



**EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY IN STATE PARASTATALS IN KENYA:
A CASE OF NATIONAL TRANSPORT AND SAFETY AUTHORITY**

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A CASE OF NATIONAL TRANSPORT AND SAFETY AUTHORITY**

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ABSTRACT

Poor participation in strategy formulation and absorption of development funds hinders effective strategy implementation, review and leadership in state parastatals and ultimately affects effective service delivery. Strategic management practices being so vital to organizations in terms of Service Delivery, among the management strategic practices in various firms, Strategic management practices plays a big role in service delivery. Specific objective of the study included; examining the effect of strategic planning practices on service delivery in the National Transport and Safety Authority, Kenya. Descriptive and correlation research designs were adopted for the study. The target population consisted of employees of National Transport and Safety Authority, Kenya. Both descriptive and inferential statistics were focused on and the computation was done by use of SPSS version 24 to test the primary data that was collected to satisfy the objective of study. Pilot study was conducted on employees who were not among the sample in order to find out the validity and reliability of analysis of data for the study. Further, a structural regression equation model was developed to test the relationships between the variables. ANOVA was performed to analyze the effects of various relationships at the variables level as well at item level. The results after the analysis were; that strategic planning practices had significant influence on service delivery. The conclusion of the study embraced the use of strategic planning practices use in organizations, since it improves service delivery. The study recommended for further study on influence of Strategic Planning Practices on Service Delivery, especially in manufacturing sector.

Key words: Strategic Planning practices, Service Delivery

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INTRODUCTION

Strategic management practices involve the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (Strickland, 2013). It is the formal process, or set of processes, used to determine the strategies (actions) for the organization. It focuses on many areas, including the integration of management, marketing, finance/accounting, production/operations, research and development and computer information systems (McKiernan, 2006). Strategy as practice perspective looks at strategy as something people do. Strategic practice is based on the common sense idea that we have to relate tactics to strategy and strategic goals. This involves asking what kind of choices organizations must make in order to be effective in the short term and at the same time take on this challenge (McKiernan, 2006).

Strategic management practice consists of four basic elements, strategic planning, implementation, evaluation and control (Makanga, 2017). It is within these four elements that strategic management practices are manifested and is also described as the strategic management process. Strategic leadership is a component of strategic management practice that involves provision of direction and leadership toward implementation of planned strategy. Strategy formulation is the development of long-range plans for the effective management of environmental opportunities and threats, in light of corporate strengths and weaknesses. It includes defining the corporate mission, specifying achievable objectives, developing strategies and setting policy guidelines.

Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long-term objectives and further deriving the functional tactics from the business strategy. This process assists management in identifying the specific immediate actions that must be taken in the key functional areas to implement the business

strategy (Pearce and Robinson, 2007). Strategy evaluation and control is the process of comparing the actual performance against the desired performance. Strategy evaluation involves setting control processes to continuously review, evaluate and provide feedback concerning the implemented strategies to determine if the desired results are being accomplished such that corrective measures may be taken if warranted (Sasaka, 2017).

Strategic leadership is the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary (Hitt, Ireland, & Hoskisson 2007). Mungania and Karanja (2015) established that leadership is a major factor affecting the implementation of strategic plans. Understanding the effects of leadership on organizational performance requires examining multiple levels of leadership simultaneously. In organizations of any size, it is likely that organizational performance should be related to the aggregate effects of leaders at different hierarchical levels. Regardless of the effects of an individual leader, alignment or misalignment of leaders across hierarchical levels may enhance or detract from the successful implementation of a strategic initiative.

Service Delivery is getting services as effectively and as quickly as possible to the intended recipient. Stenzel (2013) says that in most instances Service Delivery implies a degree of excellence on the part of the organization. Managers therefore need to understand which activities they need to undertake that are important in creating value and which ones are not. Organizations achieve competitive advantage by delivering value to customers. Strategic capability often lies in the day-to-day activities that people undertake in organizations and develop the ability of people to recognize the relevance of what they do in terms of the strategic capability of the organization. Organizations create transformational leadership teams who have the knowledge, insight and experience to help organizations create a flexible, scalable and cost effective platform for delivering functional and

business enabling processes. Tamrakar (2010) indicate that improvement in Service Delivery is also informed by the need to grow and expand services, take advantage of opportunities or merely to implement new knowledge which can come up with action plans.

