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**INFLUENCE OF STRATEGIC PLANNING ON EMPLOYEES' PERFORMANCE IN BUNGOMA COUNTY LAW COURTS, KENYA**

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**Abstract**

Strategic planning currently is important in any organization structure as it boost the employees' performance in various aspects. This study assessed the influence of strategic planning on employee's performance in Bungoma county law courts, Kenya. The specific objectives of the study were: to determine the influence of operational planning and transformational planning on employee performance in Bungoma County law courts, Kenya. The study was hinged on the Balance Scorecard and Synoptic Theory of Strategic Planning. The study utilized a descriptive research design. A sample size of 114 respondents was determined from a target population of 161 people using Yamane formulae. Questionnaires were used in collecting data. The study employed both descriptive and inferential statistics in analysis. Results established that operational planning and transformational planning, had statistically significant a positive relationship with employees' performance. The study recommends more pursuit of strategic planning to enhance employees' performance. Given the high importance placed on strategic planning, it is recommended that law court management continue to strengthen this practice. They should ensure all levels of the organization are aligned with the strategic goals and that the vision is clearly communicated and understood by all employees.

**Keywords:** *Strategic Planning, Operational Planning, Transformational Planning, Employee Performance*

**INTRODUCTION**

Strategic planning is perceived to be associated with better performance it has been embraced across the continents for its effectiveness' to various organizations. Strategic planning in China has made notable economic and social achievements in the last 40 years, China moved from human development in 1990 to high reflecting broad-based improvement in income, health and education. China embrace work system that promoted high productivity in the organization as well as superiors coerce employees to work with an aim of betterment to organization, China is apace rising country among the powerful countries worldwide the China government administration is an example to emulate on, in 1980s the Chinese government enforced on complexness and polished the management system for performance to mate in the organization expectation, (UNESCO, 2011).

Managers evaluate the performance of the subordinates provided in the structure by use of formal structure systems, the managers evaluation are typically related against a set of formal performance standards where they do rely on records, objectives measure, and their own memory of perception, the Chinese managers contingency planning on strategic management and performance evaluation for better results, and then act upon those evaluations. Chinese managers tend to contingency planning mostly in internal standards than other managers worldwide during their evaluation (Eaterby-smith, malina, & Cropanzano, 2012).

South Africa based on the relationship on key operation management and staff participation, likewise operation management determine whether to increase employee participation, operational management is a critical instrument used for better carrying into action in organization, also it ensures that production takes place, key performance indicators help to measure accomplishment required, to develop skills and competence in employees, strategic planning in South African employ the use of employee performance metrics, Is a model that better performance of the company by transforming organizational targets into specific individual goals, the insurance enables the director and the staff to agree on objectives (Aboramadan & Borgonovi, 2016).

Strategic planning in Kenya has enable organization to venture into planning that has improved performance (Yosandi, 2017). Strategic planning has faced out the outcry of poor service delivery, strategic planning forms a framework for management to formulate visions, missions and objectives that provide directions on how the organization can achieve its goals, most organization use strategic planning to set their targets, ways of achieving its main goals by monitoring, evaluating, and measuring the organization progress, the Kenyan constitutions envision 2030 on strategic planning on resources such as human resources, government policies, and well-wishers, strategic planning in Kenya analyses challenges facing various organizational performance and how to solve them, the challenges include: lack of monitoring, poor leadership, unclear organizational structure, poor communication and evaluation. The strategic planning engages the employees in the strategy implementation, policies, regulations and rules. The organizations strategic planning has to highlight on integrity aspect and motivate staff in that case and also it prioritizes on improved communication channels, the plan recommends that the management should employ competent and qualified individuals at the right position (Ahearne, Lam & Kraus, 2014).

Strategic planning should imply employees to plan goals, enable employees and managers answerable to activities done to permit employees to be innovative and enable heighten procedures and productiveness for firms, the managerial department update the employees about the organization future directions, for instance; strategic planning in Kenya on commercial bank limited concerning employee performance and productivity the management findings shows banks has mechanisms of making its employees happy, correct equipment's and corporeal are given, compensation and promotion awarded on merits as workers work to their level best within their power, determination indicates impressive training programs enhance the cognition, attainment and the employee position which contribute to employees performance and productivity of the organization (Onyekwelu, 2020).

