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**ABSTRACT**

*This study sought to establish effect of strategic planning on performance of Civil Registration Department, Nairobi Kenya. The variables under study were resource allocation, infrastructure development, employee development, organizational Culture and performance. The study adapted descriptive research design since it describes the events the way they are. The sample size of the study was 120 respondents which were drawn from the targeted population of 600 employees in Civil Registration Department. The study used the stratified sampling technique since it gives equal chances to all strata. Primary data was collected using questionnaires. The collected data was analysed quantitatively and presented in tables. The study found that financial resources help an organization to remain as a relevant factor in the organizations performance. The study found that organizations have optimal level of advancing to new technology which maintains relevance in the competitive market. The study also found that employee development helps a company to remain the very important factor in the organizations performance; the study found state departments that had a unique and stable organizational culture develop strong business processes that were anchored on the organizations vision and values. The study recommended that there was need for the government to factor increase on budgetary allocation to civil department, need for the government to sustain the infrastructural development on accessibility of the state departments' ICT requirements and physical accessibility was also recommended. Study recommended that there is need for the government to enhance their Performance and delivery; there is need for the government to recommend more of organizational culture for identity and to enhance departmental performance.*

**Key Words:** Resource Allocation, Infrastructure Development, Employee Development, Organizational Culture, Performance

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## INTRODUCTION

Strategic planning is distinct from traditional long-range planning in that it sees 'the big picture' and focuses on purpose, values and priorities. Fundamental and conflicting organisational issues have to be identified and handled. Attention to the environment is important, and realpolitik and stakeholders must be addressed. The planning is largely dependent on top management. In order to build commitment, the planning focuses on critical issues, actions and implementation (Poister & Streib 1999). Therefore, strategic planning is intertwined with strategic management.

Kenya has an affirmative relationship as confirmed in a study conducted by Arasa (2008) for firms in the insurance sector, which tested the impact of employee participation in the relationship between strategic planning and performance. Based on some of the studies that were carried out in Kenya, the government rolled out a string of initiatives to improve service-delivery in all its institutions. This effort culminated in the introduction of performance contract between the Kenyan government and state corporations. A key requirement of that contracting was the development of a strategic plan.

Arasa and K'obonyo (2012) in their study on the Relationship between Strategic Planning and Firm Performance established that the correlation analysis results indicated the existence of a strong relationship between strategic planning and firm performance. Further all the strategic planning steps, defining corporate purpose, scanning of business, environment, strategic choice and setting up of implementation, evaluation and control systems were found to be positively related to company performance.

The Government of Kenya has been undertaking a series of reforms aimed at enhancing quality, efficiency and transparency in the service delivery by public sector institutions (Arasa, 2008). Among the key reforms is the Result Based Management (RBM) generally and performance contracting (PC)

in particular, which have strategic planning as the main point of reference. As indicated in the "General Guidance and Direction for Negotiating the 2007/08 Performance Contracts "Strategic plan is a cornerstone for the design and development of Performance Contract" in the public sector. Strategic planning is a vehicle that facilitates improved performance of the organization.

Odongo and Owori (2015) conducted a study in KEMRI, on the effect of strategic planning on organizational growth revealed that strategic planning if well implemented in the organization is effective towards growth. Strategic planning is appropriate, suitable, reasonable and acceptable to the organization. The Study indicated that KEMRI have met some of its organization objectives through strategic planning implementation with a mean score of 4.20. It also revealed that budgetary allocation influence growth in KEMRI with a mean score of 4.60 and standard deviation of 0.871. From the finding it clearly indicates that the budgetary allocation affects organizational growth.

The Department of Civil Registration is the Government Agency charged with the responsibility of implementing the compulsory registration of all births and deaths occurring in Kenya irrespective of nationality. It also provides for the optional registration of births and deaths of Kenya citizens occurring outside the country. One of the goals in the department's strategic planning was raising registration coverage from 46.2 percent to 71.2 percent and death from 69.5 percent to 90.5 percent.

However, the goals were not achieved due to the challenges faced by the department such as inadequacy of staffing levels, cultural and religious beliefs and attitudes, ineffective registration strategies, lack of public awareness, inadequate equipment like vehicles, lack of ICT infrastructure in most of the counties and inadequate funding (KCFNMS 2015-2019).

