands and nature, and the resources available to the company (Akinyele & Fasogbon, 2016). Parliamentary institutions have not attracted much attention from the public management scholars in the same way that central executives and local authorities' organizations have. More importantly, academic literature on strategic management process on organization performance is rather silent within

parliamentary institutions despite a significant modernization agenda affecting legislatures around the world. Amollo (2011) established that the organizational structure at PSC was not fully aligned with the strategic plan that had been adopted. Guchu (2014) carried a study on strategic management practices in the Parliament of Kenya and established that the institution's performance is closely linked to the planning strategy. Kimathi (2011) established that the strategies were executed in a planned manner with support from the Board of Senior Management, which was the top decision-making organ.

The studies highlighted above do not link the relationship between strategy execution and performance because they concentrate only on one variable. Additionally, there has been very scanty research on the Kenyan Parliament on the linkage between strategy execution and organizational performance. Therefore, the current research sought to investigate how the performance of PSC in Kenya is influenced by strategic planning practices.

### **1.3 Objectives of the Study**

#### **1.3.1 General objective**

To examine the influence of strategic planning practices on the performance of the Parliamentary Service Commission in Kenya.

#### **1.3.2 Specific Objectives**

The study's specific objectives were:

- i. To examine the influence of environmental scanning on performance of the Kenyan Parliamentary Service Commission.

- ii. To establish the influence of objective setting on performance of Kenyan Parliamentary Service Commission.
- iii. To determine the influence of stakeholder involvement on performance of the Kenyan Parliamentary Service Commission.
- iv. To find out the influence of communication on performance of the Kenyan Parliamentary Service Commission.

#### **1.4 Research Questions**

- i. What is the influence of environmental scanning on performance of the Kenyan Parliamentary Service Commission?
- ii. What is the influence of objective setting on performance of the Kenyan Parliamentary Service Commission?
- iii. What is the influence of stakeholder involvement on performance of the Kenyan Parliamentary Service Commission?
- iv. What is the influence of communication on performance of the Kenyan Parliamentary Service Commission?

#### **1.5 Significance of the Study**

The study will assist the management of PSC to come up with suitable strategic planning practices for ensuring that employees of the Commission acquire the relevant knowledge, abilities, and skills for superior performance thus attaining goals and objectives that were set through the Commission's work plan. The management should ensure incorporation of change management practices for its growth and durability as this will increase employee commitment to the organization.



This research will be important to other academicians since some research gaps would be identified giving other scholars with the same specialization room for further study. Further research recommendations will arise for other researchers that wish to conduct researches on the strategic planning influence and its role on organizational performance. Research institutions such as KIPPRA would come up with policy measures on the advancement of technology through the Ministry of Information, Communication Technology to enhance digitization of processes and work schedules and also better policies on strategic leadership through a shared vision system between the management and the workers.

The study will contribute to the existing body of knowledge on strategic planning practices and the benefit of implementing strategic planning within organizations to attain the set goals and objectives and also a competitive advantage. For example, this study was a case of PSC and the results could be used in a comparative survey focusing on other sectors or any other public institution which has implemented strategic planning practices.

## **1.6 Scope of the Study**

The study was carried out at the parliament of Kenya in Nairobi City County. Strategic planning practices were evaluated in terms of environmental scanning, objective setting, stakeholder involvement, and communication. The respondents were employees of the PSC.

## **1.7 Limitations of the Study**

For confidentiality concerns, some respondents feared giving sensitive information. However, the study purpose was made known to them by presenting an introductory

letter from the University. Due to the population size, the study was limited to cover the whole population. To curb this, in obtaining a representative sample size, sampling was carried out. The study also face time constraints as some of the sampled respondents were busy and were not readily available for interviews. The researcher ensured to keep to the management appointments.

## **1.8 Organization of the Study**

The project is structured into five chapters. The first chapter covers the study background, statement of the problem, research questions, objectives, significance and limitations of the study, and how the study has been organized. The second chapter represents the reviewed literature and the identified gaps, while chapter three covers the research study methodology which comprise the research design, targeted population, sample size and techniques of samplings, data collection tools, research instrument reliability, validity and data analysis. Chapter four presents research findings and discussions. Chapter five covers the summary, conclusion, recommendations, and suggestions for further studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter discusses empirical and theoretical review which supports strategic planning practices and performance.

### **2.2 Theoretical Review**

#### **2.2.1 Resource-Based View Theory**

The theory was brought forth by Grant in 1991. This study will be guided by the said theory. According to the theory, a fixed unique asset essentially constitutes a firm and a company's control capacity to combine the assets permitting making the most market opportunities contributing to the company's performance. Further, through a set of abilities and resources, a firm might be regarded as allowing it to continue existing. Additionally, within the corporation system, resources are considered the most essential analysis unit. Further, regard may be given to an organization through a set of abilities and resources which it requires to continue existing.

Resource-based View (RBV) theory proposes that by embracing four critical practices which include responding to external opportunities, converting internal weaknesses into strengths and developing and implementing a strategy for exploiting internal strengths, embracing organizational culture that cannot be copied by competitors, creating specific human capital knowledge and skills deploying inelastic in supply valuable capabilities and resource bundles, organizations gain competitive advantage (Mata, Fuerst & Barney, 1995; Afiouni, 2007).

Based on resource-based theory, all sources of competitive advantage should be exploited by organizations to develop unique strategies to yield customer value (O'Sullivan, 2011). It has been revealed by studies that there are three assumptions of the theory, namely, that the skills for managing market and technical risks are perfectly immobile; if valuably and heterogeneously distributed across competing firms, capabilities and resources can be a sustainable competitive advantage source and capabilities and resources possessed by firms differ (Bordello, Ravarini, Wu & Nigam, 2012)

The RBV argues that, depending on the characteristics of the resource, a firm possesses a resources collection that may enhance the firm's capability, (Penrose, 2009). The theory is appropriate for the current study since the strategic planning practices' efficient and effective implementation relies on resource capabilities of an organization in form of equipment, funds, materials, and labour. To be a source of the effective strategic planning process, a firm resource must be substitutable, imperfectly imitable, rare, and valuable.

### **2.2.2 Dynamic Capability Theory**

It was propounded by Teece, Pisano, and Shuen in the year 1997, where they consider dynamic capability as a firm's ability to integrate, build and reconfigure competencies (external and internal) in addressing fast-changing environments. The proponents of dynamic capability theory posit that the competitive advantage of a firm is dependent on its ability in performing five primary functions: integrate and coordinate resources and assets emerging from new resource base, embrace strategies of learning to ensure continuous development of skill for workers with additional skills to facilitate the performance of duties effectively and efficiently, deploy resources into new ventures,

and develop a mechanism to make competitors unable to copy the firm's processes and systems and reconfigure, transform and recombine assets and resources for new resource base formation (Zollo & Winter, 2002).

Dynamic Capability (DC) theory viewed the sources of firms' competitive advantage as its ability to reconfigure, build and integrate external and internal competencies in addressing fast-changing environments (Teece, Pisano & Shuen, 1990, 1997). Dynamic capability is the ability of institutions to modify, extend and create their resource base. It must be structured in an organization for them to be part of the routines of an organization fixed in the institution with time (Helfat et al., 2007). The theory assumes that, light is shed on short-term competitive positions that can take part in longer competitive advantage building thus leading to an organization's long-run survival.

According to Galvin, Rice and Liao (2014), in solving some of the RBV theory weaknesses, this theory was considered an alternative approach. Based on Teece, Pisano and Shuen (1997), the DC theory provides processes that are path-dependent allowing organizations to cope with rapidly changing environments by reconfiguring, integrating, and building their capabilities and resource portfolio. However, until the 1980s, strategic management subjects had been of little interest.

Barney (1991) understands a firm as a portfolio of human resources, intangible and tangible resources, and capabilities; the capability of combining resources in a manner that is efficient and innovative. In this view, sustainable competitive advantage is when an organization implements a value that creates strategy not simultaneously implemented by current or potential competitors; when the competitors cannot copy the strategy's benefits. Competitive advantage is when a value-creating strategy is not

simultaneously implemented by current or potential competitors, as is implemented by an organization.

This theory is relevant to the study as a competitive advantage has a relation to the firm's resource stock responsiveness to increasingly turbulent environments, dynamic capabilities constitute strategic relevance to an organization. Dynamic capabilities are needed by organizations in markets characterized by change lower rates for keeping pace with competitive dynamics.