In many developing countries, the issue of Service Delivery is a challenge that needs to be addressed given the low quality of service provision and the pressing needs of the poor (Besley and Ghatak, 2007). Khalid (2010) supports this view when he states that local councils in Malaysia continue to face pressure to improve their Service Delivery. The increased level of education of the population has led to a more vocal and more discerning citizenry that expects better services and accountability from its local government. Moreover, rapid industrialization and urbanization of countries have created a challenging environment for the local government (Khalid, 2010). Tamrakar (2010) affirms that in Nepal, public service delivery has remained lower than what was targeted when Nepal announced delivery of public services to its people through a planned development effort.

Randall (2000) looks at strategic practice as the internal factors, which include personnel, finance, and manufacturing capabilities and may be analysed based on functional approach, value chain approach or resource-based view approach. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position (Regner, 2003). The analysis of external factors therefore encompasses looking at political and regulatory influences, economic factors and influences, societal and cultural influences, and technological innovations (PEST Analysis). An organization also needs to analyse the competitive environment and identify rivalry between competing sellers, companies offering substitute products, suppliers of resource inputs, buyers, and potential new entrants. The analysis of the concerns of the stakeholders, employees, customers, suppliers and

the society in general is crucial in order to develop objectives that stakeholders would support.

Strategic management practices can be beneficial when an organization applies approach to strategic management which matches the situation they are in. The benefits according to Adeleke, Ogundele and Oyenuga (2008) bring about clearer definition of objectives, providing better guidance to the entire organization on the crucial point of "what it is we are trying to do" that is, the vision, making managers and organizational members more alert to new opportunities and threatening development. It helps in overcoming risks and uncertainties and therefore contributes to organization success. Strategy increases the quality of business decisions, creating a more proactive management posture, helping to unify the organization, promoting the development of a constantly evolving business model that will produce sustained, profitability for the business

Municipal Research and Services Centre (2013) defines service delivery as the actual producing of a service such as collecting refuse and disposing it or lighting the streets. Whitaker (2010) concurs with this argument and observes that depending on the kind of service being offered, each service has a primary intervention of transforming the customer and that the client himself or herself is the principle beneficiary. Whether it is learning new ideas or new skills (education), acquiring healthier habits (health), or changing one's outlook on family or society (social services), only the individual served can accomplish the change. He or she is a vital co-producer of any personal transformation that occurs (Whitaker, 2010). The service provider or agent can only use his or her skills and conduct activities to facilitate the process. Whitaker further insists that in delivering services, the agent helps the person being served to make the desired sorts of changes by supplying encouragements, suggesting options, illustrating techniques, and providing guidance and advice but the agent alone cannot bring about the change. Both the citizen and

the agent together produce the desired transformation (Whitaker, 2010).

Statement of the Problem

Strategic management has been regarded as very important in organizations, most organization have competitively managed to carry out activities and functions just because of application of strategic management practices. However, Galbreath (2010) asserts that the conceptual links between strategic management practices and service delivery have little or no empirical verification. Similarly, most theoretical and empirical researches that have been done focused the studies only on the relationships between strategic management and corporate financial performance (Lee, 2008).

Reviews of past researches investigated in Kenya on performance of state corporations show that the studies assessed other contextual issues that impacted service delivery but not strategic management practices. Waiganjo (2013) carried out a study that examined the effect of competitive strategies on the relationship between strategic Human Resource Management and firm performance of Kenya's corporate organizations. Dimba and K'Obonyo (2009) examined the moderating role of employee cultural orientations on the relationship between strategic Human Resource Management practices and firm performance of manufacturing multinational companies in Kenya. Iravo, Namusonge and Karanja (2011) assessed the role of conflict management in organizational performance in Kenya. Uzel, Namusonge and Obwogi (2014) investigated the effect of strategic management drivers on performance of the hotel industry at the Kenya's Coast. Strategic Planning practices is key to strategic management practices hence research on strategic planning practices on service delivery in state parastatals has not been carried out at a wider perspective on Service Delivery as an individual variable. Most of the studies among them by Iravo, Namusonge and Karanja (2014) generalized on drivers that cause effects on Service Delivery. It is against this backdrop that this study took on an

individual strategic planning variable on Service Delivery which is a regressing variable in NTSA.