Civil Registration is the process of registering births and deaths in a country to capture data on the

population trend. This is done for easier planning of government departments in rendering services to the public and to establish causes of death for Public Health Department. The Department is mandated to the following functions; registration of births and deaths, preservation of birth and death records, Issuance of birth and death certificates and production of birth and death statistics.

The registration of births enables an efficient government to determine the number of schools, health centres and other services required on national level. A complete registration of births is essential for effective demographic data base and resource planning. For the government to achieve its “Big Four Agenda” it should be provided with an updated data on population statistics.

#### **Statement of the problem**

Increased environmental uncertainty and complexity requires local public and non-profit organizations to manage strategically as never before. The current environments of local public and non-profit organizations are becoming more turbulent and more tightly interconnected. Even boundaries between the local public and private sectors are becoming eroded. However, these local governments have many difficulties in providing public service in an efficient and effective manner because of outside political mandates, internal complex task environments, and a lack of financial, personnel, and technological resources. Local public leaders and managers should work to achieve the legislatively mandated goals and objectives of their organizations as efficiently and effectively as they can if they want political support for their legal authority. At the same time, if they want success in their operations, they must be prepared to adapt, reposition, and reengineer their organizations in their task environments in addition to simply following political mandates.

Government failure becomes more severe when public organizations face serious problems within public environments: the lack of mutual trust between principals and agencies, the opportunistic

behaviors of politicians and bureaus, the difficulty of valuing public outputs (performance), the lack of competition among bureaus, the difficulties of assessing the true preferences of their constituents, and the inflexibility of civil service systems. Since no voting method is both fair and consistent in democracy, reliance on referenda for the revelation of social values becomes problematic in operating public goods (Weimer and Vining 1999).

Strategic planning has been perceived as a tool used by both private and public organizations to fast track their performance. It has been termed as a vehicle that facilitates improved performance of organizations (Arasa & K’obonyo 2013). It has further been indicated that firms with a proactive strategic plan perform better than those without a plan. Despite strategic plan in the Department of Civil Registration to achieve its goals, it clearly indicates that the department is faced with a lot of challenges such as; inadequacy of staffing levels, cultural and religious beliefs and attitudes, ineffective registration strategies, lack of public awareness, inadequate equipment like vehicles, lack of ICT infrastructure in most of the counties and inadequate funding (KCFNMS 2015-2019). However, despite these findings, none of the study has addressed the effects of strategic planning on performance in the Department of Civil Registration.

Most studies that have been conducted on effect of strategic planning on organization’s performance focused on Banks, Universities, Insurances and Small & Medium Enterprises. On the other hand the study previously conducted related to the effect of strategic planning on organization performance in Kenya were limited to KEMRI, PSC, Tourism sector, public Universities and SMEs. No study has been conducted on strategic planning on performance of civil registration department which has a big role to play in the Kenyan Government since its mandated to register all births and deaths occurring in Kenya irrespective of nationality and provide updated vital statics which will enable the government to properly plan according to its area

of priorities to achieve it's "Big four Agenda". This study therefore sought to establish the effects of strategic planning on performance of civil registration department in Nairobi, Kenya focusing on resource allocation, infrastructure, employee development and organizational culture to seal this gap.

### **Study Objective**

The main objective of the study was to establish the effect of strategic planning elements on performance of Civil Registration Department in Nairobi, Kenya. The specific objectives were;

- To establish the effect of resource allocation on the performance of Civil Registration Department in Nairobi
- To determine the effect of infrastructure on the performance of Civil Registration Department in Nairobi
- To assess the effect of employee development on performance of Civil Registration Department in Nairobi
- To examine the effect of organizational culture on the performance of Civil Registration Department in Nairobi

### **LITERATURE REVIEW**

#### **Resource based theory**

This theory was initially promoted by Penrose in 1959 and later expanded by others like Wernerfelt (1984), Barney (1991) and Conner (1991). It stems from the principle that the source of a competitive advantage lies in their internal resources. Competitive advantage depends on the unique resources and capabilities that a firm possesses. The resource-based view of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance.