The process of strategic planning was essential for moving an organization towards the achievement of its objectives, which includes fulfilling its mission and realizing its vision. It represented the practical realization of strategic intentions (MacLennan, 2019). While crafting an innovative and distinctive strategy was often seen as critical to a firm's success, the effectiveness of implementing such a strategy was equally important. The high rate of failure in strategic

planning suggested a need for greater emphasis on this phase by executives. Challenges in strategy execution were multi-dimensional and can be attributed to various factors, such as leadership styles, the availability and accuracy of information, levels of uncertainty, the organizational structure, culture, human resources, and technological capabilities. Despite a general agreement on the influence of these factors, their specific impacts and the extent to which they affected strategic planning differ significantly (Rajasekar, 2018).

### **Statement of the Problem**

Strategic planning is an on-going process which is in existence throughout the life of organization, Strategic planning plays a major role in organization success, employees participating in the process of the strategic planning is an important aspect for better performance and production (Adeleke et al., 2018). Employees perceptions over implementation of strategy formulated are very significant for the operation of the organization, if their concern is not taken care of, the strategic plan will fail and affect the organization performance, strategic planning has the ability of fostering changes and equally provide a setting where changes happens, formulation of strategy should be efficient and effective for the employees to enable them achieve the organization goal, if the goals and objectives stated in the strategic plan does not have an impact, Strategic planning should include leadership skills, employee engagement, availability of adequate resources, preparing budgets, workforce motivation and financial resources, the availability of those aspects provide quality delivery of service across the organization (Gotcheva et al., 2013).

Strategic planning on introduction of technology in Judiciary through the case tracking system (CTS) and judiciary financial management and information system (JFMIS) has embraced e-online services such as, e-payments, e-filing and assessment of court fees. The indicators enhance access to justice through responsiveness of the judiciary to the needs of justice seekers in Kenya, the availability of the system has promoted cashless payment in the justice system, the case tracking system is an efficient and effective way of service delivery in law courts the system is used across the country in judiciary sector, the case tracking system comprises of various sections include registration of cases, e-filing, search case, diary, reports, daily court returns (DCRT), and e-payment section. The case tracking system monitor and manage the caseloads and caseworks of the respective employees for easy access for users concerning the status of the cases. The strategic planning has enable the judicial employees and staffs performance be measured through the introduction of performance management and measurement understanding (PMMU), The strategic planning on technology towards implementation of the case tracking system is an efficient and effective way of managing the flow of cases, the employees who are the users of the system are facing a lot of challenges with the system, the system really frustrate employees due to lack of proper orientation, network outage, lack of enough training, lack of trained personnel at the station level, and lack of employees' engagement in strategic planning of the system. Most of the employees interacted with the system the hard way, since they cannot find a solution immediately and this prompt to delay of service delivery at a certain point, despite numerous analysis the management should empower the employees with the required resources and facilitate on training for better service delivery, the analysis is therefore to find how strategic planning influence the employee performance and productivity.

### **Research Objectives**

- i. To determine the influence of operational planning on employee performance in Bungoma County law courts.

- ii. To examine the influence of transformational planning on employee performance in Bungoma County law courts.

## **LITERATURE REVIEW**

### **Empirical Review**

Operational planning in an organization involves action that lead to achievement of short term objectives for instance in a year, the reason for using operational planning is to meet the timeline as well as to organize and convey administrative and proficient appraisal to meet the target, (Villemain, 2011), operational planning is captured within an organization plan to show how organization teams and departments determine multiple ways of realizing their objective, organization makes decisions on time, employees tasks and costs of carrying out specific tasks, the plan contains information on the decisions, it is the lowest level of organization planning. Operational planning contingency planning es on turning strategic objectives into reality within a year, while tactical planning conducted in the middle level management to break down long term plans into specific actions.