Research Objective

The objective of this study was to examine the effect of strategic planning practice on service delivery in the National Transport and Safety Authority.

The research was guided by the following hypothesis

- H₀: There is no significant effect of the practice of strategic planning on service delivery in the National Transport and Safety Authority.

LITERATURE REVIEW

The Systems Theory

This theory was first proposed by Dostal (2005) in explaining the organization as a system of subsystems interlinked. In this study, organization is viewed as a system comprising interconnected and mutually dependent sub-systems. These sub-systems can have their own sub-sub-systems. Daft and Armstrong (2009) were building on earlier studies by Dostal (2015) that perceived a system as composed of some components, functions and processes. This school of thought can be traced from Bakke's (2013) studies which viewed an organization as a system consisting of the following three basic elements: components, linking processes and organizational goals. As applied in some organizations today, especially those involved in manufacturing, proponents of system theory such as Baron and Byrne (2014) view the organization as a society or a social family with various sub-components within the whole.

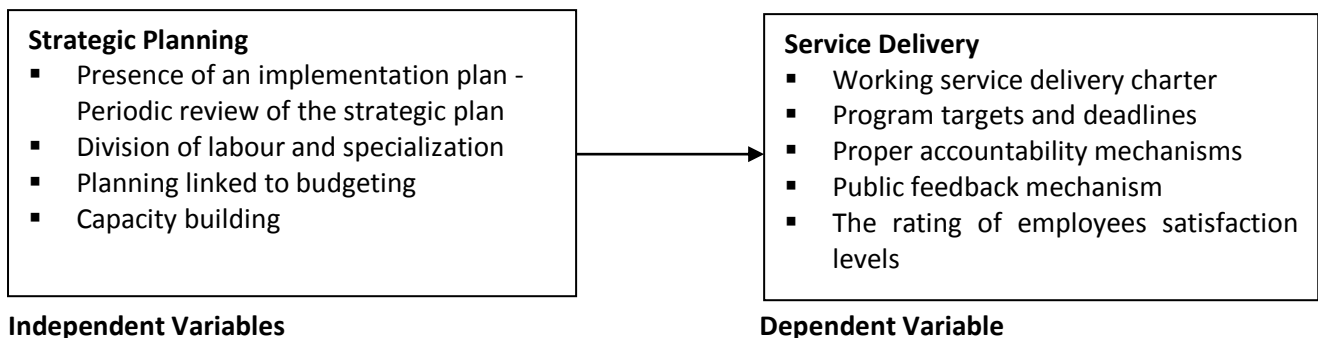
Barzilai (2011) suggests that the systems approach views an organization to be in a state of equilibrium only if all its components are stable and perfectly interlinked to achieve organizational goals. For instance, if a member in a system, say, an employee, is dissatisfied, such an individual can negatively influence overall organizational performance. Thus, for an organization to achieve set objectives, the employees ought to believe in

the performance of the organization in which they are a part of. Management therefore needs to involve employees in management and appreciate the influence they have towards organizational performance in all decision making processes (Ryan, 2009).

In addition, for organizations to achieve the intended goals there has to be work-able inter-linkages between functions, that is, departments in the organizations (Daft and Armstrong, 2009). In this case, the organization is the system while the departments are the sub-systems. The overall organizational performance is therefore a factor of the extent to which the horizontal logistics coordination is effective in the organization (Barzilai, 2011). For results to be achieved in an organizational system, Cummings and Worley (2008) suggest that processes therefore need to have a central coordination unit, usually the Chief Executive Officer (CEO) in a profit making organization or a Principal Secretary (in the case of Government Ministries in Kenya) or a chief officer in county governments. Similarly, each sub-system, that is, a department, also needs to have a central

coordination unit which is the nucleus upon which all elements in that sub-system revolves. The departmental head allocates duties commensurate to designated power and delegated authority from which performance is measured. Ryan (2009) argues that the systems approach was developed to enhance performance by allocating specific duties to every individual in the organization. This theory anchors the variable of strategic leadership and challenges of implementing strategic management practices arguing that the main challenges of non-implementation of strategy is due to lack of coordination between the planning team and the implementers. This is much occasioned the organizational leaders who poorly communicate planned strategy to the technical team for effective implementation. Due to poor link between planning and budgeting, rarely due organizations achieve the intended objectives of planning.