### **2.2.3 Balance Score Card Model**

The Balance Scorecard Model as propounded by Kaplan and Norton (1996) as a framework for managing performance through which the daily operations are linked to strategy. It gives a holistic view of the enterprise based on the objectives of a business. Kaplan and Norton (1996) observe that the balanced scorecard concept gives a strong means to translate the strategy and vision of a firm into a tool for effectively communicating strategic intent and motivating performance against the strategic goals established. It is a management system enabling strategy and vision clarification by an organization and translating them into actions. According to Malina and Selto (2015), balance scorecard connects performance measures by examining the strategic vision of a business from four points of view, namely, internal business process, learning and innovation, customer, and financial.

Feltham and Xie (2017), recognize that within an industry, companies with a strategic plan and a defined core business to meet the objectives of their client tend to be leaders. The capability of measuring strategic objectives achievement and performance and the ability to translate the strategy of an organization into operational terms is the key to the growth and success of an organization. According to Hoque

and James (2016), the scorecard models use specifically, a traditional corporate management style reconsideration and stopping relying entirely on financial measures for strategy development. There might be an argument that the scorecard tries a genuine marketing orientation by making sure of the existence of a cooperative organizational framework ensuring customer value.

The relevance of this model is that organizations use balanced scorecards in aligning their business activities with their strategy and vision. It measures the current future financial and operational measures of an organization. The success of any organization depends on its unique and dynamic interaction with the internal and external environment to formulate and adjust its strategy to achieve its goals. Therefore, both non-financial and financial organizations' aspects have to be effectively and efficiently monitored and evaluated by the management.

#### **2.2.4 Institutional Theory**

The Institutional theory as propounded by Oliver (1991) places organizations at the core of the conduct and design of organizations' analysis. Based on this perspective, organizations are wider institutions' representations. Institutions, perceived as taken-for-granted norms, rules, and beliefs, shape the spreading and creation of practices, design features, and forms of an organization. Oliver (1991), further avers that when institutionalized prescriptions are complied with, it is regarded as a way for increasing intelligibility, decreasing uncertainty, and gaining legitimacy of activities and actions of an organization. An institution is described as standardized, and conventional behavior patterns found across and within an organization that give meaning to social order and exchange.

The behavior patterns include industry and organizational norms, routines, and standards. The theory suggests that behaviors of an organization are copied and reproduced. This establishes norms taken for granted and in the end widespread standardized practice expectations.

DiMaggio (2014), ascertains that the institutional arguments that arise in the organizational analysis are a reflection of not being satisfied with theories putting efficiency at the center of actions of an organization. An organization does not operate in a vacuum. It must face many external influences like norms, conventions, legal requirements, and cultural differences and deal with diverse actors' raised demands. Choices are explained in organizational practices and formal structures by the persisting expectations and resulting rules and beliefs.

The theory tries to give an explanation for the reasons and processes for organizational behavior and the organizational behavior patterns' effect within a broader, inter-organizational context (DiMaggio & Powell, 2016). Organizational institutions' study happens across research fields in communication, business, and sociology, and form of corporate legitimacy and reputation understanding by public relations practitioners. Similar forms and practices are possessed by the same industry's organizations, leading to a sector-specific homogenization.

The theory is relevant to this research as it shows that firms are not independent agents that seek to maximize economic opportunities. They are set within a social web of expectations and norms constraining and shaping managerial choice. The social logics or rules give overarching frameworks for the interpretation of social situations and prescription of suitable collective behaviors and purposes. Strategies chosen by a manager are, therefore, not an unfettered act. It is a choice that social prescriptions constrain. Since similar conformity pressures and social



expectations are experienced by similar organizations, similar managerial arrangements and strategies tend to be adopted.

## **2.3 Empirical Review**

### **2.3.1 Environmental Scanning and Organizational Performance**

Babatunde and Adebisi (2012) examined how strategic environmental scanning and organizational performance in a competitive business environment were related. Data collection was by structured questionnaire; analysis and interpretation by regression and correlation coefficient method. It was revealed by hypothesis one that organizational performance and strategic environmental scanning related significantly.

A study by Vudzijena (2017) evaluated how the performance of Harare-based Small and Medium Retail Enterprises (SMEs) are impacted by environmental scanning. A quantitative study was conducted which used the survey as the research strategy. Data collection was by questionnaire. A total of 150 Retail SMEs in Harare were sampled using a simple random sampling technique. The research study results showed that the performance of retail SMEs in Harare and environmental scanning related positively and strongly. It was recommended that Retail SMEs in Harare should conduct environmental scanning as it leads to increased business performance.

West and Olsen (2016) study investigated how firm performance was impacted by environmental scanning. They explored the industry of food service. About 65 food service firms' top management teams' members and chief executive officers were surveyed to ascertain the degree to which the intended strategy of the firm is supported by environmental scanning. They utilized industry structure model for environmental

traits by Porter (1980) and interest and frequency scale by Hambrick (1979). The influence of scanning activity on performance was established, as was the difference in low-performing firms versus high scanning levels. They found significant differences.

### **2.3.2 Objective Setting and Organizational Performance**

Tang, Powell, Marino, Tang, and Dickson's (2015) study examined how the industrial munificence-goal attainment relationship was impacted by organizational goal setting. Primary data was obtained from a survey of 277 small and medium-sized firms from the Netherlands, Mexico, Sweden, and Australia chosen by stratified random sampling. They found that to capitalize on industrial munificence, Chief Executive Officers (CEOs) needed to stretch the goal list as they keep the order of clear priority among the goals.

Teo and Low (2016) did an Empirical study on how Singapore-based high-tech Company's employee effectiveness on improving the effectiveness of an organization was impacted by goal setting. From the findings, the 3 tested hypotheses are evident, reliable, and valid in their organization. Concurrence among the research interview, participants were unanimous that, in the relationship detailed in the conceptual model, a role is played by goal setting and that employee effectiveness is impacted and effectiveness of an organization improved ultimately.

Ikotun, Daniel, and Adedapo (2016) studied how Nigerian Mobile Telecommunication Company's conflict management is impacted by organizational performance and objectives. It was revealed that, some evidence from the analysis suggested that conflict management and organizational performance on one hand and on the other hand organizational objectives had a positive statistically significant

relationship. It was, therefore, concluded that Nigerian mobile telecommunication company's effective conflict management is determined by organizational performance and objectives.

### **2.3.3 Stakeholder Involvement and Organizational Performance**

Okoth (2016)'s study examined how Mombasa tea warehousing companies' organizational performance, formulation, and implementation of strategies is influenced by the involvement of stakeholders. Primary data collected indicated that the involvement of stakeholders positively correlated with performance. This was even evident, when in formulation and implementation of strategies stakeholders were involved moderately. The performance index was relatively higher in organizations that highly involved the stakeholders than in those with low involvement.

A study by Adewale and Esther (2012) evaluated how organizations' performance and involvement of stakeholders in strategic planning related. The University of Venda was studied. It was found out that the management cadre dominated the strategic planning process hence other stakeholders are sent into the doldrums. Practically (from the findings), in the planning process, there is the least involvement of those directly affected.

Chepkoech and Waiganjo (2015) investigated how Kenyan commercial banks' strategic change implementation is impacted by stakeholders. They investigated the National Bank of Kenya. A descriptive research design was used with 120 management-level staff working in Nairobi Central Business District (CBD), National Bank of Kenya (NBK) branches selected as respondents. The staff from different levels of management in the bank were selected. The questionnaire was employed in

data collection. It was discovered that in the implementation of Kenyan commercial banks' strategic change, a positive and significant role is played by stakeholders.

#### **2.3.4 Communication and Organizational Performance**

Kibe (2014) studied how organizational performance is influenced by communication strategies a case of the Kenya Ports Authority. Four strategies of communication that could impact organizational performance, namely, formal communication channels, organization structure, group effort, and an open-door policy were empirically evaluated. About 200 respondents from the corporate development department in the corporate service division took part in the study. It was found out that in high-performance, a central role is played by communication strategies.

Ngozi and Ifeoma (2015) examined how Nnamdi Azikiwe University's organizational performance is impacted by effective communication. Both secondary and primary data were relied on. Nnamdi Azikiwe University's 170 non-academic and 130 academic staff formed the study's population. The findings showed that in an organization's efficient and effective employee management performance, effective communication is the solution.

Otoo (2016) did a study on how Ghana Revenue Authority's employee performance is influenced by communication. Primary data was used. A descriptive survey was adopted. About 200 respondents were selected by simple random sampling. Regression, correlation and mean results were used in analyzing data. It was established that, different performance indicators of employees correlate with different effective organizational communication measures.