Functional level of preparation is mainly realized for particular processes, dominated bottom supervisors, are entrusted with functional preparation for they know better not only recent technicalities but also day to day undertakings and process to be done (Mihanovic, 2016), functional planning should ensure that goals are measurable and attainable within the time stipulated, organizations relies on operational planning to solve specific problems while others take long time to be eliminated, (Buble 2000, 2003, 2006). Operational planning ideally deals with long terms goals to spell its vision and through that, it establishes short-term goals to enable employees meet the expectation of the organization.

Operational planning contain real information concerning tasks on usage of resources in manner that utilize them properly detail oriented and allows employees to include specific information on certain activities, provide an opportunity to use resources effectively and allocate appropriately as required to avoid waste, when management uses the right resources when needed for a certain purpose, operational planning on personal level promotes better utilization of the useable resources rightfully, on yearly basis tactical planning generates functional ideas, that enable identification of planned strategy, it's done progressively at the organizational department, (Bahtijarevic-siber & Sikavica, 2001 Certo & certo, 2006, Osmanagic-bedenik, 2002). The organization can pursue long term goals as it provides details on obligations and task for employees, roles are assigned according to their job description, operational planning allow organization to turn strategic goals into technical ones as operational planning, strategic plan and tactical plan must align to ensure that organization concentrate on the right objectives. Operational planning contains output programs according to mode of measure, same as the production sequence planning (Greasley, 2008).

According to Scholes & Johnson (1999), contingency planning and performance drives result, when a firm have strategic plan combined operational planning produces better result and performed as its actions guided. Strategic planning raises the organization competitive advantages, Johnson & Scholes (1999) strategic planning enable members of staff and management team together so that they become change agents working together for effective and bitterness of the organization, staff inclusion makes them own operational plans and committed to them. Strategic planning consists of operational planning that undertake in organization to develop strategies that might contribute to performance (Tapinos et al 2005).

Operational planning improves the performance of the organization by reducing uncertainty at the same time improves communication and control activities in the organization (Meilichi &

Marcus 2007), concept of effective and efficiency government institution must integrate for performance, (Simon, 1992), organization should meet its goal and operate with an acceptable range of resources as planned in operational planning and it's guided by the strategic plan. Mckinsey and Co (2018) describe that strategic doubt in the business environment currently is swiftly dynamic organization require updated rolling design for conducting regular strategy communication with employees, possibly monthly meeting, for a productive meeting the team to keep strategic changes that are significant in the operation of the organization and plan on constructive ideas towards determination.

### **Transformational Planning and Employee Performance**

Transformational planning it can be built up from specific goals and objectives that enable organization achieve a specific vision of what the organization should like and achieve, involve open communication and agreed objectives between all the stakeholders which employees, managers, board members and other vital interested parties, transformational planning approach used by managers to drive organization growth by reviewing employees and management performance, reviews targets on employees are doing well how they can improve and what prevents them not to achieve the goals set.

According to Peter Drucker, (1953) to achieve better results the manager should know how to delegate responsibilities, this can empower your team and awaken their own sense of responsibility, employees need to be valued and their feedback matters, equal treatment on employees make them more confident and motivated in their work, the organization benefits by achieving its goal, transformational planning stage requires continuous attempt to ask and answer the question. What should our business be? Every organization become obsolete as a result of either competition or new technology, managers should be creative and acquire management skills. According to Maxwell, (2012), transformational planning on leadership levels that is status, permission, output, people growth and elevations, the stages explain how respectful leaders can be identified and what can do to grow to the next higher level, the relationship formed between the leader and the employee is connected with the results that are being achieved, good relationship strengthen the cooperation and increase loyalty and mutual trust. Ganner (2018) suggest that checklist is very important for the managers it guide them on how to deliver the information to employee in line with the strategy operation, it's difficult to appraise goals, the organization strategic plan has to be realistic and logical, revisit and monitor the plan to ensure it remains valid, and adapt the strategy as organization conditions change.