The firm is a bundle of resources and capabilities. These resources and capabilities are made up of physical, financial, human and intangible assets. The theory is conditioned on the fact that resources are not homogenous and are limited in mobility. The

firm can translate these resources and capabilities into a strategic advantage if they are valuable, rare, non-imitable and the firm is organized to exploit these resources. Along general lines of this theory, two key concepts are resource and capability. According to Hashim (2005), a resource is anything which could be thought of as strength or a weakness of a given firm. More formally, a firm's resources at a given time could be defined as those (tangible and intangible) assets which are tied semi permanently to the firm. Examples of resources are brand names, in-house knowledge of technology, employment of skilled personnel, trade contracts, machinery, efficient procedures and capital.

#### **Human Resource Management theory**

Human resource Management Theory The theory of human resource management was developed by Raymond Miles in 1965. It directs that labor force has untapped resources. Miles argued that every employee come into a firm with several different resources that can be tapped by the management to increase overall production. This includes physical energy and skills self-direction, capabilities and creativity to enable the organization to maximize employee performance. The main purpose of the manager is to focus on controlling and directing employees and make major decision based on the human resource skills and capabilities in the organization. Communication was treaded to be crucial and bidirection between the employee and the employer. It also should provide inclusiveness in decision making and encourage participation. It explained further that most firms have untapped human resource and encouraged participation in order to achieve organizational performance and productivity (Miles & Ritchie, 1971). This theory is relevant to the study as the organization needs to appreciate the fact that the employees which are human resources are reservoirs of untapped resources and therefore the need to invest heavily on their development using a variety of strategies in order to tap out the resources contained in them and thus improve the

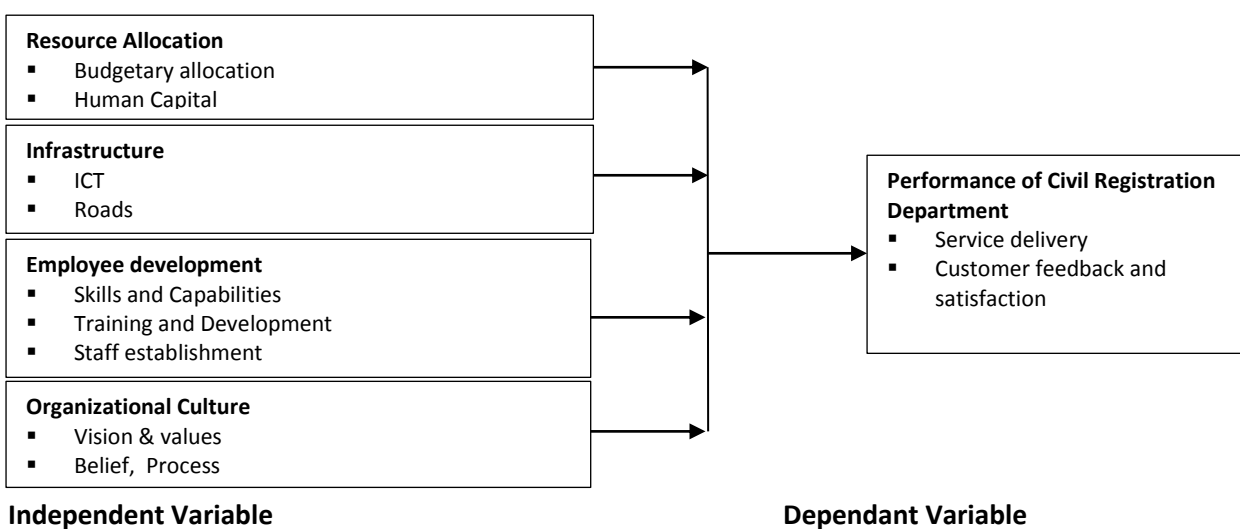
performance of the organization. It also supports one of the independent variable, participation

### Theory Z

Theory Z is a management philosophy that deals with organizational culture, quality that shows how employees view their management, their set of beliefs, values and principles. It was proposed by management scholar William Ouchi who put forward a theory filled with Japanese elements but which also expounded American Cultural practices.