NTSA being a vital parastatal needs utmost cooperation between the leadership for effective service delivery. Poor understanding of mandates can easily result in poor performance.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework (Source; Author)

METHODOLOGY

The researcher employed descriptive survey and correlation research designs. This design was suitable for the study because the study involved description of the influence of strategic planning practices. Target population encompassed all departments and staff in the NTSA. The study targeted 110 respondents from each of the 4 departments under study. These departments included Human Resource, IT, Finance and

Licensing. The sampling frame of this study comprised of NTSA staff. The current study derived its sample population from the Kakamega County revenue collection and management staff and revenue remitters. The study employed systematic random sampling technique. To determine the sample size, the study used Yamane’s formula below. Out of the 200 targeted staff, the sample size was approximately 110.

The study used questionnaire to collect data. The questionnaire was used to collect primary data from the sample population. The collected data was thoroughly examined and checked for errors and tabulated accordingly. The study used descriptive statistics to analyze the data to establish patterns, trends and relationships. Data was presented in frequency tables.

FINDINGS AND DISCUSSIONS

The study involved 110 questionnaires being dispatched for data collection, 95 questionnaires were returned completely filled representing a response rate of 86.4% which was good for generalizability and 13.6 % were not returned. This surpassed Mugenda and Mugenda (2008) of greater than 70% and Babbie (2004) of greater than 60% return rate. Fairly good response rate was achieved due to adoption of drop and pick method in the administering of questionnaires. The researcher also assured the respondents of their anonymity and confidentiality of the data collected.

Descriptive statistics: Strategic Planning Practices on Service Delivery in NTSA

These are summarized responses on whether strategic planning practices influence service delivery in state corporations; a case of NTSA. Most respondents agreed (44.2%) that there exist well formulated strategic plans while 15.5% disagreed to the statement, implying that there are employees who have not well recognized the existence of strategic plans. More closely, only 35.1% agreed while 22.1% of respondents were uncertain that strategic plans are reviewed often. Further, while 48.1% of respondents agreed that the organization

has the structure of division of labour and specialization which is key to proper service delivery. 13.0% disagreed revealing existence of specialization and division of labor; hence they did not recognize specialization as important to the system. More so 50.6% of respondents agreed that the planning of the activities is linked to the budget. 42.9% of respondents agreed that there exist building capacity in NTSA; hence such response reflects the importance of planning activities to service delivery.

Lastly, most respondents agreed (49.3%) and strongly agreed (16.9%) that generally, all the activities are in the strategic plan. This higher response reflects how the strategic plan is relevant to service delivery. Strategic planning is a process not done as a once off activity but as a continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time (Barry, 2015). This ensures that employees and other stakeholders are working towards common goals that have established agreement around intended outcomes or results, assess and adjust the organizations direction in response to actions that shape and guide what an organization serves, what it does and why it does it, while focusing on the future (BSSI,2014).

Inferential Statistics

Linear influence of Strategic Planning Practices on Service Delivery

This tested the direct influence of strategic planning practice on service delivery of NTSA. The results were shown table 1.

Table 1: Direct linear influence of Strategic Planning Practices on Service Delivery

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Sig. F Change
						F Change	df1	df2		
1	.825 ^a	.679	.676	.69397	.680	159.562	1	75		.000

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.844	1	76.844	159.562	.000 ^a
	Residual	36.120	75	.482		
	Total	112.964	76			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.679	.232		2.945	.004
	Strategic Planning Practice	.917	.073	.825	12.632	.000

a. Dependent Variable: Service Delivery

From table 1, the model summary showed that $R^2 = 0.679$; implying that 67.9% variations in the service delivery of NTSA was explained by strategic planning practices while other factors not in the study model accounted for 32.1% of variation in service delivery of NTSA. Further, coefficient analysis showed that strategic planning practices has positive significant influence on service delivery of NTSA ($\beta = 0.917(0.073)$; at $p < .01$). This implied that a single improvement in effective strategic planning practices would lead to 0.917 unit increase in the Service Delivery of NTSA. Therefore, the linear regression equation is;

$$(i) y = 0.679 + 0.917X_1$$

Where;

y = Service Delivery

X_1 = Strategic Planning Practices

Multiple regression analysis

Multiple regression analysis was computed to assess the multivariate influence of the study's independent variable (Strategic Planning Practices) on the dependent variable (Service Delivery in NTSA). This was after the compulsory assumptions of multiple regression analyses were checked and met. The multiple regression results are shown in table 2.