According to World Development Report 2020, the covid 19 pandemic strengthen the importance of digitalization in accelerating Africa Unions successful shift and meeting Africa Unions vision 2063, the epidemic duration the world experience various headlines the digital platform increased economically and faced environmental changes, opportunities increased in the market sector creating direct and indirect jobs, modernizing and expanding the financial sector by considering key activity that promote digital growth, innovation across cities, opportunity chances and instructions level. Digitalization is adopted by the African young men specifically on the formal sector. Dealing with barriers between technology acceptance and creativity to promote and connect globally growth of companies strategically. According to chief Justice Maraga, (2017), on strategic Blueprint towards sustaining judiciary transformation (STJ) centered into six key areas, handling corruption in and out of the judiciary, improving access to justice, improving ICT, reducing cases backlogs, digitization, leadership and governance, the Blue print has improved judiciary service delivery of justice timely, technology introduction has enable fast tracking of cases and promoted e-payment and hearing of cases virtually, employee

performance and work load can be measured, the system indicate outcomes of work done for a certain period for an individual employee.

### **Theoretical Framework**

#### **Balance Scorecard Theory**

Balance scorecard theory developed by Robert Kaplan and David Norton (1992), the theory state that strategic management performance metrics helps the internal operation to perform to the expected manner and providing the right product to the outsiders, measures and offer solutions to organizations. Balance scorecard translate organizational strategic goals to employee productivity that are being supervised, deliberated and overturned, if need be, to make strategic goal met. The balance scorecard examines the organization in different perspective for development in terms of objectives, measures of key performance indicators (KPIs), targets, and initiatives relative to those views such as fiscal, client, stakeholder, internal operation, organizational capability, and stability. Strategic targets are the organization plan that needs to be implemented daily basis action in order to see improvements in our strategies.

#### **Synoptic Theory of Strategic Planning**

In 1979, Hudson first proposed the Synoptic Theory as a framework for strategic planning closely with the principles of the rational planning model. This theory encapsulated four fundamental stages: setting objectives, generating alternative strategies, evaluating these strategies against set goals, and implementing chosen strategies. Over time, the strategic planning process had been refined and expanded upon by scholars such as Bryson (2019) and Nutt & Backoff (1992), who emphasized the significance of interaction, dialogue, and collective learning within the planning process. This evolved approach to strategic planning encompassed a broad range of activities including mission and value clarification, future visioning, external and internal analysis, goal and objective formulation, strategic issue identification, strategy development and assessment, and action planning. The Synoptic Theory, particularly in the context of educational institutions, contingency planning ed on the content of strategic plans, as well as the processes of involvement, participation, and approach (Toft, 1989). Despite the comprehensive nature of this theory, the critical challenge it identified was the effective implementation of these strategic plans.

#### **Conceptual Framework**

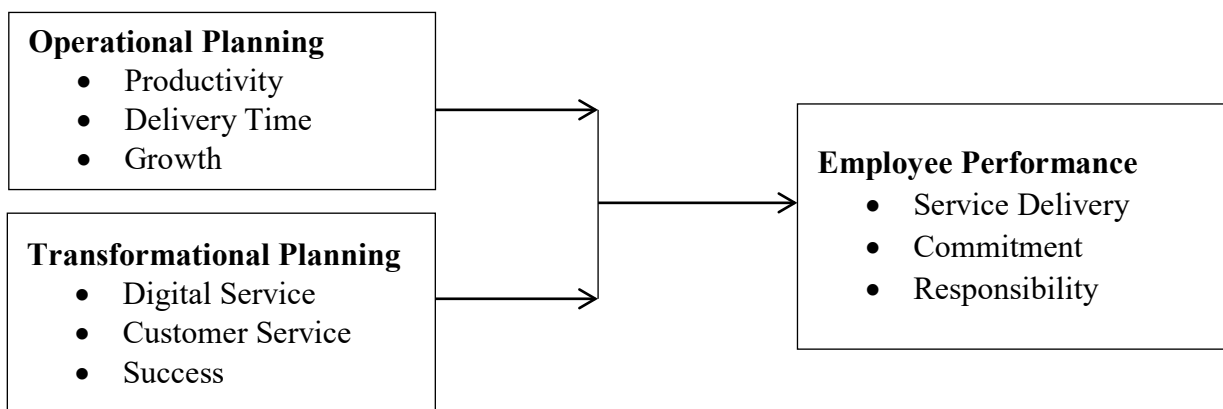


Figure 1: Conceptual Framework

Source: Researcher, (2024)