The Theory Z encourages moderate specialization like the job descriptions of employees are flexible as

the management believes that given relevant training, an employee will be able to adapt to a new job role. There is no imposition of orders from superiors but rather groups come together to tackle a problem and arrive at a consensus. Group decision making is therefore promoted to ensure that good decisions are taken which can be implemented easily. Teams are examples of such groups. The emphasis is on collective responsibility and therefore ensures that everyone contributes to the successful accomplishment of organizational goals. Employees have a say in the decision making process as it impacts them in the long-term.



**Figure 1: Conceptual Framework**

### Empirical Review

A study carried by Ayuya (2010) on the influence of strategic planning on performance of public universities in Kenya, established that strategic planning has an influence on the performance of the University of Nairobi. The finding of the study showed that there are challenges of strategic planning implementation at the UoN and therefore recommended that more research to be done in other public universities and constituent colleges to show the various challenges faced and various measures to put in place to overcome the challenges of Strategic Planning.

In Kenya, a study conducted by Odongo and Owor (2015) on the effect of strategic planning on organizational growth in KEMRI, revealed that

strategic planning if well implemented in the organization is effective towards growth. Strategic planning is appropriate, suitable, reasonable and acceptable to the organization. The Study indicated that KEMRI have met some of its organization objectives through strategic planning implementation with a mean score of 4.20. It also revealed that budgetary allocation influence growth in KEMRI with a mean score of 4.60 and standard deviation of 0.871. From the finding it clearly indicates that the budgetary allocation affects organizational growth.

Muogobo (2013) explored the impact of strategic planning and organizational growth and development of selected manufacturing firms in Anambra State in Nigerian. The results from the

analysis indicated that the adoption of strategic management has significant effect on competitiveness and significant effect on employee's performance and has significantly increased organizational productivity. Owolabi and Makinde (2012) studied the effect of strategic planning on corporate performance using Babcock University, Nigeria as the case study. The results of the hypothesis revealed that there was a significant positive correlation between strategic planning and corporate performance.

In another study, Watson Wyatt's (2007) researched on 946 organizations in 22 countries. The findings showed that involved employees who are more likely to perform better than employees who are not involved. However, Balain and Sparrow (2009) contends that employee development relationship to job performance is over simplified as it implies that higher levels of employee developments results in higher job performance but rather they contend that the correlation between employee development and job performance is rather complex to be explained through performance and that studies only indicate and measure the outcomes of performance rather than the underlying issues and causes.

Akinlabi (2010) examined the influence of strategic management on corporate performance in selected small scale enterprises in Lagos Metropolis, Nigeria. Their findings revealed that strategic management practices enhance both organizational profitability and company market share and it was concluded that strategic management practices enhance both organizational profitability and company market share and therefore suggest that strategic planning concepts should be adopted by business organization. Gichunge (2007) examined the effect of formal strategic management on organizational performance of medium sized manufacturing enterprises in Nairobi, Kenya. One of his key findings is that competition influences adoption of formal strategic management.

A study conducted by Akinyele (2010) examining the impact of strategic planning on organization

performance and survival indicated that the effectiveness of strategic planning can be measured in terms of the extent to which it affects its survival rate. The main objective of his study was to re-evaluate the planning-performance relationship in organization and determining the extent to which strategic planning affects performance relationship in organization, of which First Bank of Nigeria (FBN) was used as case study base.

There is increasing evidence indicating that employee development enhances job performance since it has the ability to improve quality decisions making by rising the inputs (Miller & Monge; Markey 2006). Employee performance improvements linked to worker involvement range from improved quality as well as higher productivity to lower scrap rates as well as higher level of consumer satisfaction (Tamkin, 2003).

Umari (2005) explored the impact of strategic management as a tool of achieving an effective and efficient merger and acquisition at Nestle and Lever Brothers PLC. Based on the findings, the study concluded that strategic management played a very important role in the success, growth and survival of the company, particularly where merger was concerned. Singh (2005) in his studies examined the impact of strategic planning process variation on superior organizational performance in non-profit human service organizations providing mental health services. The findings of the study indicated that strategic planning is highly correlated with superior organizational performance.