## 2.4 Summary of the Literature Review and Research Gaps

**Table 2.1: Summary of the Literature Review and Research Gaps**

<b>Name</b>	<b>Study Title</b>	<b>Results</b>	<b>Research gap</b>	<b>Current study focus</b>
Babatunde & Adebisi (2012)	How the performance of the organization in a competitive business environment and strategic environmental scanning was related	Organizational performance and strategic environmental scanning related significantly	The findings cannot be conclusive as the research used a cross-sectional design (a small sample size is involved)	Large sample size will be involved as a descriptive survey research design will be used to ensure findings are conclusive
Vudzijena (2017)	How performance is impacted by environmental scanning	Performance of retail SMEs in Harare and environmental scanning related positively and strongly	The study focused on Harare's SMEs	The study will focus on PSC
West & Olsen (2016)	Environmental scanning and its effect upon firm performance	Significant differences were found between environmental scanning and performance	The study utilized an exploratory study	The study will utilize a descriptive research design
Tang <i>et al.</i> (2015)	How industrial munificence-goal attainment relationship	To capitalize on industrial munificence, Chief Executive Officers (CEOs)	A survey study was used	A case study will be used

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	was impacted by organizational goal setting	needed to stretch the goal list as they keep the order of clear priority among the goals		
Teo & Low (2016)	How employee effectiveness on improving the effectiveness of an organization was impacted by goal setting	In the relationship detailed in the conceptual model, a role is played by goal setting	The focus was on employee effectiveness	The focus will be on organizational performance
Ikotun <i>et al.</i> (2016)	Impact of organizational objectives and performance in conflict management	Effective conflict management is determined by organizational performance and objectives	The study focused on the performance of the Nigerian Mobile Telecommunication Company	The focus will be on the performance of PSC
Okoth (2016)	How organizational performance, formulation, and implementation of strategies is influenced by the involvement of stakeholders	The involvement of stakeholders had a strong positive correlation to performance	Findings were not conclusive as an interview guide was used in data collection	Data collection will be by questionnaires
Adewale & Esther (2012)	How organizations performance and involvement of	The management cadre dominated the strategic planning process hence	The study used a survey approach	The study will use a descriptive approach

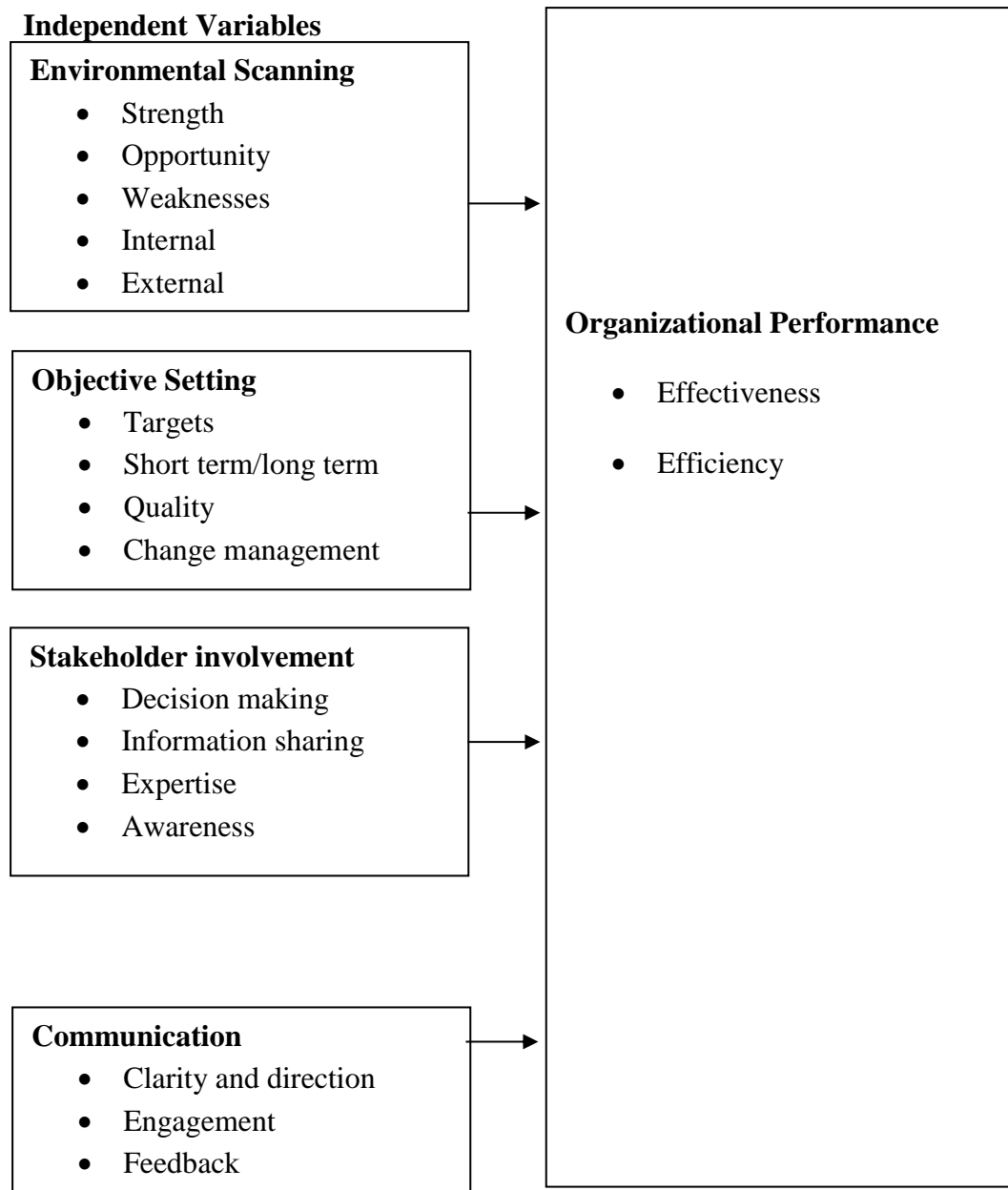
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Chepkoech & Waiganjo (2015)	stakeholders in strategic planning related How Kenyan commercial banks' strategic change implementation is impacted by stakeholders	other stakeholders are sent into the doldrums In the implementation of Kenyan commercial banks' strategic change, a positive and significant role is played by stakeholders	Karl Pearson Correlation was used in data analysis (for homogeneous data, it is not suitable)	Regression analysis will be used
Kibe (2014)	How organizational performance is influenced by communication strategies	In high-performance, a central role is played by communication strategies	Purpose sampling, a non-sampling technique	Will adopt a census method
Ngozi & Ifeoma (2015)	How organizational performance is impacted by effective communication	In an organization's efficient and effective employee management performance effective communication is the solution	The study used a simple random sampling method	The study will use a census method
Otoo (2016)	How Ghana Revenue Authority's employee performance is influenced by communication, Kumasi	Different performance indicators of employees correlate with different effective organizational communication measures	A survey approach was utilized	A descriptive approach will be employed

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## 2.5 Conceptual Framework



**Figure 2.1: Conceptual Framework**

*Source: Researcher (2020)*

Figure 2.1 shows the relationship between variables where the independent variables include environmental scanning, objective setting, stakeholder involvement, and communication. Organizational performance is the dependent variable.



## CHAPTER THREE: RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter covers the research study methodology which comprises the research design, targeted population, sample size and techniques of sampling, data collection tools, research instrument reliability and validity, and data analysis.

### 3.2 Research Design

A descriptive survey research design was used. Based on Dulock (2014), the design is a scientific method involving describing and observing a subject's behavior with no influence. Obtaining data and analyzing it based on the field observation minus altering it, is the design's aim (Mugenda & Mugenda, 2003). It, therefore, helped the researcher in field data collection and analysis it based on the views of the participants to get the clear picture the study's objective.

### 3.3 Target Population

The target population was 805 respondents comprising 20 Heads of Department and 785 employees from the PSC. This is shown below:

**Table 3.1: Target Population**

Category	Population
Heads of Department	20
Other Employees	785
<b>Total</b>	<b>805</b>

**Source: Parliamentary Service Commission Human Resource Records of 2020**

### 3.4 Sampling Design and Sample Size

As observed by Goddard and Melville (2014), selection of a total population's representative sample is done to address the various challenges faced by the scholar when trying to access the whole population. In ensuring all the cases representativeness sample is achieved, respondents sampling according to their department was done using stratified sampling method where the sampling population will be partitioned into subpopulations and each assigned a single stratum. The respondent selection was done using simple random sampling. In a descriptive study, the whole population sample size's representative ranges between 10 to 50% (Mugenda and Mugenda, 2003). Therefore, the sample size was eighty-one (81) respondents comprising of staff at (PSC Scale/Job Group 6) and above. Table 3.2 illustrates this:

**Table 3.2: Sample Size**

<b>Category</b>	<b>Population</b>	<b>Sampling Factor (10%)</b>	<b>Sample Size</b>
Heads of Department	20	0.1	2
Other Employees	785	0.1	78.5
<b>Total</b>	<b>805</b>	<b>0.1</b>	<b>81</b>

**Source: Researcher (2020)**

### 3.5 Data Collection Instrument

Primary data was obtained by use of questionnaires. Data collection was faster and cheaper as the selected respondents are believed to have a high understanding of questions hence interpretation is minimal. The study objectives are covered in different sections of the questionnaire.