## METHODOLOGY

This study used a descriptive survey research design. Research was conducted in Bungoma County. The target population consisted of 161 employees working in the four law courts in Bungoma County, that is Bungoma, Kimilili, Webuye, and Sirisia law courts. All employees were included in the research. The sample size was 100 respondents as determined by Yamane formula of (1967). Stratified random sampling was used in the study as a method suitable for sampling the intended users, employees were sorted according to their respective denominations and then randomly selecting 5 percent of the respondents. The study used a questionnaire as the study tool. Data was analyzed with the help of SPSS (version 26) where both descriptive and inferential statistics was generated. The data was analyzed using descriptive statistics including frequencies, percent, mean, and standard deviation. Correlation and regression analysis was the most significant inferential statistics employed in explaining the strength, magnitude, direction and nature of influences disclosed (Creswell & Creswell, 2017).

## FINDINGS AND DISCUSSION

### Response Rate

The study had a sample size of 114 respondents and the researcher administered the questionnaire to all of them but he managed to get back 97 of the filled in questionnaire. This represents a response rate of 85.09 percent of the total response. The study considers the rate of 85.09 percent as very good since it was over 70 percent as stated by Saunders, et al., (2017) proposition that a response rate, which is over 70 percent, is very good.

### Descriptive Statistics for the Study Variables

#### Operational Planning and Employees' Performance

The respondents were required to indicate the extent to which they agreed with the statements on how operational planning on employees' performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 1.

**Table 1: Operational Planning**

Statements	N	Mean	Std. Dev.
That the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future	97	3.92	.919
That law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases	97	3.64	.974
That law courts management plans on employees' promotions, resignation, training 6-12 month in advance	97	3.69	.939
That law courts management collects and analyzes data on a regular basis in terms of achieving better performance	97	3.47	.983
Law courts normally conduct informal employees' assessment on a continuous basis	97	3.56	.948

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees*

*Source: Field Data, 2024*

From Table 1, respondents agreed with the statement that the law court management engage in strategic planning when they have a clear picture of where they want their organization to go in the future, this is supported by a mean of 3.92 and a standard deviation of 0.919; respondents

also concurred with the statement that law courts management periodically review employee performance; setting and monitoring a realistic case on monthly or quarterly bases (M=3.64, SD=0.974) and that law courts management plans on employees' promotions, resignation, training 6-12 month in advance (M=3.69, SD=0.939); on how law courts management collects and analyzes data on a regular basis in terms of achieving better performance, respondents were neutral on the matter (M=3.47, SD=0.983). Further, respondents agreed that Law courts normally conduct informal employees' assessment on a continuous basis (M=.3.56, SD=0.948).

These results are consistent with that of Kamaamia (2017), that organization execution is improved by all aspects of operational planning. These aspects include measures that are goal-oriented, work-oriented, employee-oriented, open cultural systems, and professional work culture. It is worth noting that Ahmed and Shafiq (2014) have discovered that distinct operational dimensions affect various parts of employee performance A study by Oduol (2015) examined the impact of corporate culture on the productivity of some regional banks with their headquarters in Kenya. In order for businesses to boost their performance, the study found that company culture had to be positive and in sync with strategy and employees' day-to-day work.

Operational planning in an organization involves action that lead to achievement of short term objectives for instance in a year, the reason for using operational planning is to meet the timeline as well as to organize and convey administrative and proficient appraisal to meet the target, (Villemain, 2011), operational planning is captured within an organization plan to show how organization teams and departments determine multiple ways of realizing their objective, organization makes decisions on time, employees tasks and costs of carrying out specific tasks, the plan contains information on the decisions, it is the lowest level of organization planning. Operational planning contingency planning es on turning strategic objectives into reality within a year, while tactical planning conducted in the middle level management to break down long term plans into specific actions.