A study conducted in Nigeria by Olanipekun, Abioro, Akanni, Arulogun and Rabi (2015) examining the impact of strategic management on competitive advantage and organisational performance in Nigerian Bottling Company, revealed that the adoption and implementation of strategic management practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to

competitive advantage and sustainable performance.

Rintari and Moronge (2012) conducted a study on the role of strategic planning practices on the performance of public Institutions in Kenya. The study indicated that insufficiency in resources and funding leads to frustration in strategic plan implementation. The valuables under study were stakeholder’s involvement, Resource allocation, communication and environmental scan. The study recommended that factors affecting strategic planning in public institution in Kenya should be done. He further highlighted that being a case study the findings cannot be generalized to other public institution in Kenya, since various Institutions have difference structures.

According to MacLennan (2011), strategy implementation is the process by which strategies and policies are put into action through the development of programmes, budgets and procedures. It implies making the strategy formulated work as intended and includes designing the organization’s structure, distributing

resources, developing decision making process, and managing human resources (Management Study Guide, 2012). Sihab et al (2012) in their study to substantiate the nature of relationship between strategic planning and organizational performance employed a quantitative research method.

### METHODOLOGY

This study did employ descriptive research design. This type of research design was appropriate in getting answers from respondents who did participate by answering questions provided in the questionnaire. The target population of this study was the staff working at the Civil Registration Department and these was the head of sections, Civil Registration officers, Clerical Officers, Secretarial staff and subordinate staff. The study adopted stratified random sampling techniques. The study used questionnaires to collect primary data as used in various research projects. Primary data was collected through administering of questionnaires to the respondents. The questionnaire was pre-tested before being used for actual data collection procedure.

### RESULTS

**Table 1: Effect of resource allocation on performance of civil registration department in Kenya**

| Statements   | Strongly Disagree | Disagree | Neutral | Agree | Strongly agree | Mean | Standard Deviation |
|--|-------------------|----------|---------|-------|----------------|------|--------------------|
| The firm has sustainable financial back up to sustain the development plan for the organization                | 10                | 70       | 8       | 12    | 20             | 4.12 | 0.94               |
| The firms budget always focuses on the departments service delivery expansion as compared to investors returns | 1                 | 9        | 25      | 45    | 40             | 4.41 | 1.21               |
| The organization has got the skills and manpower that is necessary for the firms long-term growth              | 3                 | 60       | 50      | 12    | 5              | 4.76 | 1.66               |
| Strategic alliance is part of growth plans but not a necessity for its growth                                  | 7                 | 13       | 18      | 54    | 28             | 4.82 | 1.79               |

On the respondents’ level of agreement on statements related to the effect of departments’

marketing on the departments’ Performance of telecommunication firms in Kenya. The study found



that majority of the respondents disagreed that the department did not have a sustainable financial back up to sustain its development as shown by a mean of 4.12, the budget allocation is always focused on service delivery as shown by a mean of 4.41, the respondents disagreed that the department had resources to steer its growth as shown by a mean of 4.76, it is assumed that departmental alliance would create a synergy for

growth though this is not necessary as the government can fully fund the departments operations and growth as shown by a mean of 4.82, Abok, (2015) who states that strategic resource allocation measures were slowly being adopted by organizations, inhibiting optimum performance of these organizations. The study focused on the financial factors affecting effective implementation of strategies

**Table 2: Effect of infrastructural development on performance of civil registration department in Kenya**

| Statements  | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Mean | Standard deviation |
|---|-------------------|----------|---------|-------|----------------|------|--------------------|
| Accessibility of the department both for the general public and to stakeholders is commendable up to the stipulated standards | 10                | 10       | 17      | 62    | 11             | 4.65 | 1.43               |
| The available resources enable the team to perfectly execute their mandate to the general public                              | 20                | 5        | 5       | 83    | 7              | 4.53 | 1.27               |
| The ICT system is user friendly and accessible to all the stakeholders.   | 0                 | 10       | 10      | 20    | 82             | 4.59 | 1.34               |
| The available resources enable the department to reach the target clientele easily and effectively                            | 3                 | 14       | 21      | 49    | 33             | 4.47 | 1.23               |
| How would you rate the achievement of the organizational goals in terms of availability of equipment's?                       | 0                 | 7        | 22      | 154   | 41             | 4.76 | 1.66               |

On the respondents' level of agreement on statements related to service delivery on the state department. The study found that majority of the respondents agreed that the available organizations resources enabled it to deliver its mandate effectively as shown by a mean of 4.65, The departments ICT is user friendly to enable it reach most of the stakeholders on service delivery as

shown by a mean of 4.53, the available resources ensures the department is effective in its service delivery as shown by a mean of 4.59, the respondents however show that the available resources are not effectively exhausted in hence need to ensure accountability on the resource usage as shown by a mean of 4.47.

