International Research Journal Of Business and Strategic Management

Vol 2, Issue 3, pp 699-712, October 25, 2021, © International Research Journal Publishers, ISSN 2710-2742 (online) www.irjp.org

EFFECT OF STRATEGIC PLANNING ELEMENTS ON PERFORMANCE OF CIVIL REGISTRATION DEPARTMENT IN NAIROBI, KENYA

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Accepted, October 25, 2021

ABSTRACT

Strategic planning and management was introduced in the public sector more than three decades ago and has become a core component in most of public management reforms. Although strategy has been widely adopted in the public sector, the knowledge base regarding its practices and its impacts remains documented theory in Kenya. The variables under study were resource allocation, infrastructure development 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 table, charts, graphs, percentages as well as frequencies. The study found that financial resources helps an organization to remain a relevant factor in the organizations performance. The study found that organizations have optimal level of advancing to new technology which maintain 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. Hence the study recommends that there is 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 recommends that there is need for the government to enhance their Performance and delivery.

Key Words: ***Strategic Planning Elements, Resource Allocation, Infrastructure and Performance***

Introduction

Strategic planning is a process of defining an organization's strategy or directions, and making decisions on allocating its resources to pursue this strategy, it is also extended to control mechanisms for guiding the implementation of the strategy (Nickols, 2016). Strategic planning is a way and approach to the work of public organization which has been successfully applied in a private sector for a long time. In this way, public organizations can make timely decisions, with an aim to manage limited resources in a more rational manner, to increase and improve service delivery and achieve a greater satisfaction of citizens and business entities. Public organizations serve social interest, it provides public services with an aim to meet the interest and need of citizens and business entities (Salkic, 2014). Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it acts as it does (Fox & Miller (2004). Strategic planning includes the following components: setting of a vision for the organization; scanning the external environment; assessing internal capabilities and establishing goals, performance measure, and implementation plans (Sarason & Tegarden 2003). Strategic plan is concerned with the setting of long term organizational goals, the development and implementation of plans to achieve the goals and the allocation or diversion of resources necessary for realizing these goals (Stonehouse & pemberton 2002). In southern Europe, a study conducted by Salkic (2013) on impact of strategic planning on management of public organizations indicates that the use of strategic planning in public organization enables more rational, efficient and effective management of organizational resources. It is evidenced by 52.2% that development of institutional plan, existence of strategic framework and strategic planning development optimization team significantly affect whether an organization manager makes decisions on the basis of an objective assessment.

Olanipekun, Abioro, Akanim Arulogun and Rabiu (2015) examined the impact of strategic management on competitive advantage and organisational performance in Nigerian Bottling Company, the study 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.In Uganda, a study conducted on the effects of strategic planning on the performance and operations of the Agricultural Development Bank (ADB) revealed that ADB as corporate body has a clear strategic plan which is articulated to all of its employees at various levels and departments within the bank. The variables under study were; mission, planning structure, people, systems, result quality, leadership and relationship (Poku, 2012). Owolabi and Makinde (2012) on their findings on employees of Babcock University revealed that there was significant positive correlation between strategic planning and corporate performance. The study concluded that strategic planning is beneficial to organizations in achieving the set goal and recommended that universities and other corporate organizations should engage in strategic planning in order to enhance corporate performance.

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.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.

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 behaviours 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 its "Big four Agenda". This study therefore intends to establish 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.

Objectives of the Study

- 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

Literature Review

Theoretical 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.

Capabilities must be defined apart from resources. A capability is joint resources to produce any work or activity (Grant, 1991). Grant established a hierarchy of resources and capabilities. Resources (first level) are combined to create capabilities (second level) which are the basis for a competitive advantage (third level).Cherop (2012) argues that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources will include the human resources, training, remuneration, finances and many others. Resources have to be available for strategy implementation. A study conducted in Pakistan by Abdulwahid, Mohamad, Sehar, Arshad and Iflekhar, (2013) on "why do Public Sector Organization fail in implementing of strategic plans indicated that resource limitations comprising of budget, technology, tools and Human Resource (HR) inadequacy were the biggest impediments to strategic plan implementation.