The questionnaire was in different parts which covered the research objectives with Section A collecting information on the background information of the respondents; B environmental scanning variable; C objective setting variable; D stakeholder involvement variable; E-communication variable; and part F on dependent variable, which is organizational performance. In expressing the respondents' agreement level for each objective's questions listed, the Likert scale was utilized. All the participants were given a questionnaire.

### **3.6 Pilot Study**

This is a small test comprising a lesser participants' number to assist in the determination of the presence of barriers, flaws, or other weaknesses in the layout of the research instrument and allows crucial corrections to be made before the actual exercise (Orodho, 2005). Piloting respondents ought to be a tenth of the study sample with similar characteristics (Mugenda & Mugenda, 2003). Therefore, 10 respondents were selected for participation in the pilot and were excluded from the final exercise.

#### **3.6.1 Validity of Research Instruments**

Validity is the extent to which constructs under investigation are measured by the instrument (Cooper & Schindler, 2011). The study used content validity to test how reliable the instruments are. According to Mugenda and Mugenda (2003), the degree to which the entire domain the test is seeking to measure is represented fairly by test items is content validity. Therefore, evaluation of content validity involves rating the questionnaire item by the supervisor as the expert based on their content domain's representativeness and relevance.

Evaluation of content validity was then done to include the questionnaire items by the researcher observing and rating them based on their content domain's representativeness and relevance. Construct validity assessed the correctness level of the measures to the study variable. It was utilized in ensuring they are developed appropriately depending on current knowledge. The questionnaire only contained questions relevant to the variable measures.

### 3.6.2 Reliability of Research Instruments

Reliability's purpose in estimating measurement consistency. Consistency is the extent to which when treating the same subjects under varying conditions using the same procedures, a tool measures the same way each time (Ranjit, 2015). The study adopted the Cronbach Alpha coefficient. Morse, Barrett, Mayan, Olson, and Spiers (2012) posit that a data collection tool that is reliable must have an equal to or greater than 0.70 alpha value. Hence this study's target was a 0.70 and more alpha value. Table 3.3 demonstrates the results of reliability tests.

**Table 3.3: Results of Reliability Test**

<b>Variable</b>	<b>Cronbach Alpha value</b>
Environmental scanning	0.786
Objective setting	0.821
Stakeholder involvement	0.796
Communication	0.769
Organizational performance	0.823
<b>Aggregate score</b>	<b>0.799</b>

**Source: Pilot study (2021)**

The results in Table 3.3 show that the variables had a Cronbach alpha value of more than 0.7 and the overall alpha value score was at 0.799 which showed that the study instrument was reliable. This is according to Morse, Barrett, Mayan, Olson, and Spiers

(2012) who posit that a data collection tool that is reliable must have an equal to or greater than 0.70 alpha value.

### **3.7 Procedure for Collecting Data**

The management of the PSC was contacted early by the researcher to communicate the intent to carry out the study and make clarification on the study significance and the required management's commitment. The self-administration method was employed in collecting data, they were picked after 2 weeks. The scholar made visits and phone calls as a way of following up before the period stated reminding them of the importance of their responses.

### **3.8 Analysis and Presentation of Data**

This research was quantitative. Descriptive statistics such as standard deviation and mean were analyzed and quantitative data presented using bar graphs, pie charts, and tables with the help of SPSS (20.0). Inferential statistics including multiple regressions and correlation analysis was further done to define how variables relate. The regression equation followed the following form:  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Whereby Y= Organizational performance

X<sub>1</sub>= Environmental scanning

X<sub>2</sub>= Objective setting

X<sub>3</sub>= Stakeholder involvement

X<sub>4</sub> = Communication

$\varepsilon$  is the error term

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are determination coefficients

### **3.9 Ethical Consideration**

Kenyatta University graduate school issued an approval letter authorizing the carrying out of the study. Clearance was also sought from the National Commission for Science and Technology (NACOSTI). Prior to collecting data, participants were assured that they would not incur any direct loss or benefits if they did not take part in the exercise. Confidentiality issues were addressed by guaranteeing the respondents that the information provided would only be used for academic purposes and not shared to unauthorized parties.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter presents the results of the analysis of data collected from the field based on the response rate, background information of the respondents, descriptive statistics, and regression analysis.

### 4.2 Response Rate

The questionnaires were administered to a population of 81 respondents. The following Table 4.1 gives the distribution of the study response rate.

**Table 4.1: Response Rate**

	<b>Frequency</b>	<b>Percentage</b>
Response	74	91.4
Non-response	7	8.6
<b>Total</b>	<b>81</b>	<b>100</b>

**Source: Research Data (2021)**

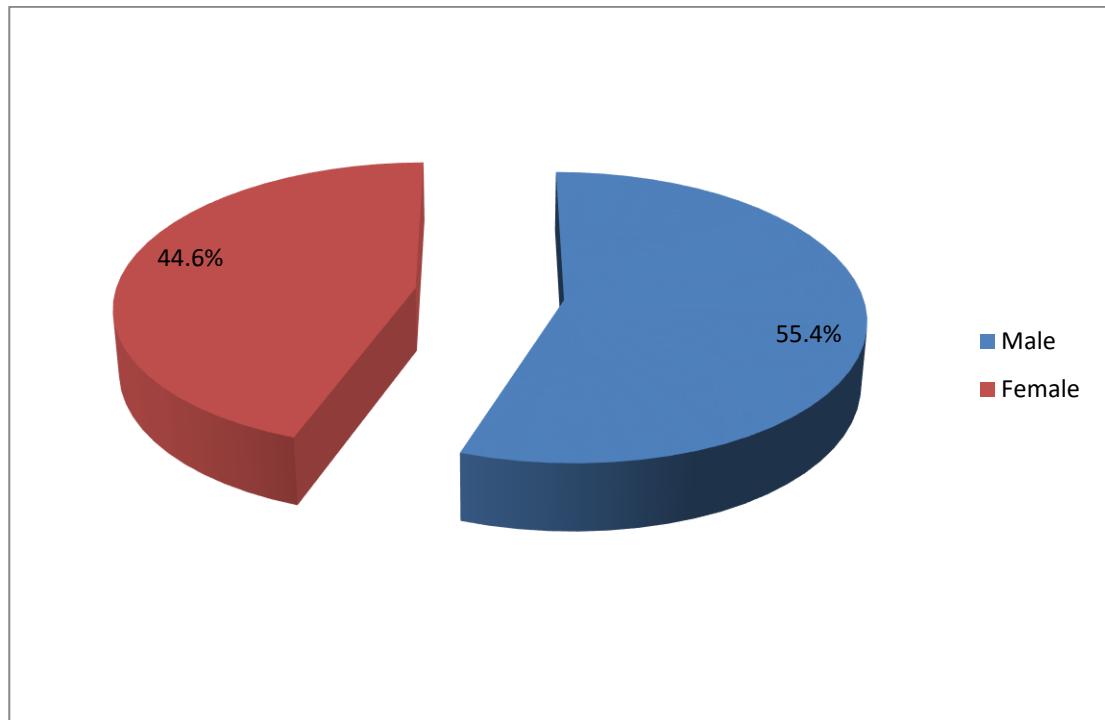
From the results in Table 4.1, those who responded to the questionnaires accounted for 91.4%, and those who did not accounted for 8.6%. Baruch and Holtom (2014) recommends 80 percent or more on response rate is enough for data analysis. Therefore, having attained a response rate of 91.4%, it was sufficient to carry on with the analysis of data.

### 4.3 Background Information

The study obtained the background information of the questionnaires regarding their gender, age, education level, and working period in the PSC.

### 4.3.1 Gender of the Sampled Respondents

The study sought to establish the gender representation of the respondents. The findings are presented in Figure 4.1.



**Figure 4.1: Respondents' Gender**

**Source: Research Data (2021)**

It was established from Figure 4.1 that majority of the respondents were male accounting for 55.4% while female respondents were represented by 44.6%. The gender of the respondents was necessary to show a true representative of both men and women in the study to avoid gender biasness.

### 4.3.2 Age of the Sampled Respondents

The study sought to establish the age representation of the respondents. The findings are presented in Table 4.2.