**Table 3: Effect of employee development on performance of civil registration department in Kenya**

| Statement   | Strongly Disagree | Disagree | Neutral | Agree | Strongly agree | Mean | Standard deviation |
|---|-------------------|----------|---------|-------|----------------|------|--------------------|
| To what extent can you rate your skills and capabilities with the duties that you perform | 18                | 12       | 4       | 64    | 22             | 4.88 | 1.93               |

|   |    |   |    |    |    |      |      |
|---|----|---|----|----|----|------|------|
| The department conducts training and employee performance assessment  | 11 | 2 | 7  | 76 | 24 | 4.76 | 1.66 |
| The training and development in place helps to improve employee performance   | 16 | 6 | 32 | 86 | 74 | 4.94 | 2.08 |
| The employee welfare is properly taken care of and are sufficiently remunerated to maintain proper service delivery | 1  | 6 | 9  | 44 | 61 | 4.82 | 1.79 |

On the respondents' level of agreement on statements related to the employee development on performance of civil registration department in Kenya. The study found that majority of the respondents strongly agreed that the duties to which they were assigned were in line with their skills and capabilities as shown by a mean of 4.88, there has been continuous resource mobilization to conduct training and development in the state department. The training and development has been of help in improving and developing the employees as shown by a mean of 4.76, the employee welfare is properly taken care of and they

are remunerated as per their job groups as shown by the mean of 4.94. The findings were in agreement with those of Noreen, (2015) that stated that Organizational managers must have enough skills and expertise keep track of financial resources and spend on profitable programs. The function of management is to plan, organize, staff, lead, and control. Every one of these functions is influenced to a great degree by how much money there is. Managers and programme staff simply cannot carry out their assigned responsibilities effectively without understanding their financial constraints.

**Table 4: Effect of organizations culture on performance of civil registration department in Kenya**

|  | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Mean | Standard deviation |
|--|-------------------|----------|---------|-------|----------------|------|--------------------|
| The shared vision of the organization is up to the service delivery set up standards                             | 5                 | 5        | 12      | 18    | 80             | 4.18 | 1.43               |
| The department has got clear and consistent set of values that govern the way business is done                   | 5                 | 4        | 3       | 14    | 94             | 4.12 | 1.53               |
| The department constantly improves the capability of people through training, coaching and mentorship programmes | 2                 | 7        | 13      | 10    | 88             | 4.29 | 0.12               |
| The department has a policy of employee development in decision making   | 2                 | 6        | 10      | 22    | 78             | 4.62 | 1.18               |

From the findings on statement relating to the Effect of organizations culture on performance of civil registration department in Kenya, the study found that majority of the shared vision of the department is good for service delivery and the set standards for public service delivery as shown as mean of 4.18, the department has got clear and set

up goals that govern its operations as shown by mean of 4.12, the study further established that the department constantly improves the capability of people through training, coaching and mentorship programmes as shown by mean of 4.29. the department has a policy of employee development in decision making with a mean of 4.62 The use of

multiple products influences a firm performance in telecommunication companies, multiple products influence firm performance in telecommunication companies to a great extent. The study agrees with

that of Chowdhury & Uk, (2013) that stated that types of products were found to influence products performance in the telecommunication industry in Kenya to a great extent

**Table 5: Performance of civil registration department in Kenya**

|  | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Standard deviation |
|--|-------------------|----------|---------|-------|----------------|------|--------------------|
| The organizations performance in line with the laid down strategies is above average | 0                 | 2        | 8       | 12    | 98             | 4.88 | 0.38               |
| customer feedback and satisfaction has full attention of the management              | 4                 | 2        | 14      | 22    | 78             | 4.59 | 0.28               |
| The achievement of the organizations goals is in line with the set goals             | 0                 | 6        | 8       | 24    | 82             | 4.18 | 0.18               |
| service delivery from the organizations is efficient and effective                   | 0                 | 10       | 20      | 28    | 62             | 4.07 | 1.06               |