Table 2: Multiple regression results

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.851 ^a	.724	.708	.65825	.724	47.177	4	72	.000

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.767	4	20.442	47.177	.000 ^a
	Residual	31.197	72	.433		
	Total	112.964	76			

a. Predictors: (Constant), Strategic Planning Practices

b. Dependent Variable: Service Delivery

Multiple regression analysis showed the multiple regression results of the combined influence of the study's independent variables (Strategic Planning Practices). The model's R squared (R^2) is 0.724 which shows that the study explains 72.4% of variation in the Service Delivery, while other factors not in the conceptualized study model accounts for 27.6 %, hence, it is a good study model.

Furthermore, Analysis of Variance (ANOVA) showed the mean squares and F statistics significant ($F = 47.177$; significant at $p < .001$), thus confirming the fitness of the model and also implies that the study's independent variable (Strategic Planning Practices) have significant variation in the contributions to service delivery in NTSA.

Finally, the values of un-standardized regression coefficients with standard errors in parenthesis in table 3 indicated that the study's independent variable (Strategic Planning Practices; $\beta = 0.613$ (0.151) at $p < 0.05$, significantly influenced service delivery (dependent variable).

In this regard, the study's final multiple regression equation is;

$$(v) y = 0.610 + 0.613X_1$$

Where;

y = Service Delivery

X_1 = Strategic Planning Practices

Table 3: Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.610	.151		4.035	.000
Strategic Planning Practices	.613	.151	.550	4.070	.000

a. Dependent Variable: Service Delivery

Testing of study hypothesis

Hypothesis one (H_0) stated that strategic planning practices does not significantly influence Service Delivery in NTSA. Multiple regression results indicate that Strategic Planning Practices significantly influence Service Delivery in NTSA ($\beta = .613$ (0.151) at $p < 0.05$). Hypothesis one was therefore rejected. The results indicated that that a single improvement in effective Strategic Planning will lead to 0.613 unit increase in the Service Delivery in NTSA.

Strategic planning is a process not done as a once off activity but as a continuous process. It helps stakeholders in an organization or a project determine what they intend to accomplish in a specified period of time (Barry, 2015). This ensures that employees and other stakeholders are working towards common goals that have established agreement around intended outcomes or results, assess and adjust the organizations direction in

response to actions that shape and guide what an organization serves, what it does and why it does it, while focusing on the future (BSSI,2014). Strategic planning thus enhances target attainment and thus service delivery, for example, UN Agencies (UNA) drives focus through its engagement acceptance process which is also a central component of the organization risk management system. The process ensures that the organization only accepts projects that emphasize their strategic plan. Specifically, this assessment checks that new projects offer effective contributions to national capacity development and incorporate the three dimensions of sustainability, which are; sustainable project management, sustainable infrastructure and sustainable procurement. A case in point is where they ensure that all projects are screened and approved using minimum sustainability standards with higher sustainability targets negotiated wherever possible.

CONCLUSIONS AND RECOMMENDATIONS

The general objective of the study was to examine influence of Strategic Management Practices on Service Delivery in NTSA. The study tested a total of four research hypotheses; H₀: Strategic planning practices does not significantly influence Service Delivery in NTSA. However, the results of the findings rejected the hypothesis the way it was purported at initial stage of the study. Strategic Planning practices had significant influence on Service delivery.

The study's conclusion was that all the independent variables of the study influenced the dependent variable, hence; the study concluded that the management of NTSA should embrace strategic planning Practices since it has significant effect on service delivery.

The study's recommendations were that since all the independent variable of the study influenced the dependent variable, NTSA should embrace Strategic Planning Practices so that Service Delivery can be enhanced.

Areas for further research

This study recommended for further study on variables applied in this research work to be used in other economic areas or firms. NTSA is a service firm, manufacturing firms especially private sector should apply these variables to find out the relationship that could appear in organizations for proper conclusions to be made while considering the comparison among the firms.

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