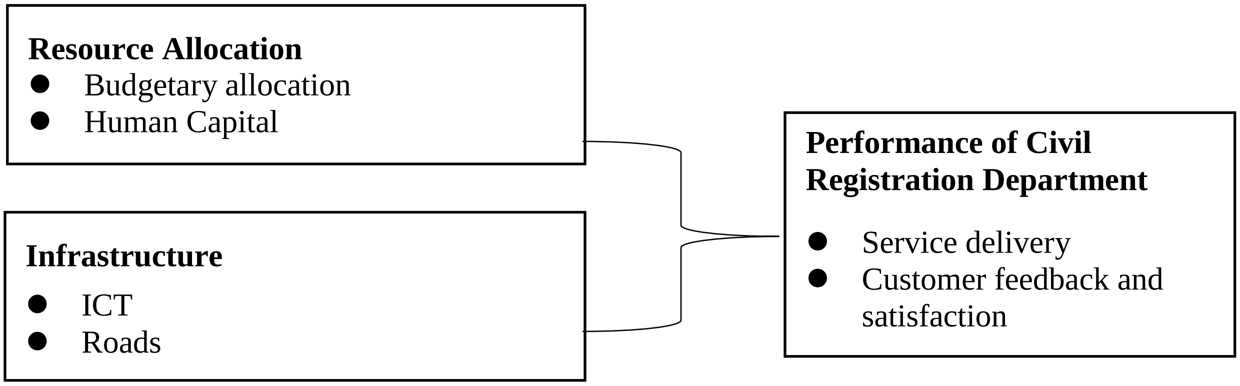
This theory can be linked to an independent variable of the study which is resource allocation. This study argues that resource allocation has significant effect on performance of Civil Registration Department in Nairobi, Kenya. It can also be linked to Employee development an independent variable. The theory supports the study that 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.

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 treated to be crucial and bidirectional between the employee and the employer. It 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, Employee participation.

Human capital theory argues that workers with higher skill levels receive higher compensation because they are more productive. Employee development may require workers with more general skills to perform more complex tasks, which might result in more rigorous selection and hiring criteria and increase the demand for wages of more educated workers. New practices may also require more firm-specific skills which request training of employees to acquire the skills and this would demand for wages increase

Conceptual Framework



Resource Allocation

Resource allocation is a plan for using available resources, for example, human resource, especially in the near term, to achieve goals for the future. It is the process of allocating scarce resource among the various projects on business units. Human resources are the people who make up the workforce of an organization, business sector or economy. There may be contingency mechanisms such as a priority ranking of items excluded from the plan, showing which items to fund if more resources should become available and a priority ranking of some items included in the plan, showing which items should be sacrificed if total funding must be reduced.

Human capital is a measure of the skills, education capacity and attribute of labour which influence their productive capacity and earning potential. Human capital is seen as group or individual dispositions of a person in the form of source of knowledge and skills that reflect education and experience of the individual person. Ideally, the labour market uses those who can be sufficiently adaptable to the varied conditions so that a potential employer is attracted to the person; the better human capital of the employee, the higher appreciation of the investment for the employer.

According to Kuchari (2007), 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 result is, according to the same author, benefits to individuals in the form of better position on the labour market and higher economic potential from the point of view of the company due to higher productivity of more demanding work.In terms of organizational reform, under Human Capital Theory the basis for nation-State structural policy frameworks is the enhancement of labor flexibility through regulatory reform in the labor market, as well as raising skill levels by additional investment in education, training, and employment schemes, and immigration focused on attracting high-quality human capital.

Infrastructure Development

The term infrastructure will be defined to include four key sectors irrespective of their classification. These include transport, Information Communication Technology (ICT), Water and Sewerage and Energy infrastructure. The lack of infrastructure in many developing countries represents one of the most significant limitations to economic growth and achievement of Millennium Development Goals (MDG). Infrastructure investment and maintenance can be very expensive, especially in such areas as landlocked, rural and sparsely populated countries in

Africa (Kingombe, 2011).It has been argued that infrastructure investment contributed to more than half of Africa's improved growth performance between 1990 and 2005 and increased investment is necessary to maintain growth and tackle poverty. The returns to investment in infrastructure are very significant, with an average 30% - 40% return for telecommunication (ICT), investment over 40 % for electricity generation and 80% for roads (Kingombe, 2011).