**Table 4.2: Respondents' Age**

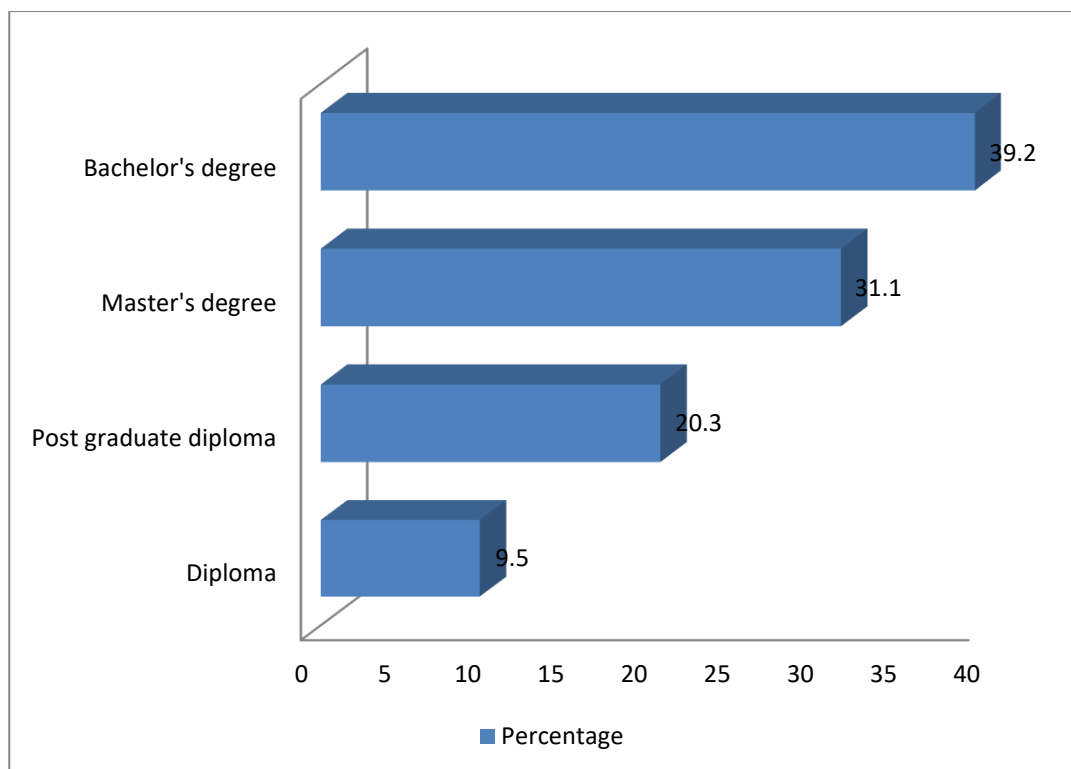
<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
25 and below	8	10.8
26 to 34	16	21.6
35 to 44	29	39.2
45 and above	21	28.4
<b>Total</b>	<b>74</b>	<b>100</b>

**Source: Research Data (2021)**

From the findings in Table 4.2, the majority (39.2%) of the respondents were aged between 35 to 44 years, 28.4% were aged 45 years and above, 21.6% were aged between 26 to 34 years, and 10.8% were aged 25 years and below. These findings show that the study participants were obtained from different categories of ages. It was important to have respondents of a diverse ages because Inmyxai and Takahashi (2012) observe that young employees who are at their learning stage are more willing to learn new things and accept new ideas and older people who have more life experiences are more mature and possess better problem-solving skills.

### **4.3.3 Level of Education of the Sampled Respondents**

The study sought to establish the education level of the respondents. The findings are presented in Figure 4.2



**Figure 4.2: Respondents' Level of Education**

**Source: Research Data (2021)**

The findings from Figure 4.2 show that the majority (39.2%) of the respondents had attained a bachelor's degree level of education, 31.1% master's degree level, 20.3% postgraduate diploma level, and 9.5% diploma level. It was necessary to establish the education level of the respondents because differences in educational background increase the likelihood to have diverse perspectives and opinions from the employees.

#### **4.3.4 Working Period in the Parliamentary Service Commission**

The study sought to establish the period of service of the respondents. The findings are presented in Table 4.3.

**Table 4.3: Working Period**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 2	13	17.6
2 to 5	20	27.0
More than 5	41	55.4
<b>Total</b>	<b>74</b>	<b>100</b>

**Source: Research Data (2021)**

The study established from Table 4.3 that majority (55.4%) of the respondents had a work experience of more than 5 years, 27.0% between 2 to 5 years, and 17.6% less than 2 years. This was an indicator that the respondents had a diverse work experience meaning that the respondents had a better understanding of the environment at their workplace, what the commission expects from them and that they had experienced more opportunities in developing their competencies and acquiring skills related to their work.

#### **4.4 Descriptive Analysis**

Descriptive statistics included Mean (M) and Standard Deviation (SD) generated using Statistical Package for Social Sciences (SPSS), which is used to present the results of the quantitative data. The results are presented in the section that follows.

##### **4.4.1 Environmental Scanning**

The study sought to examine the influence of environmental scanning on the performance of the PSC. Environmental scanning was evaluated using different aspects including the strength, opportunity, weaknesses, internal and external. The descriptive statistics are provided in Table 4.4.

**Table 4.4: Environmental Scanning**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Internal environment analysis helps a firm in identifying its strengths and make an effort of maximizing them by improving its current resources, policies, and plans	3.98	1.02
Internal environment monitoring assist in identifying a firm's weakness and correcting it early for better performance	4.05	0.95
Environmental analysis assist in identifying opportunities an organization can go for as and when they come	4.50	0.50
Proper assessment of the environment assists in optimum utilizing of scarce capital, natural and human resources thus reducing wastage and making optimum use of available resources	4.14	0.86
Environmental analysis enable an organization in selecting the best firm growth and successful option.	4.61	0.39
<b>Aggregate Score</b>	<b>4.26</b>	<b>0.74</b>

**Source: Research Data (2021)**

The results in Table 4.4 show that the respondents agreed that environmental scanning influences the performance of the Kenyan PSC with an aggregate mean score of 4.26 and a standard deviation of 0.74. This finding agrees with Babatunde and Adebisi (2012) study that examined how strategic environmental scanning and organizational performance in a competitive business environment were related and revealed by hypothesis one that organizational performance and strategic environmental scanning related significantly.

The statements that were strongly agreed by the respondents were that environmental analysis enable an organization in selecting the best firm growth and success option and (M=4.61, SD= 0.39) that environmental analysis assist in identifying opportunities an organization can go for as and when they come (M=4.50, SD= 0.50). This finding is supported by the findings of a study by Vudzijena (2017) that evaluated how the performance of Harare-based Small and Medium Retail Enterprises are impacted by environmental scanning. The study results showed that the performance of retail SMEs in Harare and environmental scanning related positively and strongly.

The respondents agreed on the statements that proper assessment of the environment assists in optimum utilizing of scarce capital, natural and human resources thus reducing wastage and making optimum use of available resources (M=4.14, SD=0.86), internal environment monitoring assist in identifying firm's weakness and correcting it early for better performance (M=4.05, SD=0.95) and that internal environment analysis helps a firm in identifying its strengths and make an effort of maximizing it by improving its current resources, policies and plans (M=3.98, SD=1.02). This finding is in line with West and Olsen (2016) study that investigated how firm performance was impacted by environmental scanning and it found that the influence of scanning activity on performance was established; as was the difference in low-performing firms versus high scanning levels. They found significant differences.

#### **4.4.2 Objective Scanning**

The study sought to establish the influence of objective setting on the performance of the Kenyan PSC. Objective scanning was evaluated using different aspects including

the targets, short term/long term, quality, and change management. The descriptive statistics are provided in Table 4.5.

**Table 4.5: Objective Setting**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Setting goals helps motivate employees as they feel a greater connection to their organization	4.52	0.48
Setting goals ensures employees are working towards a shared vision by ensuring that everyone is aligned and understands when it may be necessary to give feedback	4.63	0.37
Objective setting facilitates organizational planning	3.88	1.12
The objective setting provides direction to an organization which helps employees in everyday decision-making processes	3.46	1.54
The objective setting enables employees to achieve a task more quickly as they are provided with a clear step-by-step plan to accomplish that goal	4.46	0.54
<b>Aggregate Score</b>	<b>4.19</b>	<b>0.81</b>

**Source: Research Data (2021)**

The results in Table 4.5 show that the respondents agreed that objective setting influences the performance of the Kenyan PSC with an aggregate mean score of 4.19 and a standard deviation of 0.81. This finding is consistent with Tang, Powell, Marino, Tang, and Dickson (2015) study that examined how the industrial munificence-goal attainment relationship was impacted by organizational goal setting and found that to capitalize on industrial munificence, Chief Executive Officers (CEOs) needed to stretch the goal list as they keep the order of clear priority among the goals.