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production sequence planning (Greasley, 2008). Operational planning program connect to the work formulation for technological task departments in an organization. well applied functional production process is determined by a detailed timetable that shows active, segments and product be realized in the model and schedule of plans, process be realized in every department, chronological finding of the operation and practice and time, operational planning operate on timely model with regards to the amount of data, organization discard at operational level (Stevenson, 2009). According to Scholes & Johnson (1999), contingency planning and performance drives result, when a firm have strategic plan combined operational planning produces better result and performed as its actions guided. Strategic planning raises the organization competitive advantages, Johnson & Scholes (1999) strategic planning enable members of staff and management team together so that they become change agents working together for effective and bitterness of the organization, staff inclusion makes them own operational plans and committed to them. Strategic planning consists of operational planning that undertake in organization to develop strategies that might contribute to performance (Tapinos et al., 2005).

### **Transformational planning and Employees Performance**

The respondents were required to indicate the extent to which they agreed with the statements on how transformational planning on employees' performance in Bungoma County law courts, Kenya. The results, which included mean and standard deviation, were analyzed, summarized, and presented in table 2.

**Table 2: Transformational planning**

<b>Statements</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
That law court leadership supports employee's workforce, development through new and better ways	97	3.94	.895
That law court leadership continuously conduct and run professional courses and development programs in the judiciary sector	97	3.98	.926
That transformational planning has Enhanced better utilization of technology tools in law courts processes	97	3.62	.937
That through transformational strategies, payment of claims of law court employees has timely improved	97	3.96	.925
That through transformational strategies, there is improved coordination and control of law courts activities	97	4.04	.956

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees*

*Source: Field Data, 2024*

From Table 2, respondents agreed with the statement that law court leadership supports employee's workforce, development through new and better ways, this is supported by a mean of 3.94 and a standard deviation of 0.895; respondents also concurred with the statement that law court leadership continuously conduct and run professional courses and development programs in the judiciary sector (M=3.98, SD=0.926) and that transformational planning has Enhanced better utilization of technology tools in law courts processes (M=3.62, SD=0.937); that through transformational strategies, payment of claims of law court employees has timely improved (M=3.96, SD=0.925). Further, respondents agreed that through transformational strategies, there is improved coordination and control of law courts activities (M= 4.04, SD=0.956).

This finding is in line with that of Drucker, (1953) as advanced by World Development Report (2020) that to achieve better results, the manager should know how to delegate responsibilities,

this can empower your team and awaken their own sense of responsibility, employees need to be valued and their feedback matters, equal treatment on employees make them more confident and motivated in their work, the organization benefits by achieving its goal, transformational planning stage requires continuous attempt to ask and answer the question. What should our business be? Every organization become obsolete as a result of either competition or new technology, managers should be creative and acquire management skills. According to Maxwell, (2012), transformational planning on leadership levels that is status, permission, output, people growth and elevations, the stages explain how respectful leaders can be identified and what can do to grow to the next higher level, the relationship formed between the leader and the employee is connected with the results that are being achieved, good relationship strengthen the cooperation and increase loyalty and mutual trust. Ganner (2018) suggest that checklist is very important for the managers it guide them on how to deliver the information to employee in line with the strategy operation, it's difficult to appraise goals, the organization strategic plan has to be realistic and logical, revisit and monitor the plan to ensure it remains valid, and adapt the strategy as organization conditions change.

According to World Development Report 2020, the covid 19 pandemic strengthen the importance of digitalization in accelerating Africa Unions successful shift and meeting Africa Unions vision 2063, the epidemic duration the world experience various headlines the digital platform increased economically and faced environmental changes, opportunities increased in the market sector creating direct and indirect jobs, modernizing and expanding the financial sector by considering key activity that promote digital growth, innovation across cities, opportunity chances and instructions level. Digitalization is adopted by the African young men specifically on the formal sector. Dealing with barriers between technology acceptance and creativity to promote and connect globally growth of companies strategically. According to chief Justice Maraga, (2017), on strategic Blueprint towards sustaining judiciary transformation (STJ) centered into six key areas, handling corruption in and out of the judiciary, improving access to justice, improving ICT, reducing cases backlogs, digitization, leadership and governance, the Blue print has improved judiciary service delivery of justice timely, technology introduction has enable fast tracking of cases and promoted e-payment and hearing of cases virtually, employee performance and work load can be measured, the system indicate outcomes of work done for a certain period for an individual employee, and According to Gartner (2018), strategic planning becomes challenging when it comes to practical in use, organization are struggling to make transformational work since out, since the resource allocated on decisions to pursue it fail to meet expectation at the end.