Empirical Review

Resource Allocation

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.

Infrastructure Development

A study conducted in Nigeria by Olanipekun, Abioro, Akanni, Arulogun and Rabiu (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.

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.

Research Methodology

Kothari (2014) defines research design as the arrangement of conditions for data collection and analysis of data in a manner that aim to combine relevance to research purpose with economy in research procedure. Lavrakas (2015) also explains research design as the overall plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process. The study adopted descriptive survey design. According to Mugenda and Mugenda (2013) descriptive research design is a scientific method that involves observation and description of behaviour of a subject without influencing it in any way.

Research Findings and Discussions

Response rate

The study targeted a sample size of 120 respondents from which five sections of the registration department who filled in and returned the questionnaires making a response rate of 100 %. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (2008), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered excellent.

Descriptive Analysis of the Variables of the Study

Effect of resource allocation on performance of civil registration department in Kenya

On the respondents' level of agreement on statements related to the effect of resource allocation on performance of civil registration department 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 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	20	8	12	70	**4.12**	**0.94**
The firms budget always focuses	1	9	25	45	40	**4.41**	**1.21**

on the departments service delivery expansion as compared to investors returns							
The organization has got the skills and manpower that is necessary for the firms long-term growth	3	5	50	12	60	**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**

Effect of infrastructural development on performance of civil registration department in Kenya

On the respondents' level of agreement on statements related to effect of infrastructural development on the performance of the civil registration department in Kenya, 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 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	0	10	10	20	82	**4.59**	**1.34**

accessible to all the stakeholders.							
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**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (Resource allocation, Infrastructure,) and the dependent variable (the Performance of civil registration department in Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 3: Correlation Coefficients

		Firms Performance	**Resource allocation**	**Infrastructure**
Firms Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	120		
Resource allocation	Pearson Correlation	.849**	1	
	Sig. (2-tailed)	.002		
	N	120	120	
Infrastructure	Pearson Correlation	.857**	.289	1
	Sig. (2-tailed)	.001	.061	
	N	120	120	120

Regression Analysis

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888	.789	.773	.00512

a. Predictors: (Constant), Resource allocation)

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 R squared was 0.789 an indication that there was variation of 78.9% on organization performance due to changes in resource allocation and infrastructural development. This shows that 78.9% changes on organizational performance could be explained 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 5 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Residual	0.814	2	0.407	4.788	.002[b]
	Regression	9.945	117	0.085		
	Total	10.759	119			

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.002 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 0.05. The F-calculated value was greater than the F critical value (3.07<4.788). Therefore, the model can be used to predict the influence of resource allocation and infrastructural development, on the performance of Civil Registration Department.

Table 6. Beta Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
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

The results on table above reveal that the department's 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 department's 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 reveal 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 department's Performance. The study findings were in agreement with the findings of Kingombe, (2011) who revealed that 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.

Conclusions

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 department's Resource Allocation had positive significant effect on the Department's Performance. From the finding the study revealed that department's Resource Allocation positively affect the Performance of Civil Registration Department in Kenya.

The finding of the study on regression results revealed that Infrastructural development had a significant effect. Real time communication, ease of accessing information and forward looking technology has made communication easy for businesses in many organization. The study agrees with that of (Kingombe, 2011) which states that the returns to investment in infrastructure are very significant, with an average of 30% - 40% return for telecommunication (ICT), investment over 40 % for electricity generation and 80% for roads

Recommendations

The study recommends that there is need for the government to factor increase on budgetary allocation to civil department, study found that department's both budgetary allocation and human capital affect its 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

Acknowledgement

First and foremost, I would like to express my gratitude to the Almighty God for giving me the health and strength during my studies. I would like to express my gratitude to the Department of Commerce and Economics Studies of Jomo Kenyatta university of Agriculture and Technology for their continued support and moral guidance during this period as a whole for the services they have rendered to me. I would like sincerely to acknowledge with a lot of profound gratitude my supervisor, Dr. Allan Kihara Ph.D. for the views, guidance, and positive critiques during this period of project writing. Lastly, I appreciate all those who gave me financial and moral support throughout my studies.

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