

**STRATEGIC PLANNING PRACTICES AND PERFORMANCE ORGANISATIONS.**

**A CASE OF THE KENYA COMMERCIAL BANK, KENCOM HOUSE.**

**AGNES MAINA**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND  
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AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP  
OF MANAGEMENT UNIVERSITY OF AFRICA**

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**DECLARATION**

This research project is my original work and has not been presented for a degree in any other University

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This research project has been submitted for examination with my approval as University Supervisor

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## **DEDICATION**

I would like to take this opportunity to humbly dedicate this research work to my Heavenly Father for His sufficient grace and guidance throughout this journey. I also dedicate it to my immediate family, whose unwavering moral support has been a pillar of strength during the course of my studies.

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## ABSTRACT

Kenya Commercial Bank is experiencing significant challenges in terms of successfully allocating resources, effectively implementing strategies, and effectively aligning strategic goals with organizational objectives. These challenges have led to significant negative outcomes, including reduced revenue, shrinking market share, and a rise in non-performing loans. The misalignment of strategies and poor implementation methods have also adversely affected employee morale and customer satisfaction. The general objective of this study was to examine the effect of strategic planning practices on performance organizations focusing on Kenya Commercial Bank, Kencom House. The specific objectives of the study were to examine the extent to which goal setting affect performance of Kenya Commercial Bank, Kencom House, to evaluate the extent to which environmental scanning affect performance of Kenya Commercial Bank, Kencom House, to examine the extent to which resource allocation affect performance of Kenya Commercial Bank, Kencom House. A case study research design was adopted to allow for an in-depth exploration of the research problem within its real-life context. The target population comprised 150 employees who were considered relevant to the research objectives. Purposive sampling was employed in this study to select 45 respondents. The study found that 80% of respondents agreed with the assertion that university management aligns its daily decisions and actions with the institution's vision, thereby fostering steady progress toward its long-term goals. This strong level of agreement reflects a clear consensus that the university's leadership is guided by its overarching purpose in its routine operations. The study revealed a strong consensus among respondents regarding the value of environmental scanning both internal and external in enhancing organizational performance. Specifically, 61% of participants agreed that conducting regular environmental assessments leads to consistent performance improvements. This finding underscores the importance of environmental scanning as a strategic tool. The study findings revealed a strong consensus among respondents regarding the skills of staff members in planning, managing, and implementing strategic initiatives. Specifically, 53% of the participants agreed that employees possessed the necessary competencies to effectively execute these tasks. Findings from the study highlight the importance of strategic alignment there must be a clear connection between the needs of the external environment and the company's products and services. At the same time, organizations should ensure that their internal priorities align with external demands. This alignment is critical for sustained success. Every stage of the strategic planning process holds significance, and organizations must recognize this. When an organization lacks a clear direction, employees are likely to feel uncertain about their roles and whether their efforts contribute to the organization's goals. Moreover, failure to thoroughly assess the business environment can prevent firms from understanding their internal strengths and external opportunities, thereby weakening their ability to develop effective strategies. The study also recommends the implementation of a robust feedback system that contributes to the development of new competencies and fosters organizational learning. This system should support the formulation of strategic objectives that translate the company's vision into actionable goals, aligned with both medium- and long-term aspirations.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

- KCB:** - Kenya Commercial Bank
- MUA:** - Management University of Africa
- USA:** - United States of America

## OPERATIONAL DEFINITION OF TERMS

**Environmental Scanning:** It involves the systematic gathering of data on market trends, competitor actions, legislative changes, technological advancements, and socio-economic shifts to identify opportunities and hazards.

**Goal Setting:** It entails setting Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) objectives that serve as a roadmap for guiding organizational activities and initiatives toward desired outcomes. It clarifies the goals to be attained and enables the alignment of actions with the organization's overarching strategic direction.

**Resource Allocation:** this refers to the allocation of available resources such as financial assets, human capital, technological tools, and time across various activities and objectives to ensure effective and efficient achievement of organizational goals.

**Strategic Planning Practices:** The term "strategic planning practices" refers to a structured approach that involves setting clear objectives, analyzing opportunities and threats, allocating resources effectively, and developing strategies aimed at achieving organizational goals and sustaining long-term competitiveness.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This section explores the background of the study, clearly outlines the problem statement, and presents the research objectives and questions that guide the investigation. It also highlights the significance of the study, detailing its potential benefits, and defines the scope within which the research is conducted.

### 1.1 Background of the Study

The performance of organizations has been the subject of much research and analysis all throughout the world. When it comes to the business world, high-performing businesses are typically those who continually innovate, adapt to changing market conditions, and maintain higher levels of employee engagement and consumer satisfaction. According to the findings of a survey conducted by McKinsey & Company, businesses that are proficient in performance management approaches have a 1.5 times greater likelihood of outperforming their competitors in terms of sales growth and profitability (McKinsey & Company, 2021).

The rise of technology and data analytics has significantly heightened the focus on organizational performance in North America, especially in countries like the United States and Canada. Businesses are increasingly leveraging vast amounts of data to enhance decision-making, optimize operations, and deliver improved customer experiences. A study that was published in the Harvard Business Review found that businesses that use data-driven decision-making have a 5% higher level of productivity and a 6% higher level of profitability when compared to their competitors (Harvard Business Review, 2020).

Several Asian countries including China, Malaysia, and Singapore—have achieved significant progress in enhancing organizational performance, often attributed to effective strategic planning, innovation, and strong governance frameworks. These gains have been made possible by concerted government programs and purposeful expenditures in technology and innovation. Several state-owned and private companies in China have achieved international recognition as a

result of China's emphasis on performance measurements, which distinguishes the country from other countries. As a result of the Chinese government's emphasis on boosting efficiency, productivity, and competitiveness, significant progress has been made across a variety of different industries (OECD, 2021). Through a steadfast dedication to achieving the highest possible level of performance, Chinese businesses, particularly those operating in the fields of manufacturing, technology, and finance, have achieved tremendous growth and a significant proportion of the worldwide market. In a similar vein, Malaysia and Singapore have also implemented government policies that are intended to encourage innovation and corporate excellence, which has led to the creation of business environments that are extremely competitive and efficient. Businesses in Malaysia have been driven to adopt cutting-edge technology and modernize their operations as a result of Malaysia's initiatives, such as the National Transformation Program and the Industry 4.0 Blueprint (Ministry of International Trade and Industry Malaysia, 2020). Singapore has become a preferred destination for foreign businesses as a result of its robust economic policies, considerable infrastructure projects, and business environment that is suitable to doing business (Singapore Economic Development Board, 2021). Companies from all over the world that are looking to establish their regional headquarters or operations centers have been lured to Singapore because of its advantageous position as a regional economic center, as well as its efficient logistics and transportation infrastructure. According to the World Bank (2021), these factors have contributed to the region's increased organizational performance and competitiveness through their presence.

There is a long-standing tradition in Europe, particularly in Germany and the United Kingdom, of placing an emphasis on the performance of organizations. In addition to being renowned for its robust manufacturing sector, Germany is also widely recognized on a global scale for its high levels of productivity, innovation, and product quality. OECD, 2020 cites the success of the German manufacturing sector as an example of exceptional organizational performance. This success can be attributed to the utilization of cutting-edge technology, a skilled workforce, and a strong emphasis on continuous improvement. Companies in Germany usually exhibit high levels of productivity, reliability, and precision, which significantly contributes to the resilience of the nation's economy. Similarly, the service-oriented economy of the United Kingdom has demonstrated remarkable performance indicators, particularly in the areas of banking,

professional services, and technology and information technology. The financial services sector of the United Kingdom, which is headquartered in London, is a global financial hub that is known for its innovative practices, regulatory frameworks, and access to markets in other countries (HM Treasury, 2021). In addition, the professional services business in the United Kingdom, which includes legal, accounting, and consulting services, has a strong reputation for quality and expertise, which attracts customers from all over the world. According to the findings of a study conducted by the European Commission, businesses in Germany and the United Kingdom almost always outperform their competitors because of the strong emphasis they place on quality management and innovation (European Commission, 2021). The organizations that operate in these regions make considerable use of quality management systems, such as ISO standards, in order to ensure that their products and services are of the highest possible quality. A culture of innovation and investment in research and development (R&D) are two additional factors that contribute to the maintenance of a competitive edge in international marketing environments.