Technology advances on daily basis and while new technologies emerge due to upgrade of services and tools that lead to slow and uncoordinated, by taking an agile approach to this necessary transformation, Judiciary should implement relevant campaign that take full advantage of improvements in order to bring about growth and success in the technology. Performance and feedback provide both positive and negative performance irrespective of strengths and weakness and finding future solutions to the drawbacks (Jones & George 2011). According to chief justice Martha Koome (2024) vision on social transformation through access to justice (STAJ), that highlighted on service delivery, improvement of work methods, operationalization of development system and enhanced accountability. STAJ contingency planning es on increasing efficiency and effectiveness and improving speed delivery of justice at all level of working systems and individually to meet the public needs, accessibility and build confidence. Transformation promotes and inspire employee's commitment to excellence in the delivery of

service, better performance should be pursued through consistence in training, and the employer has to listen to clients' grievances and aimed at enhancing the required skills and knowledge to improve the areas of concern. Inclusive decision making, involvement of the management and staff in decision making makes the justice sector to come up with relevant discussions on initiatives agreed and adopted.

### Employees' Performance

The dependent variable in this investigation was employees' performance. The researcher pursued to establish the responses on performance of employees' performance in Bungoma County law courts was measured using five statements relating to this variable in which they were rated in a five Likert scale. Descriptive statistics, which involved mean and standard deviation, were jointly employed to summarize the responses as presented in Table 3.

**Table 3: Employees' Performance**

Statements	N	Mean	Std. Dev.
Improved service delivery within law courts contributes to enhanced employee performance	97	3.82	.909
Improved customer satisfaction within law courts contributes to enhanced employee performance	97	3.74	.881
Improved commitment within law courts contributes to enhanced employee performance	97	3.92	.971
Advancement of technology within law courts contributes to enhanced employee performance	97	3.83	.980
Improved reward management within law courts contributes to enhanced employee performance	97	3.86	.901

*Key: Means; 0 – 1.5 = SD, 1.6 – 3.0 = D, 3.1 – 4.0 = A, Above 4.1 SA: SD = Strongly Disagrees, D = Disagrees, N = Not sure, A = Agrees, SA = Strongly Agrees*

*Source: Field Data, 2024*

The findings in Table 3 show that the respondents agreed with the statement that improved service delivery within law courts contributes to enhanced employee performance, this is supported by a mean of 3.82 and a standard deviation of 0.909; respondents also concurred with the statement that improved customer satisfaction within law courts contributes to enhanced employee performance (M=3.74, SD=0.881) and that improved commitment within law courts contributes to enhanced employee performance (M=3.92, SD=0.971); that advancement of technology within law courts contributes to enhanced employee performance (M=3.83, SD=0.980). Further, respondents agreed that improved reward management within law courts contributes to enhanced employee performance (M= 3.86, SD=0.901).

This finding is in line with Coghlan, (2019) that helped in looking back at the past, trying out theories, gathering information about the present, and looking ahead to the future environment in which the organization would operate. For a strategic plan to be effective, a company must take a long-term view of its activities and the external environment in which those operations take place. It also included measurable, attainable goals that could be tracked and evaluated. This allowed the company to zero in on the most critical issues and challenges it was facing (Coghlan, 2019). To ensure that all employees were working toward the same goals and that the organization was always adapting to the changing environment, strategic plans were frequently utilized as a management tool (Grant, 2021). The goal was for strategic planning to improve operational efficiency throughout the company. However, Mintzberg (1988) argued that formal strategic planning is flawed due to three fallacies: the fallacy of prediction due to the future's

unknown, unpredictable, and uncertainty; the fallacy of detachment due to the inability to separate the formulation from the implementation of the strategy; and the fallacy of formalization due to the suppression of flexibility, spontaneity, intuition, and learning.