The statements that were strongly agreed by the respondents were that setting goals ensures employees are working towards a shared vision by ensuring that everyone is aligned and understands when it may be necessary to give feedback (M=4.63, SD=0.37) and that setting goals help motivate employees as they feel a greater connection to their organization (M=4.52, SD=0.48). This finding is consistent with the finding of an empirical study done by Teo and Low (2016) on how Singapore based high-tech Company's employee effectiveness on improving the effectiveness of an organization was impacted by goal setting, which found that the relationship detailed in the conceptual model a role is played by goal setting and that employee effectiveness is impacted and effectiveness of an organization improved ultimately.

The respondents agreed on the statements that objective setting enables employees to achieve a task more quickly as they are provided with a clear step-by-step plan to accomplish that goal (M=4.46, SD=0.54), and that objective setting facilitates organizational planning (M=3.88, SD=1.12). The finding is in collaboration with Ikotun, Daniel, and Adedapo (2016) who studied how Nigerian Mobile Telecommunication Company's conflict management is impacted by organizational performance and objectives and revealed that some evidence from the analysis suggested that conflict management and organizational performance on one hand and the other hand organizational objectives had a positive statistically significant relationship.

The respondents indicated to a moderate extent on the statement that objective setting provides direction to an organization, which helps employees in everyday decision-making processes (M= 3.46, SD=1.54). This finding is contrary to Teo and Low (2016) study on how Singapore based high-tech Company's employee effectiveness

on improving the effectiveness of an organization was impacted by goal setting which found that the relationship detailed in the conceptual model a role is played by goal setting and that employee effectiveness is impacted and effectiveness of an organization improved ultimately.

#### 4.4.3 Stakeholder Involvement

The study sought to determine the influence of stakeholder involvement on the performance of the Kenyan PSC. Stakeholder involvement was evaluated using different aspects including the decision making, information sharing, expertise, and awareness. The descriptive statistics are provided in Table 4.6.

**Table 4.6: Stakeholder Involvement**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Effective decision-making is a result of understanding stakeholders' interests and views.	3.26	1.74
To ensure that lasting credibility and trust in an organization is built, stakeholder engagement is critical	3.85	1.15
To improve accountability within an institution, stakeholder engagement is central.	4.68	0.32
Better organizational performance and better policymaking can be achieved if stakeholders' views and needs are understood at the full range	4.59	0.41
Varying perspective engagement provides learning opportunities & potentially changes the approach ensuring it fits the stakeholders' needs.	4.13	0.87
<b>Aggregate Score</b>	<b>4.10</b>	<b>0.90</b>

**Source: Research Data (2021)**

The results in Table 4.6 show that the respondents agreed that stakeholder involvement influences the performance of the Kenyan PSC with an aggregate mean score of 4.10 and a standard deviation of 0.90. This finding agrees with Okoth's (2016)



study that examined how Mombasa Tea Warehousing companies' organizational performance, formulation, and implementation of strategies is influenced by the involvement of stakeholders and established that the performance index was higher relatively in organizations that highly involved the stakeholders than in those with low involvement.

The statements that were strongly agreed by the respondents were that to improve accountability within an institution, stakeholder engagement is central ( $M=4.68$ ,  $SD=0.32$ ) and that better organizational performance and better policymaking can be achieved if stakeholders' views and needs are understood at full range ( $M=4.59$ ,  $SD=0.41$ ). This finding is in agreement with a study by Adewale and Esther (2012) that evaluated how organizations' performance and involvement of stakeholders in strategic planning related and found out that the management cadre dominated the strategic planning process hence other stakeholders are sent into the doldrums.

The respondents agreed on the statements that varying perspective engagement provides learning opportunities and potentially changes the approach ensuring it fits the stakeholders' needs ( $M=4.13$ ,  $SD=0.87$ ) and that to ensure that lasting credibility and trust in an organization is built, stakeholder engagement is critical ( $M=3.85$ ,  $SD=1.15$ ). This finding is in line with Chepkoech and Waiganjo (2015) study that investigated how Kenyan commercial banks' strategic change implementation is impacted by stakeholders and discovered that in the implementation of Kenyan commercial banks' strategic change, a positive and significant role is played by stakeholders.

The statement that effective decision-making is a result of understanding stakeholders' interests and views was rated to a moderate extent by the respondents

with a mean of 3.26 and a standard deviation of 1.74. This finding does not agree with Okoth (2016) study that examined how Mombasa Tea Warehousing companies' organizational performance, formulation, and implementation of strategies is influenced by the involvement of stakeholders and established that the performance index was higher relatively in organizations that highly involved the stakeholders than in those with low involvement.

#### 4.4.4 Communication

The study sought to find out the influence of communication on the performance of the Kenyan PSC. Communication was evaluated using different aspects including clarity and direction, engagement, and feed. The descriptive statistics are provided in Table 4.7.

**Table 4.7: Communication**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Within an organization, communication encourages new ideas exchange and boosts employee morale.	4.54	0.46
Communication creates cohesion within the team and a feeling by employees that they are carrying the workload's fair share, this enhances work experience benefits positively	4.85	0.15
Better communication techniques help employees to understand their role better thus helping workers in performing assigned duties better.	3.95	1.05
Better relationships are created by good communication leading to a better environment in the workplace.	4.71	0.29
Manager- employee misunderstanding is prevented by ensuring open ad clear communication	4.03	0.97
<b>Aggregate Score</b>	<b>4.42</b>	<b>0.58</b>

**Source: Research Data (2021)**

The results in Table 4.7 show that the respondents strongly agreed that communication influences the performance of the Kenyan PSC with an aggregate mean score of 4.42 and a standard deviation of 0.58. This finding is consistent with Kibe (2014) who studied how organizational performance is influenced by communication strategies: Kenya Ports Authority Case Study, and found out that in high-performance, a central role is played by communication strategies.

The statements that were strongly agreed by the respondents were that communication creates cohesion within the team and a feeling by the employee that they are carrying the workload's fair share, this enhances work experience benefits positively ( $M=4.85$ ,  $SD=0.15$ ), better relationships are created by good communication leading to a better environment in the workplace ( $M=4.71$ ,  $SD=0.29$ ) and that within an organization, communication encourages new ideas exchange and boost employee morale ( $M=4.54$ ,  $SD=0.46$ ). This finding agrees with Ngozi and Ifeoma (2015) study that examined how Nnamdi Azikiwe University's organizational performance is impacted by effective communication and the findings showed that in an organization's efficient and effective employee management performance, effective communication is the solution.

The respondents agreed on the statements that manager-employee misunderstanding is prevented by ensuring open and clear communication ( $M=4.03$ ,  $SD=0.97$ ) and that better communication techniques help employees to understand their role better thus helping workers in performing assigned duties better ( $M=3.95$ ,  $SD=1.05$ ). This is in line with Otoo (2016) study on how the Ghana Revenue Authority's employee performance is influenced by communication and established that different

performance indicators of employees correlate with different effective organizational communication measures.

#### 4.4.5 Organizational Performance

The study sought to find out the influence of strategic planning practices on the performance of the Kenyan PSC. Organizational performance was evaluated using different aspects including effectiveness and efficiency. The descriptive statistics are provided in Table 4.8.

**Table 4.8: Organizational Performance**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Strategic planning practices have enabled PSC to enhance its efficiency	4.10	0.90
Strategic planning practices have enabled PSC to achieve their goals	4.05	0.95
Strategic planning practices have enabled PSC to enhance its efficiency	4.30	0.70
<b>Aggregate Score</b>	<b>4.15</b>	<b>0.85</b>

**Source: Research Data (2021)**

The results in Table 4.8 show that the respondents agreed that strategic planning practices influence the performance of the Kenyan PSC with an aggregate mean score of 4.15 and a standard deviation of 0.85. Arasa and K’Obonyo (2018) assert that practices adopted in strategic planning provide a framework for objectives setting, making decisions throughout the company, control, and coordination of activities of an organization providing a basis for the organization’s performance measuring.

The respondents agreed on the statements that strategic planning practices have enabled PSC to enhance its efficiency (M=4.30, SD=0.70), strategic planning practices have enabled PSC to enhance its efficiency (M=4.10, SD=0.90), and that

strategic planning practices have enabled PSC to achieve their goals ( $M=4.05$ ,  $SD=0.95$ ). These findings are in line with Shaw (2016) who observe that organizational performance comprises the actual results or output of an organization measured against objectives and goals intended. Therefore, how best an organization is undertaking in achieving its goals can be used to understand organizational performance.

#### **4.5 Inferential Statistics**

Inferential statistics help assess the strength of the relationship between independent variables and dependent variables. They included correlation analysis and regression analysis as discussed below:

##### **4.5.1 Correlation Analysis**

Correlation analysis was done to quantify the association between the independent and dependent variables.