Nigeria and South Africa are two of the most significant economies in Africa, and both of these countries recognize the importance of organizational effectiveness in encouraging growth and development. There are several opportunities for economic success in South Africa due to the country's diversified economy, which includes powerful industries such as mining, manufacturing, banking, and tourism (World Bank, 2021). On the other hand, Nigeria comes with a sizeable market, an abundance of natural resources, and a rapidly growing population, all of which make it an attractive location for business expansion and investment (African Development Bank, 2021). On the other hand, both countries face significant challenges that have an impact on the efficiency of their organizations. In Nigeria, corporate operations and economic growth are hampered by a number of factors, including political instability, corruption, and inefficiency in the bureaucracy, as well as physical shortcomings such as unstable power supply and inadequate transportation networks (World Bank, 2020). According to the International Monetary Fund (2021), South Africa contends with persistent issues such as high unemployment rates, wealth disparities, and social unrest, all of which have the potential to damage investor confidence and limit the development of corporations. Organizations that place a great emphasis on performance management approaches typically achieve superior results and

maintain their competitiveness, despite the challenges that they face. According to PwC Africa's 2020 report, effective performance management requires the establishment of clear goals, the monitoring of progress, and the ongoing improvement of operating procedures in order to increase both efficiency and productivity. Organizations that place a higher priority on the development of talent, innovation, and strategic planning are better able to mitigate risks associated with external challenges and respond more effectively to the ever-changing dynamics of the market. Businesses in Nigeria and South Africa have the ability to enhance their organizational performance by using strategic management methods. This will enable them to traverse complicated operational conditions and capitalize on their natural strengths, which will ultimately lead to sustainable growth and economic development at the African continent.

There have been numerous reforms and strategic initiatives implemented in Uganda with the purpose of cultivating a conducive business climate. These activities have been visible in Uganda, and they have been taken to improve organizational performance. The government has implemented policies with the goals of enhancing the business climate, reducing the amount of red tape, and optimizing the procedures involved in the bureaucratic process (World Bank, 2021). The procedures for starting businesses and gaining the necessary approvals and licenses have been simplified as a result of initiatives such as the Uganda Investment Authority (UIA) Act (Kasaija, 2020). Furthermore, expenditures in the construction of infrastructure, like as road networks and energy supplies, have resulted in an increase in operational efficiency for businesses operating in a variety of industries (Uganda Ministry of Works and Transport, 2021). Tanzania has begun making attempts to improve the performance of its organizations by addressing substantial challenges and roadblocks that are present in the business environment. Changes have been implemented by the government in order to enhance regulatory frameworks, reduce instances of corruption, and promote openness in commercial transactions (World Bank, 2021). (Tanzania Investment Centre, 2019). The Tanzania Investment Act provides investors with incentives and streamlines the processes that are used to approve investments. Initiatives for the development of infrastructure, such as the construction of ports and railways, aim to improve connectivity and encourage commerce, with the ultimate goal of enhancing the competitiveness of businesses (United Nations, 2020). The East African Community (EAC) has played a significant role in fostering regional cooperation and establishing an environment that is

conducive to the growth and development of corporations (EAC, 2021). Through initiatives such as the Common Market Protocol and the East African Customs Union, member nations have been able to coordinate their trade policies, eliminate tariff barriers, and make it possible for products, services, and capital to flow freely within the area (EAC Secretariat, 2020).

The implementation of these efforts has led to an increase in the volume of trade, an expansion of market access, and an improvement in the business opportunities available to organizations operating inside the EAC. According to the African Development Bank (2021), the positive trends in organizational performance in East Africa, particularly in Uganda and Tanzania, highlight the significance of proactive government interventions, strategic infrastructure investments, and regional collaboration in the process of fostering economic growth and prosperity. These countries have the potential to improve their organizational performance and make strides toward achieving sustainable development in the region if they continue to implement reforms and policies that are designed to strengthen businesses, as well as to encourage innovation and competitiveness.

For Kenya's economy to thrive and for the country to remain competitive, organizational performance is absolutely necessary. Achieving sustainable development is a top priority for the country's Vision 2030 initiative, which places an emphasis on improving performance across the board. Within the scope of this discussion, the banking industry in Kenya, which includes establishments such as the Kenya Commercial Bank (KCB), is highly significant. According to the Central Bank of Kenya, effective techniques of performance management in the banking sector are associated with increased levels of both financial stability and customer satisfaction (Central Bank of Kenya, 2021).

### **1.1.1 Strategic Planning Practices**

In order for organizations to successfully navigate through complex environments and achieve long-term success, it is essential for them to implement strategic planning practices. These practices include goal setting, environmental scanning, resource allocation, strategy formulation, implementation, performance measurement, and continuous improvement (David, 2017; Deming, 1986; Eisenhardt & Tabrizi, 1995; Grant, 2016; Kaplan & Norton, 1996; Thompson &

Martin, 2010; Wehrich & Cannice, 2008). The establishment of clear objectives, the monitoring of both internal and external environments, the efficient allocation of resources, the formulation and execution of strategies, the measurement of performance, and the continuous improvement of processes are all ways in which organizations can improve their competitiveness, adapt to change, and achieve sustainable growth.

### **1.1.2 Goal Setting**

Goal setting involves defining clear and measurable objectives that align with the organization's mission and vision (Locke & Latham, 2013). Organizations define their course of action by setting SMART objectives those that are Specific, Measurable, Achievable, Relevant, and Time-bound. This method promotes clarity and alignment, ensuring that all stakeholders are on the same page and can collaborate effectively to achieve shared goals. Setting objectives for revenue growth, market share expansion, or product innovation focuses efforts and resources on strategic priorities.

### **1.1.3 Environmental Scanning**

According to Wehrich and Cannice (2008), environmental scanning is the process of observing and analyzing both internal and external factors that have the potential to affect the performance of an organization on several levels. Strengths and weaknesses represent internal factors within an organization, while opportunities and threats refer to external elements. Environmental scanning enables businesses to gather valuable insights into market trends, competitor behavior, regulatory changes, technological developments, and shifts in socioeconomic conditions. This information helps organizations anticipate changes and adapt their strategies accordingly. With the use of this strategy, organizations are able to anticipate changes, identify potential risks and opportunities, and adjust their strategies accordingly.

### **1.1.4 Resource Allocation**

According to Eisenhardt and Tabrizi (1995), resource allocation is the process of distributing existing resources, such as financial resources, human capital, and technological resources, in order to guarantee the successful support of strategic objectives. An efficient allocation of

resources ensures that those resources are dispersed in the most effective manner possible to activities that contribute the most significantly to the advancement of organizational goals. The prioritization of investments, the optimization of budget distributions, and the assignment of personnel to key activities are all possible outcomes of this. The appropriate allocation of resources not only boosts the productivity of a company but also ensures that resources are utilized in an efficient manner, which in turn drives performance. In conclusion, it is essential for businesses to implement strategic planning approaches such as goal setting, environmental analysis, and resource distribution in order to achieve their objectives and improve their performance. Establishing clear objectives, keeping an eye on the external environment, and carefully allocating resources are all ways in which organizations can effectively adapt to changes, grasp opportunities, and overcome challenges.

#### **1.1.5 Profile of Kenya Commercial Bank**

Kenya Commercial Bank Kenkom House is a financial institution that operates within the Depository Credit Intermediation sector. It is home to its headquarters in Nairobi, Kenya. There are 159 people working for the bank across all of its branches, and the bank brings in a total of \$26.84 million income. KCB Bank was the largest commercial bank in Kenya as of December 2015, with an estimated worth of 366 billion shillings and client deposits equal to 276 billion shillings. This was the financial institution that held the title of the largest commercial bank in Kenya. As of the month of August in the year 2021, the bank had a total asset base valued at 7.09 billion shillings and collected deposits from customers totaling 601.7 billion shillings. By the year 2021, the bank has 15,273 registered agents and merchant outlets across the country of Kenya, in addition to operating 201 branches and 397 automated teller machines.

#### **1.2 Statement of the Problem**

According to David (2017), it is crucial for bettering the performance of a company and increasing its competitiveness to successfully execute the procedures included in strategic planning. These methods need to include the definition of defined goals, the conduct of in-depth environmental analyses, and the distribution of resources in the most effective manner. According to Oduor (2019), Kenya Commercial Bank is experiencing significant challenges in

terms of successfully allocating resources, effectively implementing strategies, and effectively aligning strategic goals with organizational objectives. These challenges have led to significant negative outcomes, including reduced revenue, shrinking market share, and a rise in non-performing loans. The misalignment of strategies and poor implementation methods have also adversely affected employee morale and customer satisfaction, further exacerbating the situation (Kiptoo, 2019). Although the importance of strategic planning in the banking sector is widely recognized, there remains a notable lack of empirical research specifically focused on the issues facing Kenya Commercial Bank (KCB). This has revealed a substantial knowledge gap, as existing studies have not sufficiently explored the effects of strategic planning processes on the performance of KCB. To address this gap, the current study seeks to examine the influence of strategic planning methodologies on the bank's organizational performance. With regard to the performance of Kenya Commercial Bank, Kencom House, the study specifically investigated the impact that goal setting, environmental scanning, and resource allocation had on the banking institution.

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

The general objective of this study was to examine the effect of strategic planning practices on performance organizations focusing on Kenya Commercial Bank, Kencom House.

#### **1.3.1 Specific Objectives**

- i) To examine the extent to which goal setting affect performance of Kenya Commercial Bank, Kencom House
- ii) To evaluate the extent to which environmental scanning affect performance of Kenya Commercial Bank, Kencom House
- iii) To examine the extent to which resource allocation affect performance of Keya Commercial Bank, Kencom House.

## **1.4 Research Questions**

- i) To what extent does goal setting affect performance of Kenya Commercial Bank, Kencom House?
- ii) How does environmental scanning affect performance of Kenya Commercial Bank, Kencom House?
- iii) To what extent does resource allocation affect performance of Kenya Commercial Bank, Kencom House?