The study sought to establish factors affecting Performance of civil registration department in Kenya; from the findings, the study revealed that majority of the respondent agreed that Departments' performance was in line with the strategies of the department, and that the customer satisfaction was adequately attended to

and that so far the departments goals were in line with the public service delivery code by mean of 4.88, 4.59 and 4.18 respectively, respondent also agreed that service delivery in the department was effective and efficient. This is an indication that customer feedback and service delivery affect performance of civil department in Kenya.

**Regression Analysis**

**Table 6: Model Summary**

| Model | R                 | R Square | Adjusted R Squared | Std. Error of the Estimate |
|-------|-------------------|----------|--------------------|----------------------------|
| 1     | .888 <sup>a</sup> | .789     | .773               | .05120                     |

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable. From the findings, the value of adjusted R squared was 0.773 an indication that there was variation of 77.3% on organization performance due to changes in resource allocation, infrastructural development, employee development and

organization culture at 95% confidence interval. This showed that 77.3% changes on organizational performance could be explained for by changes in the above factors. R is the correlation coefficient which shows the relationship between the study variables. From the findings, the study found that there was a strong positive relationship between the study variables as shown by 0.888.

**Table 7: Analysis of Variance**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|----|-------------|---|------|
|-------|----------------|----|-------------|---|------|

|   |            |        |     |       |       |                   |
|---|------------|--------|-----|-------|-------|-------------------|
| 1 | Residual   | 1.629  | 4   | 0.543 | 4.114 | .002 <sup>b</sup> |
|   | Regression | 9.768  | 209 | 0.132 |       |                   |
|   | Total      | 11.397 | 213 |       |       |                   |

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.02 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The calculated value was greater than

the critical value (2.76<4.114) an indication that departments' resource allocation, infrastructural development, employee development and organization culture. The significance value was less than 0.05, an indication that the model was statistically significant.

**Table 8: Coefficients**

| Model |                             | Unstandardized Coefficients |            | Standardized Coefficients<br>Beta | t     | Sig. |
|-------|-----------------------------|-----------------------------|------------|-----------------------------------|-------|------|
|       |                             | B                           | Std. Error |                                   |       |      |
| 1     | Constant                    | 1.538                       | 0.453      |                                   | 3.395 | .001 |
|       | Resource allocation         | 0.432                       | 0.159      | 0.297                             | 2.717 | .009 |
|       | Infrastructural development | 0.497                       | 0.176      | 0.131                             | 2.824 | .004 |
|       | Employee development        | 0.501                       | 0.178      | 0.014                             | 2.815 | .003 |
|       | Organizational culture      | 0.423                       | 0.143      | 0.253                             | 2.958 | .010 |

From the data in the above table the established regression equation was

$$Y = 1.538 + 0.432 X_1 + 0.497 X_2 + 0.501 X_3 + 0.423 X_4$$

From the above regression equation it was revealed that holding resource allocation, infrastructural development, employee development and organization culture s to a constant zero, the departments' Performance would be at 1.538.

The results on table above revealed that departments' resource allocation had a significant coefficient (B= 0.432, p value=0.009). This implies that departments' resource allocation had positive significant effect on the departments' Performance. The study findings were in agreement with the findings of Kuchari (2007), who stated that the analogy of the offered labour of an individual reflects their efforts to evaluate the existing investment in vocational training (i.e. not only in education). In other words, the supply side strives for 'profit maximization' as well.

The finding of the study on table above revealed that infrastructural development had a significant coefficient (B= 0.497, p value=0.004). This implies that infrastructure had positive significant effect on the state departments' Performance. The study findings were in agreement with the findings of

Kingombe, (2011) who revealed that. The lack of infrastructure in many developing countries represents one of the most significant limitations to economic growth and achievement of Millennium Development Goals. However, research has also shown that strategic planning can be risky and that failure is the most likely outcome of an organization.