##### **Table 4.9: Correlation Analysis**

		Environmental scanning	Objective setting	Stakeholder involvement	Communication	Organizational performance
Environmental scanning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	74				
Objective setting	Pearson Correlation	.638	1			
	Sig. (2-tailed)	.000				
	N	74	74			
Stakeholder involvement	Pearson Correlation	.713	.687**	1		
	Sig. (2-tailed)	.000	.000			
	N	74	74	74		
Communication	Pearson Correlation	.563*	.668**	.247**		
	Sig. (2-tailed)	.001	.000	.007		
	N	74	74	74		
Organizational performance	Pearson Correlation	.803**	.669**	.696**	.786**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	74	74	74	74	74

**Source: Research Data (2021)**

The results in Table 4.9 show that environmental scanning had a strong relationship with organizational performance with a Pearson's r-value of 0.803. This finding agrees with Babatunde and Adebisi (2012) study that examined how strategic environmental scanning and organizational performance in a competitive business environment were related and revealed by hypothesis one that organizational performance and strategic environmental scanning relate significantly.

The Pearson's r for the correlation between objective setting and organizational performance variables is 0.669 and vice versa, which is close to 1 with a significant

value of 0.00 which is less than 0.05. This shows a strong relationship meaning that objective setting is strongly correlated with organizational performance. This finding is consistent with the finding of an empirical study done by Teo and Low (2016) on how Singapore based high-tech Company's employee effectiveness on improving the effectiveness of an organization was impacted by goal setting which found that the relationship detailed in the conceptual model a role is played by goal setting and that employee effectiveness is impacted and effectiveness of an organization improved ultimately.

Stakeholder involvement had a strong relationship with organizational performance with a Pearson's r-value of 0.696 with a significance value of 0.00. This finding agrees with Okoth (2016) study that examined how Mombasa Tea Warehousing companies' organizational performance, formulation, and implementation of strategies is influenced by the involvement of stakeholders and established that the performance index was higher relatively in organizations that highly involved the stakeholders than in those with low involvement.

Communication was also found to have influenced the performance of the organization to a greater extent with a Pearson's r-value of 0.786 with a significance value of 0.00. This finding agrees with Ngozi and Ifeoma's (2015) study that examined how Nnamdi Azikiwe University's organizational performance is impacted by effective communication and the findings showed that in an organization's efficient and effective employee management performance, effective communication is the solution.

#### 4.5.2 Regression Analysis

Regression analysis was done to estimate the relationship between the dependent variable (organizational performance) and independent variables (environmental scanning, objective setting, stakeholder involvement, and communication). The results are presented in Table 4.10.

**Table 4.10: Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948 <sup>a</sup>	.899	.898	.157

From the results in Table 4.10, the independent variables that were studied explain a factor of 0.898(89.8%) of performance of the Kenyan PSC as represented by the adjusted R square. This, therefore, means that other factors not studied in this research contribute 10.2% of the organizational performance.

**Table 4.11: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.173	4	16.793	679.705	.000 <sup>a</sup>
	Residual	7.560	70	.025		
	Total	74.733	74			

**Source: Research Data (2021)**

From the results in Table 4.11, the study significance value was at 0.000<sup>a</sup> showing that the model was significant as it was less than 0.05 and thus the model predicts how independent variables studied influenced the organizational performance variable. The results also indicate that F calculated value is greater than the value of the F



tabulated (679.705 > 16.793) at a 5% significance level confirming the model was significant.

**Table 4.12: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.610	.942		3.831	.000
	Environmental scanning	.680	.235	4.063	2.290	.003
	Objective setting	.759	.312	1.218	1.926	.001
	Stakeholder involvement	.621	.133	3.273	2.948	.002
	Communication	.596	.128	1.336	1.246	.000

**Source: Research Data (2021)**

From the findings in Table 4.12, holding environmental scanning, objective setting, stakeholder involvement, and communication to constant, performance of the Kenyan PSC would be 0.610. In addition, the objective set was found to have a greater influence on organizational performance at 75.9% compared to other variables studied, followed by environmental scanning at 68.0%, stakeholder involvement at 62.1%, and lastly communication at 59.6%.

The established regression equation by the study was:

$$Y = 0.610 + 0.680X_1 + 0.759X_2 + 0.621X_3 + 0.596X_4$$

Where Y = Organizational performance

X<sub>1</sub> = Environmental scanning

X<sub>2</sub> = Objective setting

X<sub>3</sub>= Stakeholder involvement

X<sub>4</sub>= Communication

The study examined that environmental scanning had a positive and significant relationship on the performance of the Kenyan PSC as indicated by beta values ( $\beta=4.063$ ,  $P<0.05$ ). This finding is supported by the findings of a study by Vudzijena (2017) that evaluated how the performance of Harare-based Small and Medium Retail Enterprises are impacted by environmental scanning and the study results showed that the performance of retail SMEs in Harare and environmental scanning related positively and strongly.

The study examined that objective setting had a positive and significant relationship on the performance of the Kenyan PSC as indicated by beta values ( $\beta=1.218$ ,  $P<0.05$ ). This finding is contrary to Teo and Low (2016) study on how Singapore based high-tech Company's employee effectiveness on improving the effectiveness of an organization was impacted by goal setting which found that the relationship detailed in the conceptual model a role is played by goal setting and that employee effectiveness is impacted and effectiveness of an organization improved ultimately.

The study found that stakeholder involvement had a positive and significant relationship with the performance of the Kenyan PSC as indicated by beta values ( $\beta=3.273$ ,  $P<0.05$ ). This finding is in line with Chepkoech and Waiganjo's (2015) study that investigated how Kenyan commercial banks' strategic change implementation is impacted by stakeholders and discovered that in the implementation of Kenyan commercial banks' strategic change, a positive and significant role is played by stakeholders.

The study determined that communication had a positive and significant relationship with the performance of the Kenyan PSC as indicated by beta values ( $\beta=1.336$ ,  $P<0.05$ ). This is in line with Otoo's (2016) study on how the Ghana Revenue Authority's employee performance is influenced by communication and established that different performance indicators of employees correlate with different effective organizational communication measures.

## **CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter covers a summary of the findings, recommendations for policy and practice, conclusions, and suggestions for further studies.

### **5.2 Summary**

The study investigated the influence of strategic planning practices on the performance of the PSC in Kenya. The specific objectives were to examine the influence of environmental scanning, objective setting, stakeholder involvement, and communication on the performance of the Kenyan PSC. A summary of the key findings is provided in the section that follows:

The study sought to examine the influence of environmental scanning on the performance of the Kenyan PSC and found that environmental scanning had a positive and significant relationship with the performance of the Kenyan PSC. Environmental analysis enable an organization in selecting the best firm growth and success option, and in identifying opportunities an organization can go for as and when they come, proper assessment of the environment assists in optimum utilization of scarce capital, natural and human resources thus reducing wastage and ensuring optimum use of available resources.

The study further sought to establish the influence of objective setting on the performance of the Kenyan PSC and established that objective setting had a positive and significant relationship on the performance of the Kenyan PSC. Setting goals

ensures employees are working towards a shared vision by ensuring that everyone is aligned and understands when it may be necessary to give feedback, setting goals helps motivate employees as they feel a greater connection to their organization and that objective setting enables employees to achieve a task more quickly as they are provided with a clear step-by-step plan to accomplish that goal.

The study also sought to determine the influence of stakeholder involvement on the performance of the Kenyan PSC and revealed that stakeholder involvement had a positive and significant relationship with the performance of the Kenyan PSC. To improve accountability within an institution, stakeholder engagement is central. Better organizational performance and better policymaking can be achieved if stakeholders' views and needs are understood at full range and that varying perspective engagement provides learning opportunities and potentially change the approach ensuring it fits the stakeholders' needs.

The study further sought to find out the influence of communication on the performance of the Kenyan PSC and found that communication had a positive and significant relationship with the performance of the Kenyan PSC. Communication creates cohesion within the team and a feeling by employees that they are carrying the workload's fair share. This enhances positive work experience benefits, better relationships are created by good communication leading to a better environment in the workplace and that manager-employee misunderstanding is prevented by ensuring open and clear communication.

### **5.3 Conclusion**

The study concludes that environmental scanning helps the organization to understand what is happening both inside and outside its environment and increases the probability that the organizational strategies developed will appropriately reflect the on the organizational environment. Environmental scanning is necessary because there are rapid changes taking place in the environment that has a great impact on the working of the organization. An environmental analysis is an extremely important tool in understanding and decision- making in all situations of the organization. The success of the organization depends upon the precise decision-making ability. The study of environmental analysis enables the firm to select the best option for the success and performance of the organization.

The study also concludes that setting a goal establishes a clearly defined and thought-out direction organizations need to take, which will lead them to eventually achieve their longer-term wellness goals. Having this clear direction allows the organization to focus on the smaller steps it will take to ultimately achieve success. By establishing clear objectives, the organization gives its employees a greater sense of purpose and responsibility and motivates them to keep working and give their best until the objective is met.