## **1.5 Significance of the Study**

Understanding how strategic planning processes influence organizational performance is essential for KCB's management, as it enhances their decision-making capabilities and helps improve operational efficiency. The findings might be of assistance to management in identifying areas that require improvement in strategic planning, resource distribution, and execution methods in order to boost overall performance and competitiveness in the banking sector.

Policymakers can draw valuable insights from this study by gaining a deeper understanding of the challenges and opportunities encountered by financial institutions such as Kenya Commercial Bank (KCB). These insights can inform the development of policies and regulations that enhance effective strategic planning practices within the banking industry, ultimately supporting economic growth and stability.

Additionally, this research will be valuable to scholars and academics, as it adds to the existing body of knowledge on strategic planning processes and organizational performance—especially within the context of the banking sector. The findings have the potential to serve as a basis for further research and inquiry into the most effective methods of strategic management inside financial institutions.

The findings can be utilized by academics to improve the instructional materials and curriculum that they have available for the subjects of strategic management, organizational behavior, and

banking operations. Through the incorporation of real-world examples and case studies from KCB, educators have the opportunity to provide students with pragmatic insights into the execution of strategic planning principles within the context of banking. By providing practical insights that can drive strategic decision-making, policy formation, academic research, and instructional methods in strategic management and banking operations, this study has the potential to be of assistance to a number of different stakeholders.

### **1.6 Scope of the Study**

The study was carried out at Kencom House, the headquarters of Kenya Commercial Bank. The study focused on a population of 249 management-level employees from different departments of the bank. A sample of 106 participants was employed. The investigation encompassed the duration from August 2024 to March 2025.

### **1.7 Chapter Summary**

The background section of the study provided an introduction to the main concept and established the context in which the research was conducted. After outlining the background, the study proceeded to identify and present the specific research problem the key challenge the study aimed to address. This was followed by clearly stated research objectives and guiding questions, which were designed to explore and provide solutions to the identified problem. Finally, the scope of the study is discussed, after which the significance of the study is examined in order to demonstrate the individuals and organizations that benefited from the study. In the following chapter, a review of previous research on this field of expertise was presented.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter highlights the theoretical foundation of the study, empirical literature, and conceptual framework respectively.

## **2.1 Theoretical Review**

### **2.1.1 Strategic Choice Theory**

Strategic choice theory posits that influential individuals and groups are essential in shaping an organization's trajectory and efficacy through decision-making amid uncertainty (Rohof, 2013). The thesis challenges the prevalent notion that companies are established to meet their operational requirements dictated by the external environment. Keating et al. (1994) investigated the persons or groups inside organizations responsible for making decisions that impact the organizations. These alterations are surely curated and regulated to align with the values, ideologies, and ideas profoundly embedded in the minds of key decision-makers. This study considers strategic planning as a human resource concern (Gado, 2013). The theory specifically underscores the importance of monitoring activities during the management of the executed plan. Goddard (1992) asserts that any emerging modifications are regulated and managed to execute the plan in accordance with the decision-makers' intentions. This inference reinforced the robust correlation among a firm's efficacy, its strategic decisions, and the essential connection between strategic planning and performance metrics.

Theories and empirical research have consistently associated business managers' strategic objective formulation with success (Thiong'o, Wasike & Yano, 2021). The stakeholder theory posits that a firm's managers can effectively address stakeholder management through the implementation of a strategic management plan (Harney, 2016). According to strategic choice theory, managerial decisions about organizations' responses to external challenges significantly influence their success. Rohof, 2013. Moreover, quality theories have been developed regarding strategic planning as a significant indicator of enhanced performance, highlighting the necessity for organizations to evaluate their internal processes to improve performance (Leseiyo & Reuben, 2019).

The theory posits that goal formulation is essential in evaluating the effectiveness of the implemented strategic plan. Consequently, the theory effectively elucidated goal setting as a strategic planning element impacting the performance of Kenya Commercial Banks.

### **2.1.2 Theory of Rational Planning**

According to the argument put out by the Theory of Rational Planning, all planning actions are essentially rational, in accordance with the definition of comprehensive rationality (Alexander, 2000; Faludi, 1973). In the context of the domains of strategy and decision-making, the term "rationality" refers to a methodical approach to the process of problem-solving and analysis. According to Mintzberg (2000), the process of formulating plans and making decisions can come off as confusing at times. Conventional strategic management is based on the principles of rational planning, which places an emphasis on formal strategic planning and analytical decision-making (Andersen, 2000).

This theory advocates for decision-making procedures that are directed towards goals and objectives, effective strategic communication of purpose and aims across the organization, and the establishment of favorable working conditions from the grassroots level (Boyne, 2001; Poister & Streib, 1999). These are all things that are advocated for by this theory. Consequently, it improves the performance of the company by establishing a foundation for analytical decision-making, fostering collaboration and cohesion, and promoting overall improvement. The concept of rationality has been utilized as a vital component that underpins planning and has prompted the investigation of a variety of decision-making processes (Alexander, 1996). Alford (2001) notes that the rational planning strategy continues to be the one that is suggested the most commonly in the context of strategic planning within public institutions, despite the fact that other methodologies are utilized. Within the context of this method, strategic planning was effectively clarified as an independent component that contributes to improved organizational performance.

### **2.1.3 Strategic Fit Theory**

The theory asserts that no definitive principles govern the strategic planning process. Wright and Snell (2005) say that Strategic Fit Theory emphasizes the necessity of aligning corporate planning techniques with prevailing realities, including the external environment. This theory posits that there is no optimal approach to business oversight; rather, organizations should

perpetually refine their management planning processes in accordance with the context and condition of the firm (Donaldson & Luo, 2009).

Little (2006) asserts that a business must consistently fulfill external needs to thrive and survive. These pressures compel firms to devise new and efficient methods to execute their tasks. According to Donaldson (2006), managers must continually review all facets of a situation and implement suitable actions about those crucial to the particular context while evaluating organizational success. Organizations have adopted organic structures to enhance their performance in environments characterized by fragile relationships with consumers, suppliers, and strategic partners. Barney and Delwyn (2007) assert that the use of the strategic fit idea aids firms in optimizing resource utilization, hence reducing operating costs while adeptly addressing ecological issues and emerging opportunities through enhanced organizational performance. Klaas, Lauridsen, and Hakonsson (2006) assert that a well-aligned organization exhibits superior performance and possesses additional resources, hence fostering its growth and efficacy.

According to the strategic fit theory, resource planning is crucial for improving an organization's efficiency and effectiveness (Klaas et al., 2006). Furthermore, it was demonstrated that adeptly addressing environmental constraints and emerging opportunities using environmental analysis improves performance (Barney & Delwyn, 2007). Consequently, this theory assisted the present study in recognizing resource planning and environmental analysis as significant indicators of strategic planning in evaluating strategic planning as a predictor of Kenyan Commercial Bank.

## **2.2 Empirical Review**

### **2.2.1 Goal Setting and Organizational Performance**

Strategic direction is a vital element of organizational success, guiding vision, mission, values, and long-term goals. Several empirical studies have investigated its influence on organizational performance across different sectors and geographical settings. Goal setting is one of the most widely studied and empirically validated components of organizational performance management. Rooted in Locke and Latham's Goal-Setting Theory (2000), it emphasizes that

clearly defined, challenging, and attainable goals enhance employee motivation, align organizational efforts, and ultimately improve overall performance. Goals act as a compass, providing direction, fostering commitment, and serving as benchmarks for evaluating progress.

Latham & Baldes (2015), in a landmark study of a logging company, observed a significant increase in productivity after the introduction of specific performance goals. Workers not only met but exceeded their targets, and the improved performance was sustained over time, highlighting the motivational impact of well-structured objectives.

In the Kenyan context, Wanjiru and Kimani (2016) explored the role of goal setting in small and medium-sized enterprises (SMEs). Their findings indicated that businesses with clearly articulated operational and financial goals were more likely to achieve higher profitability and growth compared to those operating without defined targets. The researchers attributed this to better resource allocation, increased employee focus, and improved accountability mechanisms.

In a study of the financial services sector, Omondi and Mugo (2018) found that commercial banks in Kenya that set department-level and individual performance goals reported enhanced efficiency in service delivery and higher customer satisfaction ratings. They emphasized that aligning goals with customer-centric outcomes created a sense of purpose that motivated staff beyond purely financial incentives.

Goal specificity also plays a crucial role. Locke and Latham (2002) demonstrated that specific and challenging goals consistently led to higher performance than vague or easy goals. Their findings revealed that clear goals help employees prioritize tasks, reduce ambiguity, and maintain persistence in the face of challenges. On the other hand, overly complex or unrealistic goals can lead to frustration, reduced morale, and burnout.

Another critical aspect emerging from empirical literature is goal alignment. Kaplan and Norton (2016), through their Balanced Scorecard framework, illustrated that when individual, departmental, and organizational goals are aligned, there is a synergistic effect that amplifies performance outcomes. Organizations that used the Balanced Scorecard to set and monitor

strategic goals reported better financial results and improved non-financial indicators such as innovation, customer loyalty, and employee engagement.