The findings further revealed that the departments employee development had a significant coefficient (B= 0.501 p value=0.003). This implies that employee development had positive significant effect on the departments' Performance. The study findings were in agreement with the findings of Richardo & Vera, (2001) who argues that Employee development can be characterized by the use of sharing power, sharing information, rewards and knowledge. The main purpose of training is to improve the level of performance of the organization by adding value to its key resources

The study finding further revealed that t had a significant coefficient (B= 0.423, p value=0.010). This implies that vision and values, the business

processes had positive significant effect on the departments' Performance, this agrees with the argument of Kiptoo & Mwirigi, (2014) who state that For an organization to ensure the employees participate fully in the strategic planning the organization should encourage down upward communication whereby the employees will feel that the organization consider them as part of the success in the strategic planning of the organization.

## CONCLUSION

The regression results revealed that resource allocation had a significant impact on the civil departments' performance. Perfection in it could lead to better performance. It was important for the organization to modifying its way of allocating resources so as to enable the implementation of strategic plans successfully. This implies that departments' marketing had positive significant effect on the departments' Performance. From the finding the study revealed that departments' marketing positively affect the departments' Performance of firms telecommunication firms in Kenya, thus the study concludes that departments' marketing positively affect the departments' Performance of telecommunication firms in Kenya. When an organization or a network provider establishes and maintains a distinctive place for itself and its offerings in the market, it is said to be successfully positioned. In the increasingly competitive service sector, effective positioning is one of marketing's most critical tasks.

The finding of the study on regression results revealed that Research and development had a significant. This implies that Research and development had positive significant effect on county the departments' Performance, that indeed infrastructure is a core component organizational development. While many researchers generally agree that development of infrastructure is necessary for growth, from the findings the study concludes that Research and developments positively affect the state departments'. Among the key sectors of infrastructure is information

communication technology (simply put ICT), the sector hosts a crucial function for business growth - communication. In the modern word, technology has reduced the vast global landmass into a village. Real time communication, ease of accessing information and forward looking technology has made communication easy for businesses.

Employee development is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus the management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Applied management researchers have cited numerous beneficial outcomes of involving employees in organizational initiatives which include: enhanced managerial decision-making ability. Human resource is an intellectual property of the organization and its sources of competitive advantage to the organization this can be enhance more through building the competencies of the manpower. Money invested in development is money well invested and that Organizations use HR Practices as important tactical tools for stimulating favourable behaviour of workforces and providing skills, knowledge and abilities which should increase employees' performance. The finding of the study on regression results revealed that employee development had a significant. Employee development harnesses the power of people in an organization and focuses it towards the achievement of strategic goals and objectives of the organization. Therefore, it can be deduced that employee development is a critical factor in the success and prosperity of any organization because employees are the organization greatest assets.

The study finding further revealed that Multiple-products had a significant. This implied that national politics had positive significant effect on the departments' Performance. Culture of an organization may have a significant impact on the success of the organization. The term 'organizational culture' is used widely, however inappropriately and occasionally defining and using

it incorrectly. While there is universal agreement that organizational culture exists and that it plays a crucial role in shaping behaviour and performance in organizations, there is little consensus on what organizational culture is and how it impacts on organizational performance. Where culture is strong, people do things because they believe it is the right thing to do, and there is a risk of another phenomenon, groupthink

## RECOMMENDATIONS

The study recommended that there is need for the government to factor increase on budgetary allocation to civil department, study found that departments' that both budgetary allocation and human capital affect the departments' Performance in Kenya.

There is need for the government to sustain the infrastructural development on accessibility of the state departments' ICT requirements and physical

accessibility of its services from the general public.

The study established that employee development positively affects the civil departments' Performance in Kenya. Thus, the study recommends that there is need for the government to enhance their Performance and delivery.

The study revealed that organizations culture positively affects the civil departments' Performance in Kenya. There is need for the government to recommend more of organizational culture for identity and to enhance departmental performance.

## Areas for Further research

The study sought to examine the effect of strategic planning on performance of civil registration department in Kenya. The study recommends that an in-depth study should be done on effect strategic planning on other departments' of the government in Kenya.

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