The study further concludes that stakeholder involvement brings people together to pool knowledge, experience, and expertise to co-create solutions and helps to reduce the level of risk within an organization and improves governance. Effective engagement of stakeholders helps in translating stakeholder needs into organizational goals and creates the basis of effective strategy development. Key stakeholder opinions and insights are incredibly valuable in the early stages of the planning and

development processes. Stakeholder involvement helps build collaborative partnerships and new relationships that generate value and help build collaborative partnerships and new relationships that generate value.

The study finally concludes that effective communication encourages the flow of new ideas that could help the organization operate more efficiently. Communication creates a sense of employees feeling that they carry their fair share of the workload, enhancing the work experience in a beneficial way. Better communication techniques assist in helping employees to better comprehend their roles which in turn helps employees to perform their assigned duties better. Clear and open communication ensures the prevention of misunderstanding between manager and employee. Learning and adjusting to different communication styles also enhances positive organizational relationships.

#### **5.4 Recommendations of the Study**

The study recommends that the Commission should identify the persons to be involved in the environmental scanning, create a competent team of employees and assign them relevant responsibilities. Involve the relevant stakeholders during the process of analysis of the environment that the commission operates in. Let employees work in partnership when focusing on the direct impact on decision-making and strategic planning and create an action plan to apply changes and measure the results; coupled with continuous scanning of the environment while keeping an eye out for new trends that could occur.

The study also recommends that the commission need to set objectives that can be defined in quantifiable and measurable terms within its strategic plan. The goal should

be specific, measurable, attainable, relevant, and timely, and also reflect on the outcome. Identify behaviors that are critical for performance, establish potential rewards and discipline and continue developing abilities to enhance performance.

The study further recommends that the commission should establish responsibility for ensuring the task is undertaken and for writing it up for the report on stakeholder engagement. Establish responsibility for ensuring the task is undertaken and for ensuring proper recording of responses. Establish responsibility for receiving representations, for trying to achieve agreement, and establish who is responsible for receiving and collating the representations and recording outcomes and their justification, so that they can be made publicly available.

The study finally recommends that the commission should link communication to the strategic plan, including the organization's mission, vision and values, its strategic goals and objectives, and its employment brand; safeguard credibility to establish loyalty and build trust; maintain consistency to establish a strong employment brand; listen to employees and members of the leadership team; and seek input from all the stakeholders; provide feedback; and finally prepare managers in their roles as organizational leaders.

## **5.5 Suggestions for Further Studies**

The study focused on how strategic planning practices influence the performance of the PSC in Kenya. Strategic planning practices adopted were environmental scanning; objective setting; stakeholder involvement; and communication. Therefore, the study suggests that further studies be carried out that focus on other strategic planning



practices on performance. Further, other studies should be done that focus on other organizations.

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## **APPENDICES**

### **Appendix I: Letter of Introduction**

Dear *Respondent*,

#### **RE: REQUEST FOR RESEARCH DATA**

I am currently undertaking a study on '***STRATEGIC PLANNING PRACTICES AND PERFORMANCE OF PARLIAMENTARY SERVICE COMMISSION IN KENYA***'. I kindly request your participation in the exercise by filling the questionnaire attached. Confidentiality of the information provided will be assured and if need be, a copy of this study will be provided once the research is concluded.

Your assistance will be highly appreciated

Yours *Faithfully*,

Moses Mpisili Lemuna

D53/OL/CTY/30964/2015

## Appendix II: Questionnaires

This questionnaire is to gather information on the influence of strategic planning practices on the performance of the parliamentary service commission in Kenya. Please tick on the box corresponding to your response.

### Section A: Background Information

1. Indicate your Gender:  Male  Female
2. Age:  
45 yrs and above  35 – 44 Yrs   
25 – 34 Yrs  < 25 yrs
3. Indicate your highest level of education  
Master’s Degree  Bachelors Degree   
Post Graduate Diploma  Diploma
4. Working period in the Parliamentary Service Commission:  
 Less than 2 years  2 to 5 years  
 More than 5 years
5. What is your Job Group (Scale) [  ]

### Section B: Strategic Planning Practices

To what extent do you concur with the following statements concerning the influence of environmental scanning, objective setting, stakeholder involvement, and communication on the performance of the parliamentary service commission in Kenya?

Note: Likert scale will be utilized in listed questions: 5= strongly agree; 4= Agree; 3= Neutral; 2= disagree and: 1=strongly disagree

#### **Environmental Scanning**

Statement	1	2	3	4	5
Internal environment analysis helps a firm in identifying its strengths and make an effort of maximizing them by improving its current resources, policies, and plans					
Internal environment monitoring assist in identifying a firm’s weakness and correcting it early for better performance					
Environmental analysis assist in identifying opportunities an organization can go for as and when they come					



Proper assessment of the environment assists in optimum utilizing of scarce capital, natural and human resources thus reducing wastage and making optimum use of available resources					
Environmental analysis enable an organization in selecting the best firm growth and successful option.					

### Objective Setting

Statement	1	2	3	4	5
Setting goals helps motivate employees as they feel a greater connection to their organization					
Setting goals ensures employees are working toward a shared vision by ensuring that everyone is aligned and understands when it may be necessary to give feedback					
Objective setting facilitates organizational planning					
The objective setting provides direction to an organization which helps employees in everyday decision-making processes					
The objective setting enables employees to achieve a task more quickly as they are provided with a clear step-by-step plan to accomplish that goal					

### Stakeholder Involvement

Statement	1	2	3	4	5
Effective decision-making is a result of understanding stakeholders' interests and views.					
To ensure that lasting credibility and trust in an organization is built, stakeholder engagement is critical					
To improve accountability within an institution, stakeholder engagement is central.					

Better organizational performance and better policymaking can be achieved if stakeholders' views and needs are understood at a full range					
Varying perspective engagement provides learning opportunities & potentially changes the approach ensuring it fits the stakeholders' needs.					

### **Communication**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Within an organization, communication encourages new ideas exchange and boosts employee morale.					
Communication creates cohesion within the team and a feeling by the employee that they are carrying the workload's fair share, this enhances work experience benefits positively					
Better communication techniques help employees to understand their role better thus helping workers in performing assigned duties better.					
Better relationships are created by good communication leading to a better environment in the workplace.					
Manager-employee misunderstanding is prevented by ensuring open and clear communication					

### **Section C: Organizational Performance**

The following statement relates to the performance of the parliamentary service commission in Kenya.

*Indicate your extent of agreement or disagreement. Use the scale of: 1=strongly disagree; 2= disagree; 3= Neutral; 4= Agree; 5= strongly agree*

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Strategic planning practices have enabled the parliamentary service commission to enhance its efficiency					

Strategic planning practices have enabled parliamentary service commission to it is their goals					
Strategic planning practices have enabled the parliamentary service commission to enhance its efficiency					

## Appendix III: Authorization Letter



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100  
NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/30964/2015

DATE: 3<sup>rd</sup> June, 2021

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

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION FOR MOSES MPISILI LEMUNA –  
REG. NO. D53/OL/CTY/30964/2015**

I write to introduce Mr. Moses Mpisili Lemuna who is a Postgraduate Student of this University. He is registered for MBA degree programme in the **Department of Business Administration**.

Mr. Lemuna intends to conduct research for a MBA Project Proposal entitled, “**Strategic Planning Practices and Performance of Parliamentary Service Commission in Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,

  
**PROF. ELISHIBA KIMANI  
DEAN, GRADUATE SCHOOL**



EK/nn

## Appendix IV: Approval Letter



KENYATTA UNIVERSITY  
GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

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

Internal Memo

FROM: Dean, Graduate School

DATE: 3<sup>rd</sup> June, 2021

TO: Moses Mpisili Lemuna  
C/o Business Administration Dept.

REF: D53/OL/CTY/30964/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 2<sup>nd</sup> June, 2021 approved your Research Project Proposal for the MBA Degree Entitled, "Strategic Planning Practices and Performance of Parliamentary Service Commission in 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 Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

JACKSON LUVUSI  
FOR: DEAN, GRADUATE SCHOOL



c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. SMA Muathe  
C/o Department of Business Administration  
Kenyatta University

JL/nn


**Appendix V: Research Permit**

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

REPUBLIC OF KENYA

Ref No: **606390**

**RESEARCH LICENSE**




**This is to Certify that Mr. MOSES MPILISI LEMUNA of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Strategic Planning Practices and Performance of Parliamentary Service Commission in Kenya for the period ending on: 11/June/2022.**

License No: **NACOSTI/P/21/11136**

Applicant Identification Number: **606390**

Director General  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Verification QR Code



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