From the perspective of public sector organizations, Mwangi (2019) investigated goal setting in Kenyan state corporations and concluded that agencies with clearly stated performance targets achieved greater efficiency in project delivery and budget utilization. This was linked to improved transparency and stronger performance monitoring systems.

However, some empirical studies also caution against potential pitfalls. Ordonez et al. (2009) argued that an overemphasis on narrow goal attainment can sometimes lead to unethical behavior, short-termism, or the neglect of non-measured but equally important objectives. Therefore, a balanced approach that incorporates both quantitative targets and qualitative considerations is essential for sustainable performance improvement.

Alawneh and Al-Zoubi (2020) conducted a review-based study to assess how organizational strength influences strategic direction, particularly in the area of corporate social responsibility. Their findings showed a positive relationship between strategic direction and organizational performance. However, their study was limited in scope as it only examined motor vehicle assembly industries in Nairobi City County, overlooking service-oriented sectors. This contextual limitation underscores the need to explore how strategic planning approaches affect service-based institutions such as Kenya Commercial Bank (KCB).

Muthaa and Muathe (2018) utilized both descriptive and inferential statistical tools to explore how strategic direction impacts resource performance within technical training institutions. The study revealed that institutional strategic direction significantly influenced efficiency, quality, enrollment, and resource utilization. Nevertheless, the focus on educational institutions and the omission of financial performance indicators narrowed the applicability of the findings to financial institutions.

Okwemba and Njuguna (2021) adopted a descriptive research design to examine the relationship between strategic direction and performance at Chemelil Sugar Company in Kisumu County. Correlation and regression analyses both confirmed a strong and significant link between

strategic direction and organizational performance. However, the study was context-specific to the sugar manufacturing sector, thereby limiting its generalizability. To address this gap, the current study investigates the influence of strategic planning techniques on performance within KCB.

Research by Kungu, Kahuthia, and Kinyua (2020) examined how strategic direction affects the performance of Kenyan auto assembly firms in Nairobi. Using a descriptive research design and regression analysis, their study found a positive and statistically significant relationship. Despite these insights, the focus on the motor vehicle manufacturing sector excluded service-based firms, highlighting the need for further investigation into banks such as KCB, where performance metrics differ significantly from manufacturing firms.

Ng'ang'a et al. (2017) conducted a quantitative study to assess the role of strategic direction on the performance of government-owned tourism enterprises. Their analysis revealed that strategic direction has a meaningful impact on business performance. They also compared these findings with the performance of academic institutions. While the study broadened the scope to multiple sectors, it did not include the financial services industry, leaving a gap in understanding strategic direction's role within commercial banks.

Cumulatively, various studies (Okwemba & Njuguna, 2021; Alawneh & Al-Zoubi, 2020; Munyai, Chiroma, & Ongeti, 2020; Muthaa & Muathe, 2018) have identified a consistent relationship between strategic direction and organizational performance. These studies often highlight elements such as vision, mission, core values, and strategic objectives as critical factors influencing performance outcomes. However, most of the reviewed literature is concentrated in specific sectors, such as education, manufacturing, and tourism, with limited focus on the banking sector.

### **2.2.2 Environmental Scanning and Organizational Performance**

Environmental analysis has been widely examined as a key component of strategic planning, with numerous studies highlighting its influence on organizational performance across different sectors and regions. Environmental scanning has emerged in empirical research as a cornerstone

of strategic management, offering organizations the intelligence they need to anticipate change, exploit opportunities, and mitigate threats. In essence, environmental scanning involves systematically monitoring, analyzing, and interpreting trends in the internal and external environment to inform decision-making. Its scope often includes scanning economic trends, regulatory changes, technological advancements, competitor actions, customer preferences, and sociocultural shifts. The rationale is straightforward: organizations that understand their operating environment are better equipped to adapt, innovate, and sustain competitive performance.

Jogarathnam and Wong (2009) found that hotels in competitive markets that actively engaged in environmental scanning exhibited superior performance in terms of revenue growth, customer satisfaction, and market share. Their study concluded that timely market intelligence enabled these firms to adjust pricing strategies, introduce targeted promotions, and redesign services in line with emerging customer demands.

In the Kenyan context, Karanja (2012) studied medium-sized enterprises and discovered that firms conducting regular environmental scans particularly focusing on regulatory changes and technological adoption experienced higher growth rates and profitability. This was attributed to their ability to preempt market disruptions, such as changes in tax policy or the entry of new competitors, thereby safeguarding operational continuity.

Akingbade (2014) examined Nigerian manufacturing firms and reported that proactive scanning of technological trends and supplier markets improved production efficiency and reduced costs. This study further emphasized that environmental scanning must be continuous rather than episodic, as industries are increasingly affected by rapid technological shifts and global market volatility.

The insurance industry offers further evidence. Kimani and Muturi (2019) highlighted that Kenyan insurance companies leveraging environmental scanning particularly in monitoring competitor innovations and shifts in customer preferences were better able to design competitive products, improve claims processes, and enhance customer engagement. Their findings

underscored that in highly competitive and regulated markets like insurance, strategic scanning provides the foresight necessary to differentiate offerings and maintain compliance.

From a broader strategic management lens, Daft, Sormunen, and Parks (1988) established a clear positive correlation between environmental scanning intensity and financial performance. Their research found that high-performing organizations consistently invested more resources in scanning activities, engaged multiple departments in the process, and integrated scanning results directly into strategic planning. Similarly, Choo (2001) emphasized that environmental scanning is most impactful when it feeds directly into organizational learning processes, enabling firms to respond not just reactively but proactively to environmental cues.

However, not all studies paint a uniformly positive picture. Albright (2004) cautioned that while environmental scanning is valuable, its effectiveness hinges on an organization's capacity to interpret and act upon the collected information. Without robust analytical capabilities and agile decision-making structures, scanning can become a data-heavy exercise with limited strategic payoff.

Asser et al. (2018) employed a cross-sectional survey to evaluate the impact of dynamic environmental scanning techniques on the performance of Kenyan government parastatals engaged in commercial activities. Using regression models and conducting standard F and t-tests, the study concluded that dynamic environmental scanning significantly enhanced organizational performance. The study also revealed shortcomings in the contextual information systems through the application of dynamic scanning techniques. However, it focused primarily on public sector entities, prompting the need for further research within the banking sector. This current study, therefore, investigates how environmental scanning affects the performance of Kenya Commercial Bank.

Similarly, a substantial body of research (e.g., Yu et al., 2019; Lotayif, 2018; Al-Hawary & Al-Hamwan, 2017) confirms the positive link between environmental analysis and performance outcomes. Okwemba and Njuguna (2021), using a descriptive approach, found that environmental scanning had a strong positive impact on the performance of Chemelil Sugar

Company in Kisumu County. However, their findings were context-specific to the sugar industry, limiting generalizability to financial institutions.

In Nigeria, Nkemchor and Ezeanolue (2021) examined the impact of strategic management, particularly environmental scanning, on the operational success of businesses in Delta State. Their findings also supported the positive influence of environmental scanning on performance. Furthermore, they highlighted contextual differences between public and private institutions, emphasizing the need to study diverse sectors—such as the banking industry—to better understand the broader applicability of environmental scanning practices.

Lotayif (2018) investigated the relationship between environmental scanning and performance among CEOs in the United Arab Emirates using multivariate regression analysis, correlation, and univariate techniques. The study confirmed a strong and statistically significant relationship. However, the study's geographic and economic context limits the applicability of its findings outside the Middle East, reinforcing the need for localized studies like the present one focused on KCB.

In the Kenyan context, Nyamai (2018) explored how environmental scanning influenced service delivery in the judiciary through qualitative interviews. The study revealed that scanning positively impacted justice administration. Nevertheless, the limited sample size raised methodological concerns. To address such limitations, the current study collected data from a broader and more representative sample within KCB's operational environment.

Al-Hawary and Al-Hamwan (2017) examined the impact of environmental analysis on the competitiveness of commercial banks in Jordan. Their statistical analysis found that environmental scanning significantly influenced competitive advantage. However, unlike the present study, their research emphasized competitiveness rather than overall organizational performance, which leaves a conceptual gap this study seeks to fill.

Mang'ana, Rotich, Hassan, and Orwa (2017) assessed the impact of environmental scanning on the sustainability of Matatu Savings and Credit Cooperatives in Kenya using a cross-sectional survey. They applied methods such as multiple regression, ANOVA, and content analysis. Their

findings showed a positive correlation between environmental scanning and organizational sustainability. However, given the unique operational challenges faced by SACCOs, their findings may not directly apply to large financial institutions like KCB. The current study addresses this contextual difference by focusing on a major commercial bank.

### **2.2.3 Resource Allocation and Organizational Performance**

Resource allocation has consistently been recognized in empirical literature as one of the most decisive factors influencing organizational performance across industries. The underlying logic is straightforward: organizations operate with finite resources be they financial, human, technological, or physical and how these resources are distributed among competing priorities determines the extent to which strategic objectives are achieved. Efficient allocation ensures that critical functions are adequately resourced, thereby fostering operational efficiency, innovation, and sustained competitive advantage, while poor allocation often results in waste, underperformance, and strategic drift.