### Inferential Statistics

#### Correlation Analysis

In order to analyze relationship between the strategic planning and employees' performance in Bungoma County law courts, the researcher used Pearson's correlation analysis. Correlation analysis of the independent variables was determined to express their association with the dependent variable (employees' performance) that is to infer features of populations grounded on samples (Johnson & Christensen, 2014). The Pearson's correlation analysis helps to determine the relationship among variables.

The aim of this research was to analyze the influence of strategic planning (operational planning and transformational planning) on employees' performance in Bungoma County law courts. The independent variables were correlated with the dependent variable of the study (employees' performance in Bungoma County law courts) and results shown in Table 4.

**Table 4: Correlation Results**

		Employees' Performance
<b>Operational Planning</b>	Pearson Correlation	.741*
	Sig. (2-tailed)	.000
	N	97
<b>Transformational Planning</b>	Pearson Correlation	.723*
	Sig. (2-tailed)	.000
	N	97

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Source:** Field Data, 2024

The correlation analysis results exposed that operational planning was positive and significant relationship with employees' performance in Bungoma County law courts ( $r = .741, p < .05$ ). There was strong positive correlation ( $r = .723, p < .05$ ) between transformational planning and employees' performance in Bungoma County law courts. The examination therefore confirmed that for the performance of law courts to be appreciated, the two strategic planning deliberated should be embraced. The indicators of strategic planning (operational planning, transformational planning) were correlated amongst themselves. This meant that they were all moving in the same direction. These results corroborate the findings of Azahari, Mustafa, and Yusoff, (2017) who highlighted the centrality of leadership in boosting productivity. Similar to how Jaleha and Machuki (2018) suggested, successful firms in the complex and ever-evolving 21st century environment need strong strategic leadership.

These results are also consistent with the viewpoint offered by Vudzijena (2017), who argued that strategic planning is crucial for recognizing risks to an organization and its influence on organizational outcomes. Similarly, Marzouk and Jin (2022) showed that operational planning is essential for improving business results. Chege and Wang (2020); Walker, and Monster (2019) draw a similar conclusion, arguing that strategic planning process is critical to the effectiveness of the strategic plan's execution. Similarly, Mambwe et al.'s (2020) research on building projects in Zambia's Lusaka District found that increased participation from local stakeholders significantly improved project outcomes. Odhiambo and Njuguna (2021) found a favorable correlation between strategy design and the effectiveness of health NGOs, therefore these results

make sense. Strategic formulation techniques have a favorable impact on National Hospital Insurance Fund performance, as shown by (Karimi & Kavindah, 2021).

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusions**

From the analysis, it has been observed that strategic planning influence employees' performance in Bungoma County law courts. The correlation study results indicated that there was a statistically significant relationship between operational planning and employees' performance in Bungoma County law courts. The study shows that if law courts engage in these activities with a relatively high frequency, these practices would help in setting clear organizational directions, monitoring performance, and planning for personnel changes, hence improved employee performance.

The study results indicated that transformational planning had statistical and significant influence on employees' performance in Bungoma County law courts. The study concluded that transformational planning (introduction of new and better ways to enhance the workforce, continuous commitment to professional growth, timely payment of claims for law court employees and improved coordination and control of law court activities) had significant influence on employees' performance in Bungoma County law courts.

### **Recommendations**

Given the high importance placed on strategic planning, it is recommended that law court management continue to strengthen this practice. They should ensure all levels of the organization are aligned with the strategic goals and that the vision is clearly communicated and understood by all employees. To address the variability in performance reviews, management should consider implementing a more structured and consistent review process. To improve the effectiveness of planning for employee promotions, resignations, and training, law courts management could benefit from developing a more detailed and transparent roadmap. To enhance the collection and analysis of performance-related data, management should invest in robust data management systems and analytics tools. Regular training on data interpretation and its application in decision-making could also help in making more informed and strategic decisions. While informal assessments are valuable, formalizing these assessments can bring greater consistency and objectivity. Management should consider developing formal assessment criteria and processes, while still maintaining the flexibility to conduct informal check-ins as needed.

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