Mutunga and Minja (2014), in their study of manufacturing firms in Kenya, found that organizations with deliberate and strategically informed resource allocation frameworks reported significantly higher productivity levels and profitability margins compared to those with ad hoc or politically driven allocation decisions. They argued that effective resource allocation aligns operational activities with corporate strategy, ensuring that high-impact areas receive priority funding and support.

Okwang'a, Mungania, and Mburu (2015), examining resource allocation in public universities in Kenya, established that equitable and transparent allocation of resources especially in human capital development and ICT infrastructure was strongly associated with improvements in service delivery, research output, and institutional reputation. The study concluded that beyond financial resources, the timely allocation of skilled personnel and technological tools was critical in enhancing performance indicators.

From an international perspective, Barney (1991), in his foundational work on the Resource-Based View (RBV), emphasized that not all resources contribute equally to performance.

Empirical validations of RBV have shown that resources that are valuable, rare, inimitable, and non-substitutable (VRIN) yield the most significant and sustainable performance gains. Later studies, such as Teece (2007), expanded this thinking by introducing the concept of dynamic capabilities, highlighting that organizations must not only acquire and allocate resources effectively but also continuously adapt and reconfigure them in response to environmental changes. This has been particularly evident in technology-driven sectors, where agility in reallocating resources toward emerging opportunities often distinguishes market leaders from laggards.

In the insurance sector specifically, Kimani and Muturi (2019) examined Kenyan insurance companies and observed that performance metrics such as customer retention, claims settlement efficiency, and market penetration were directly influenced by how firms prioritized their expenditure and personnel deployment. Firms that consistently allocated substantial resources toward customer service training, digital claims processing systems, and targeted marketing campaigns experienced notable improvements in operational efficiency and client satisfaction.

Moreover, Mbithi, Wanjau, and Kinyua (2020) noted that while resource allocation is essential, its effectiveness depends heavily on the governance structures overseeing it. Their study revealed that in organizations with weak oversight, resource allocation often fell victim to mismanagement or misalignment with corporate goals, negating potential performance benefits. Conversely, organizations with strong monitoring systems, performance-based budgeting, and participatory decision-making processes were able to maximize returns on allocated resources.

Resource planning, as a strategic planning metric, has been the focus of numerous empirical studies aimed at exploring its impact on organizational performance across various sectors. Gitau, Abayo, and Kibuine (2020) conducted a study to examine how strategy implementation influences the performance of supermarkets in Nairobi. Their findings indicated that efficient resource allocation significantly enhances overall organizational performance. Specifically, minimizing resource wastage was highlighted as a key factor in boosting operational efficiency. The study yielded a statistically significant result with a p-value of 0.000 at a 5% significance level. However, the generalizability of these findings is limited, as the study was confined to

supermarkets, making it difficult to apply the results directly to the banking sector. This study, therefore, aims to bridge that gap by evaluating the effect of resource planning on the performance of Kenya Commercial Bank (KCB).

Sadiq (2019) evaluated the performance of Kenya's Water Service Boards (WSBs) in relation to their resource distribution systems. Using both descriptive and inferential statistical methods, the study revealed that strategic resource allocation positively influenced WSB performance—especially in infrastructure development, financial resource management, human capital development, and the execution of technical initiatives. However, since the study focused solely on WSBs, it did not account for resource planning practices in financial institutions such as KCB. This highlights a conceptual gap that the current study seeks to address.

Chepkosgei and Atambo (2018), through a case study of Rongo University, examined the influence of strategic planning on institutional performance. Their research found that how the university allocates resources for strategic initiatives plays a crucial role in its overall performance. Key responsibilities included budgeting for strategic plan execution, monitoring resource use from both government and donor sources, and optimizing the use of physical infrastructure and skilled personnel. Each of these activities was essential in ensuring the successful implementation of strategic projects.

Sadiq (2019) also assessed how the availability of financial resources affects the ability of county governments to implement strategic plans. In line with this, Omesa et al. (2019) investigated the influence of financial resource provision on the effectiveness of strategic plan execution in county governments in Western Kenya. Using a descriptive survey and regression analysis, their study found a significant positive relationship between financial resource allocation and strategic plan implementation. However, the emphasis was primarily on the provision of financial resources, rather than comprehensive resource planning, thus limiting the study's relevance to broader strategic planning processes.

Additionally, Wagithunu, Edabu, and Sinan (2019) examined the impact of physical resource management on academic performance in Kenyan Public Teacher Training Colleges (PTTCs). The study employed narrative methods for qualitative data and linear regression for quantitative

analysis. Findings indicated that effective physical resource management had a significant positive effect on trainee academic performance. Nonetheless, the study was limited contextually, focusing solely on academic institutions, which restricts its applicability to the banking sector.

### 2.3 Research Gaps

According to Jonyo et al. (2018), the indicators of strategic direction were restricted to mission and vision alone, and the results were drawn from the performance of private institutions in Kenya. As a consequence of this, the execution of the study in public universities was unclear. Nkemchor and Ezeanolue (2021) conducted a study that investigated the organizational performance of postsecondary institutions in Kenya. These institutions have a distinct set of issues in comparison to universities in the Philippines. The research conducted by Makori and Waithaka (2019), for example, focused on analyzing the effects of strategic direction on strategy execution, but it did not adequately explain how this translates into performance. Other studies, on the other hand, exhibited conceptual alterations. Consequently, the research was hindered by the surrounding circumstances. It can be deduced from this that the study done by Asser et al. (2018) has certain conceptual shortcomings.

The research conducted by AlHawary & Al-Hamwan (2017) studies the impact that environmental analysis has on the competitiveness of Jordanian commercial banks, whereas the work presented here investigates the influence that environmental analysis has on the performance of universities. Makori & Waithaka's (2019) research focused on the performance of Kenyan private institutions, and the findings of their study were presented. As a consequence of this, the value of it to public colleges remained unclear. There are persistent inconsistencies in the relationship between strategic planning and corporate performance, which inspired study in this field, particularly within the context of Kenya, with a particular emphasis on Kenya Commercial Bank-Kencom House.

**Table 1: Summary and Research Gaps**

Topic, Author/s, Year of Publication.	Methodology	Findings	Knowledge Gaps	Focus of Study
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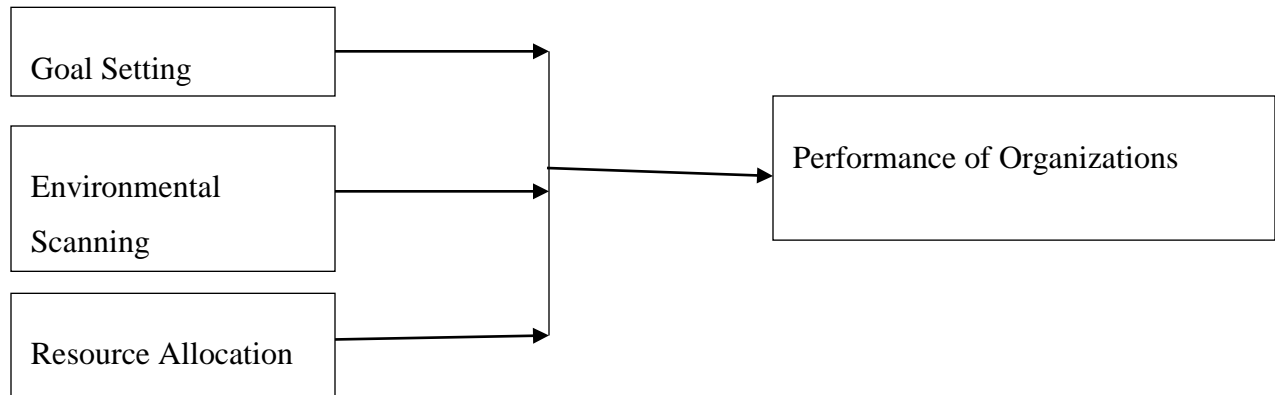
Alawneh and AlZoubi (2020)	How strategic direction affects social responsibility through organizational strength in organizations	Organizational performance and strategic direction are positively correlated.	Analyzed empirical literature that only relied on historical data, avoiding discussing the present situation through primary data.	The study examined the effects of strategic planning practices on the performance of Kenya Commercial Bank, using primary data collected through a structured questionnaire.
Jonyo <i>et al.</i> , (2018)	Explore how the purpose and vision of private Kenyan institutions affect organizational performance.	The findings revealed that both the mission and vision statements were statistically significant predictors of the relationship between organizational performance and employee satisfaction.	Confined the strategic direction indicators to purpose and vision alone, and the results were based on performance at Kenyan private institutions.	Assesses all the indicators of strategic planning practices and their effect on the organizational performance of Kenya Commercial Bank-Kencom House
Nkemchor and Ezeanolue (2021)	Investigated how strategic management affected organizational performance in Delta State, Nigeria	Environmental scanning, strategy formulation, implementations, and strategic evaluation positively affected the organizational performance of tertiary institutions in Delta state, Nigeria	It had scope restrictions since it focused on the performance of tertiary institutions, which face distinct issues from	This study failed to identify the effect of e-strategic planning practices on performance of the Kenya Commercial Bank-Kencom House

## 2.4 Conceptual Framework

According to Margher (2018), the incorporation of conceptual frameworks into research endeavors is beneficial because these frameworks offer a basis for situating investigations and delivering direction for further advancement. This exemplifies the possible connections that exist between the variables.

**INDEPENDENT VARIABLES**

**DEPENDENT VARIABLE**



**Figure 1: Conceptual Framework**

**2.5 Operationalization of Study Variables**

**Table 2: Operationalization of Variables**

<b>Variable</b>	<b>Indicator</b>	<b>Tool of Analysis</b>
<b>Goal Setting</b>	<ul style="list-style-type: none"> <li>• Strategic direction</li> <li>• Strategic mission</li> <li>• Values</li> </ul>	SPSS, and Excel
<b>Environmental Scanning</b>	<ul style="list-style-type: none"> <li>• Internal organization assessment</li> <li>• Competitor analysis</li> <li>• Industry analysis</li> </ul>	SPSS, and Excel
<b>Resource Allocation</b>	<ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Financial Resource</li> <li>• Organization assets</li> </ul>	SPSS, and Excel
<b>Performance of Organizations</b>	<ul style="list-style-type: none"> <li>• Customer focus,</li> <li>• Internal business process focus, and.</li> <li>• Learning and growth focus</li> </ul>	SPSS, and Excel

**2.6 Chapter Summary**

A study of the literature about procurement and the impact it has on the performance of the hotel business was presented in the second chapter. In addition to the conceptual framework, the chapter included academic comments on the significance of the theoretical framework, theories

that were utilized in the research, empirical literature, and empirical literature. In the following chapter, the research methodology for the study was described.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodology used to carry out the study. It presents the research design, describes the target population, details the sampling methods and sample size, and explains the tools and procedures used for data collection. Additionally, it covers the pilot study, assesses the validity and reliability of the instruments, and outlines the data analysis techniques employed to interpret the findings.

#### **3.1 Research Design**

A research design serves as the blueprint or framework used to guide the process of answering a research question. It outlines the plan and structure for conducting the investigation. In this study, a case study research design was adopted to allow for an in-depth exploration of the research problem within its real-life context.

#### **3.2 Target Population**

According to Mugenda and Mugenda (2003), the term "target population" refers to the entire group of people, events, or things that are pertinent to the study and from whom an investigator hopes to obtain conclusions. For the purpose of this study, the target population comprised 150 employees who were considered relevant to the research objectives.

#### **3.3 Sample Size and Sampling Procedures**

Purposive sampling was employed in this study to select 45 respondents, representing 30% of the target population. This sampling method was chosen to ensure that participants with relevant knowledge and experience were included in the research. It has been shown by Mugenda and Mugenda (2003) that a bigger sample size decreases the amount of sampling error and increases the level of representativeness; a sample that is thirty percent is considered to be representative.

**Table 3: Sample Size Selection**

<b>Section</b>	<b>Sample size</b>
Top level Management	8
Middle Level Management	12
Employees	25
<b>TOTAL</b>	<b>45</b>

### **3.4 Data Collection Instruments**

This research project relied on primary data as the main source of information. To gather this data, the researcher used self-administered questionnaires that included both closed-ended and open-ended questions, allowing for a combination of structured responses and detailed feedback. As defined by Sekeran (2009), a questionnaire is a systematic written collection of questions to which respondents submit their responses, often within possibilities that are narrowly stated. In order to provide respondents with sufficient time to complete the surveys at their own leisure, they were delivered using a technique that involved dropping them off and collecting them at a later time.

### **3.5 Pilot Study**

The researcher first conducted a pilot test to provide an initial assessment of the validity and reliability of the research instrument. This preliminary step helped identify any potential issues and ensured that the tool was appropriate for collecting accurate and consistent data. For the purpose of determining whether or not data gathering instruments are reliable, Sekeran (2002) says that a pilot test is absolutely necessary. For the purpose of identifying shortcomings in design and instrumentation, a pilot study is conducted. This study provides proxy data for the selection of samples. The constancy of a measurement is what is meant by the term "reliability." According to Cooper and Sekindler (2008), a test is considered reliable if it produces results that are consistent across time. For the purpose of the pilot project, participants were selected from the population and given a questionnaire to fill out. The information was gathered and

evaluated in order to ensure that appropriate responses are provided to questions. It was decided not to include the findings from the pilot study in the final collection of findings.

### **3.5.1 Validity of the Study**

According to Kimberlin and Winterstein (2008), the primary objective of the process of developing and validating a research instrument is to reduce the amount of measurement error. An efficient instrument is one that accurately evaluates the things that it asserts to evaluate. A content validity approach was taken in the study. According to Mugenda and Mugenda (2009), validity is defined as the precision and importance of inferences that are formed from such outcomes from the data. Validity refers to the extent to which a research study accurately measures or captures the specific information it was intended to collect. It indicates how well the research instrument reflects the true meaning of the concept being studied. As a result, validity involves addressing the problems raised by the study by establishing that the data collection devices that have been identified are acceptable.

### **3.5.2 Reliability of the Study**

According to Orodho (2006), the dependability of a measurement is defined as the degree to which a certain measuring procedure produces results that are consistent over a number of different trials. A test-retest methodology was implemented in the research project in order to evaluate the dependability of the equipment. According to Orodho (2006), the pretest included all of the participants in the available sample size. To ensure the reliability of the measurement instrument used in this study, both test-retest reliability and inter-item consistency assessments were conducted. These evaluations helped determine the consistency of the instrument over time and across multiple items, ensuring that the data collected was free from bias and measurement errors.

## **3.6 Data Collection Procedures**

Using the methods described by Saunders, Lewis, and Thornhill (2009), the researcher collected data through the use of questionnaires, which were primarily for the purpose of gathering primary evidence. A questionnaire, as a research instrument, consists of a set of questions

designed to address the variables under investigation in the study. To conduct the descriptive research and gather data from the predetermined sample size, the researcher employed questionnaires due to their efficiency and cost-effectiveness in data collection. As pointed out by Saunders, Lewis, and Thornhill (2009), this strategy made it possible to determine the degree to which the responder agreed or disagreed with the statement that was presented. For the purpose of the literature review, secondary data served as the primary source of information. On the subject of statistics, publications such as books, journals, articles, and periodicals were considered to be secondary sources of information. While primary data was collected directly by the researcher for this study, secondary sources were used to review and evaluate the existing body of literature related to the research topic.

### **3.7 Data Analysis and Presentation**

The collected data was thoroughly reviewed to ensure it was complete and clear. After the data collection process, the responses were checked, cleaned, and coded. Descriptive statistics, including frequencies and percentages, were then used to analyze the data. The findings were further analyzed and presented using tables, charts, and figures to enhance clarity and interpretation.

### **3.8 Ethical Considerations**

When it comes to research studies, ethics is a vital component that encompasses both the preliminary planning phases and the actual execution of the research. In order to begin the process of data gathering, the researcher was granted permission by the University through the acquisition of a letter of authorization. It was guaranteed by the researcher that the participation of the respondents in this survey was fully voluntary, and that no individual was coerced or influenced in any way to provide their feedback. The investigator gave the respondents the assurance that their information would be safeguarded and that they would not suffer any adverse effects as a consequence of their participation in the study or the disclosure of some sensitive information. It was assured by the researcher that the respondents' identities would be safeguarded while they were participating in the survey and expressing their thoughts. The respondents were able to provide accurate and honest comments regarding the subject matter that

was being investigated as a result of this. The questionnaires did not require the respondents to provide their names or other identifying information. Due to the increased number of people that responded to the survey.

### **3.8.1 Informed Consent**

According to Bos (2020), informed consent refers to a participant's voluntary agreement to take part in a research study after being provided with comprehensive information. It signifies that the individual fully understands the study's scope, duration, potential risks, and anticipated benefits before making a decision to participate. In this study, participants—comprising employees, managers, and other stakeholders—were furnished with detailed explanations of the research objectives, methodology, and potential implications for waste management practices and logistical performance. The consent form outlined the study's purpose, the nature of their involvement, and the measures to safeguard confidentiality. Participants were encouraged to seek clarification on any aspect of the study and informed that their signed consent was a prerequisite for participation.

### **3.8.2 Voluntary Participation**

Bhandari (2024) defines voluntary participation as the principle that individuals have complete autonomy to decide whether to engage in a study without any form of pressure or coercion. Participants retain the right to withdraw from the research at any stage without any obligation to continue. For this study, involvement was entirely optional, and employees as well as other stakeholders were assured that their decision to participate—or to decline—would not influence their employment status or any benefits from the Kenya Pipeline Company. They were further informed that withdrawing from the study would have no adverse consequences.

### **3.8.3 Confidentiality**

Hecker and Kalkaplos (2024) describe confidentiality as the researcher's obligation to prevent unauthorised access to information provided by participants. To ensure anonymity, all collected data were de-identified, with personal identifiers removed from survey responses and interview transcripts. The information was stored securely, with access restricted to the research team.

Findings were reported in aggregated form, ensuring that no individual participant could be linked to specific responses.

### **3.8.4 Privacy**

Privacy refers to an individual's right to control access to their personal information, including how others perceive, interact with, or utilise such data. Violations of privacy may occur if individuals are photographed, recorded, or subjected to intrusive questioning without consent (University of Pittsburgh, 2023). In this study, interviews and surveys were conducted in secure and confidential settings, either in person or via encrypted digital platforms. Participants were briefed on the types of questions to expect and allowed to skip any they found uncomfortable. All data collection procedures were designed to minimise disruption to participants' personal and professional lives.

### **3.8.5 Anonymity**

Anonymity in research ensures that participants' identities remain untraceable, preventing any link between their responses and their personal details. It often involves refraining from collecting identifiable information, such as names or addresses, during the early stages of data gathering (Hoft, 2021).

## **3.9 Chapter Summary**

In this chapter, the researcher provided a clear explanation of the methodology used in the study. It covered all the key aspects, including the target participants, the sample size, the sampling techniques, the research instrument, the steps followed during data collection, and the approach used to analyze the data.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.0 Introduction

This chapter presents an analysis of the field data collected through questionnaires, encompassing its examination, discussion, and interpretation. It outlines the data gathered by the researcher and details the key data analysis methods employed during the study. The findings were analyzed and interpreted in alignment with the study's objectives to draw meaningful insights and conclusions.

#### 4.1 Presentations of Findings

##### 4.1.1 Response Rate

**Table 4: Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Response	40	89
Non Response	5	11
<b>Total</b>	<b>45</b>	<b>100</b>

The analysis presented in Table 4 illustrates the response rate, which reflects the representativeness of the target population. Out of the 45 questionnaires distributed, 40 were successfully returned, resulting in a response rate of 89%. The remaining 5 questionnaires, accounting for 11%, were not returned. This high response rate enhances the reliability and validity of the study's findings. The data indicates that the majority responded with a 100% rate. This answer was considered suitable (Fowler Jr, 2013) for the study according to the standard set by Fowler (2013), which stipulates that a response rate exceeding 60% is sufficient for statistical analysis.

### 4.1.2 Gender Analysis

**Table 5: Gender Analysis**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	25	63
Female	15	37
<b>Total</b>	<b>40</b>	<b>100</b>

Among the 40 respondents, Table 5 indicates that 63% were male and 37% were female, suggesting that the organization has a greater number of male employees than female employees. This gender distribution aligns with findings by Murphy and Ledwith (2007) and UNCTAD (2021), which note that port operations and logistics-related sectors globally tend to be male-dominated due to historical labor patterns, operational demands, and gendered perceptions of technical roles.

### 4.1.3 Age of Respondents

**Table 6: Data on Ages of Respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
18-25 years	3	8
26 – 35 Years	12	30
35 – 44 yrs.	10	25
45- 50 Yrs	8	20
Above 51 Yrs	7	17
<b>Total</b>	<b>40</b>	<b>100</b>

Table 6 above displays the age distribution of respondents. Individuals aged 26 to 35 years constituted the largest proportion at 30%, followed by those aged 35 to 44 years at 25%, 45 to 50 years at 20%, and over 51 years at 17%, while only 8% were aged 18 to 25 years. This distribution shows that the majority of employees fall within the early-to-mid career stages, with representation across all age groups. Such diversity in age aligns with Armstrong and Taylor (2020), who emphasize that a balanced age mix in the workforce enhances knowledge transfer, innovation, and operational efficiency, particularly in dynamic environments such as port operations.

#### 4.1.4 Highest Educational Level

**Table 7: Analysis on Highest Educational Level**

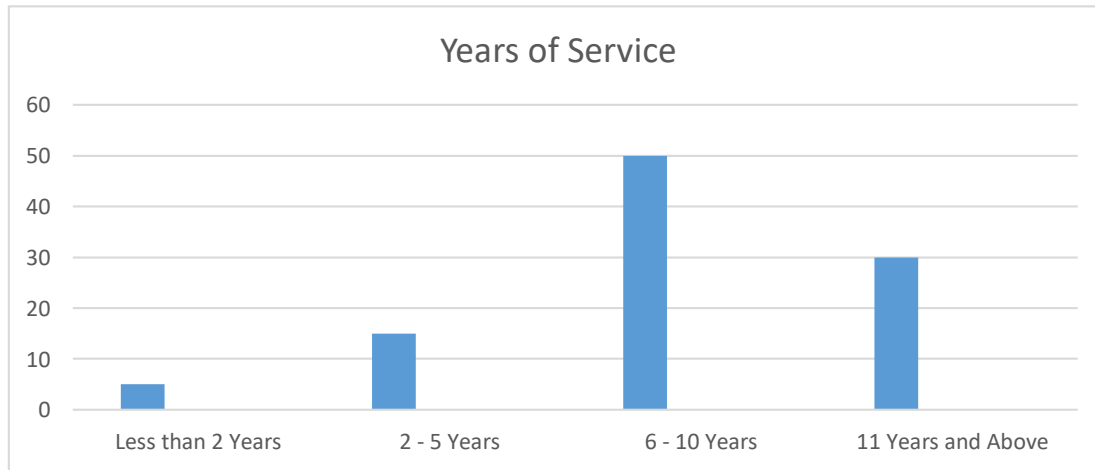
<b>Level of Education</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma/ Certificate	3	8
Higher National Diploma	7	16
Bachelors	12	30
Masters	10	26
PhD	8	20
<b>Total</b>	<b>40</b>	<b>100</b>

Table 7 above shows that 8% of respondents had a diploma or certificate, 16% held a higher national diploma, 30% possessed a bachelor's degree, 26% had attained a master's level, and 20% held a PhD. This indicates that the majority of respondents were highly educated, which suggests a strong capacity to understand and critically engage with the subject matter under investigation. According to Ngugi & Mugo (2019), higher education levels among employees contribute to improved analytical skills, problem-solving capacity, and informed decision-making attributes that are essential in complex operational settings such as cross-border procurement at the Kenya Ports Authority.

#### 4.1.5 Years of Service

The researcher aimed to ascertain the respondents' years of service, and the findings are shown below:

**Figure 2: Years of Service**



The results revealed that the majority of respondents had been employed for a period ranging from 6 to 10 years. This indicates that most participants possessed substantial professional experience relevant to the subject of the study, which likely enhanced the credibility and reliability of the responses. According to Armstrong and Taylor (2020), employees with longer tenure tend to have deeper institutional knowledge, a stronger grasp of organizational processes, and more informed perspectives on operational challenges factors that strengthen the quality of data collected in organizational research.

#### **4.1.6 Goal Setting and Performance of Organizations**

The study aimed to examine the effect of goal setting on organizational performance, and the results are presented in the table below:

**Table 8: Goal Setting and Performance of Organizations**

<b>Statements</b>		<b>S.A</b>	<b>A</b>	<b>UN</b>	<b>D</b>	<b>SD</b>
Management draws their daily decisions and actions from the vision of the university and ensures progressive navigation to the desired future	<b>F</b>	18	14	0	6	2
	<b>%</b>	44	36	0	14	6
The existing mission statement is compatible with the activities being conducted in the bank	<b>F</b>	22	5	5	5	5
	<b>%</b>	56	11	11	11	11

All stakeholders are involved in the preparation and review of the mission statement	<b>F</b>	14	14	6	6	0
	<b>%</b>	36	36	14	14	0
The documentations on values are updated frequently	<b>F</b>	17	13	3	6	1
	<b>%</b>	42	33	8	14	3

The findings presented in Table 8 demonstrate a strong consensus among respondents regarding the notion that management bases its daily decisions and actions on the university's vision, thereby ensuring steady progress toward its long-term goals. Specifically, 44% of respondents strongly agreed with this statement, 36% agreed, none were undecided, 14% disagreed, and 6% strongly disagreed. These results suggest that the university's leadership consistently draws guidance from its vision to navigate toward its desired future.

On the matter of whether the current mission statement aligns with the bank's ongoing activities, 56% of respondents strongly agreed, 11% agreed, while 11% were undecided. An equal proportion 11% disagreed and 11% strongly disagreed. These findings indicate that a majority of respondents perceive coherence between the bank's mission and its operational activities.

When asked whether all stakeholders are involved in the preparation and review of the mission statement, 36% of respondents strongly agreed, another 36% agreed, 14% were undecided, and 14% disagreed. No respondents strongly disagreed. These responses reflect a general consensus that stakeholder engagement is part of the mission statement development process.

With regard to the updating of organizational values, 42% of respondents strongly agreed that value statements are regularly revised, 33% agreed, 8% were undecided, 14% disagreed, and 3% strongly disagreed. These findings suggest that updates to the documentation of institutional values are made on a consistent basis.

The results of this study align with the findings of Kungu, Kahuthia, and Kinyua (2020),

who investigated how strategic orientation affects the performance of automotive assembly firms in Nairobi City County. Their study found that strategic direction had a positive and relatively significant impact on organizational performance. However, their research was limited to manufacturing enterprises and did not consider service-oriented industries, which presents an opportunity for future comparative studies across sectors.

#### 4.1.7: Environmental Scanning and Performance of Organizations

The study aimed to determine the extent to which respondents agreed with statements regarding the influence of environmental scanning on organizational performance. The findings are presented in Table 9 below.

**Table 9: Environmental Scanning and Performance of Organizations**

Statements		S.A	A	UN	D	SD
Environmental scanning (internal and external) always enhances the organizational performance of the organization	F	14	10	7	6	3
	%	36	25	17	14	8
SWOT analysis is always employed when dealing with significant issues.	F	17	6	6	6	6
	%	44	14	14	14	14
PESTLE is always used to identify critical external factors that may affect the bank	F	14	12	6	6	2
	%	36	30	14	14	6

The results of the study, as presented in Table 9, reveal a high level of agreement among respondents regarding the statement that environmental scanning both internal and external consistently enhances organizational performance. Specifically, 36% of respondents strongly agreed with this assertion, 25% agreed, 17% were undecided, 14% disagreed, and 8% strongly disagreed. These findings support the conclusion that environmental scanning plays a critical role in improving organizational effectiveness.

Similarly, there was strong agreement concerning the use of SWOT analysis in addressing significant organizational issues. A notable 44% of respondents strongly agreed with this claim, 14% agreed, while an equal proportion (14%) remained neutral, disagreed, or strongly disagreed.

The consistency in responses suggests that SWOT analysis is a commonly applied strategic tool when dealing with major challenges within the organization.

In addition, the findings indicate that PESTLE analysis is frequently utilized to identify critical external factors that could impact the bank. Specifically, 36% of respondents strongly agreed with this statement, 30% agreed, 14% were undecided, 14% disagreed, and 6% strongly disagreed. PESTLE, which stands for Political, Economic, Social, Technological, Environmental, and Legal factors, is evidently recognized as an essential framework for assessing external influences that may affect the bank's operations.

These findings are supported by the study conducted by Nyamai (2018), who employed environmental scanning to enhance service delivery within the Kenyan judiciary. The qualitative data collected through in-depth interviews revealed that environmental scanning had a substantial influence on justice administration, leading to improved service delivery. However, Nyamai's study was limited by a small sample size, raising concerns about the methodology. To address these limitations, the current study collected data from a broader range of respondents at Kenya Commercial Bank, ensuring a more representative and methodologically robust analysis.

#### 4.1.8: Resource Allocation and Performance of Organizations

The primary objective of the study was to examine the relationship between resource allocation and organizational performance.

**Table 10: Resource Allocation and Performance of Organizations**

Statements		S.A	A	UN	D	SD
The staff have the competencies to plan, manage and implement strategic initiatives effectively	F	11	10	7	6	6
	%	28	25	19	14	14
The funds allocated are always mobilized in time	F	13	10	8	8	1
	%	33	25	19	19	3
The human resource is capable of managing and implementing strategic direction	F	13	12	6	7	2
	%	33	30	14	17	6

As presented in Table 10, the results indicate a strong level of agreement among respondents regarding the notion that staff members possess the necessary skills to effectively develop, manage, and implement strategic initiatives. Specifically, 28% of respondents strongly agreed with this statement, 25% agreed, while 19% were undecided. Meanwhile, 14% disagreed and another 14% strongly disagreed. These results suggest that a majority of respondents believe the staff are well-equipped with the competencies required to successfully execute strategic projects. Additionally, the findings revealed that funds allocated to the organization are generally mobilized in a timely manner. This is evidenced by 33% of respondents strongly agreeing, 25% agreeing, and 19% remaining undecided. However, 19% disagreed and 3% strongly disagreed. These responses reflect a general consensus that financial resources are made available promptly to support organizational activities.

Furthermore, when evaluating the capacity of human resources to manage and implement strategic direction, the data showed that 33% of respondents strongly agreed, 30% agreed, 14% were undecided, 17% disagreed, and 6% strongly disagreed. These results further confirm the belief that staff possess the capability to lead and support strategic direction within the organization.

It is worth noting that the findings of this study align with those of Omesa *et al.* (2019), although their research focused more specifically on resource allocation rather than comprehensive resource planning. This focus somewhat limits the applicability of their conclusions to broader resource planning efforts. Nonetheless, the consistency between the two studies reinforces the importance of aligning resources with strategic objectives.

#### **4.1.9: Performance of Organizations**

The researcher focused on investigating organizational performance, and the results of this investigation are summarized in the table below:

**Table 11: Performance of Organizations**

<b>STATEMENTS</b>		<b>SA</b>	<b>A</b>	<b>UN</b>	<b>D</b>	<b>SD</b>
	F	12	14	6	5	3
The resources assigned to the banks are used effectively for intended purposes.	%	(29%)	(35%)	(17%)	(12%)	(7%)
	F	8	14	9	5	4
There are adequate opportunities for human resource development	%	(20%)	(34%)	(24%)	(12%)	(10%)
	F	10	9	8	8	5
The training process achieves the predetermined goals	%	(26%)	(23%)	(21%)	(19%)	(12%)

The study findings indicated that 29% of respondents strongly agreed that the resources allocated to the banks are utilized efficiently for their intended purposes, while 35% agreed with the statement. Additionally, 17% were undecided, and 12% disagreed. These results suggest that, overall, the resources provided to the banks are being used effectively in alignment with their designated objectives.

Regarding opportunities for human resource development, 34% of respondents agreed that there are adequate chances for such growth, with 20% strongly agreeing. Meanwhile, 24% remained neutral. This implies that there is a general perception among respondents that the organization provides sufficient opportunities for employee development.

On the effectiveness of the training process, 21% of respondents agreed that the training achieves its intended goals, and 26% strongly agreed. Another 21% expressed moderate agreement, while 19% disagreed and 12% strongly disagreed. These findings indicate a prevailing belief that the training programs are generally effective in meeting their established objectives, despite a portion of respondents expressing reservations.

The study revealed that a majority of respondents believed the resources allocated to banks are utilized efficiently for their intended purposes, with most either agreeing or strongly agreeing with this view. This finding aligns with Barney's (1991) Resource-Based View (RBV), which

emphasizes that optimal resource utilization is crucial for sustaining competitive advantage. There was a generally positive perception of opportunities for human resource development, as a significant proportion of respondents agreed that the organization provides adequate avenues for growth. This supports Armstrong and Taylor's (2020) assertion that continuous skill development is vital for employee motivation and organizational performance.

#### **4.2 Limitations of the Study**

During the course of the research, the investigators faced several challenges in data collection. One major obstacle was the difficulty in obtaining responses from participants who were extremely busy and had limited time to complete the questionnaires. To address this issue, the questionnaires were distributed with flexible deadlines, allowing respondents to fill them out at their convenience.

Another limitation encountered was the reluctance of some participants to provide information due to fears of potential victimization by management for sharing what they perceived as sensitive or confidential details about the organization. To overcome this, respondents were assured of the confidentiality of their responses and informed that all information provided would be used solely for academic purposes. This reassurance helped to build trust and encouraged participation.

#### **4.3 Chapter Summary**

The purpose of this chapter was to analyze the data collected from the field through the administration of questionnaires. It involved a detailed examination, discussion, and interpretation of the responses. The chapter outlined the key data analysis methods employed during the study and provided a comprehensive interpretation of the findings in relation to the overall research objectives. Through this process, the chapter aimed to derive meaningful insights that align with the study's goals.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents a summary of the key findings, draws conclusions based on the study results, offers recommendations, and outlines areas for further research. The findings have been organized and discussed in alignment with the study's objectives, leading to well-informed conclusions and actionable suggestions.

#### 5.1 Summary of the Findings

##### 5.1.1 Goal Setting

The study found that 80% of respondents agreed with the assertion that university management aligns its daily decisions and actions with the institution's vision, thereby fostering steady progress toward its long-term goals. This strong level of agreement reflects a clear consensus that the university's leadership is guided by its overarching purpose in its routine operations.

Similarly, the findings revealed that 56% of respondents strongly agreed that the bank's current mission statement aligns well with its ongoing activities. This indicates that there is a meaningful connection between the bank's stated mission and its practical operations, suggesting consistency between strategic intent and organizational behavior. This finding supports the perspective of Bryson (2018), who argues that vision-driven decision-making fosters organizational coherence and sustained strategic focus.

##### 5.1.2 Environmental Scanning

The study revealed a strong consensus among respondents regarding the value of environmental scanning both internal and external in enhancing organizational performance. Specifically, 61% of participants agreed that conducting regular environmental assessments leads to consistent performance improvements. This finding underscores the importance of environmental scanning as a strategic tool.

Additionally, the research highlighted widespread agreement on the use of SWOT analysis in addressing key organizational challenges. This was supported by 58% of respondents who confirmed that SWOT analysis is regularly applied when dealing with significant issues. These findings suggest that organizations not only recognize the importance of

evaluating their internal and external environments but also actively use strategic tools like SWOT analysis to inform decision-making and problem-solving processes. A practice consistent with Gürel and Tat (2017), who emphasize SWOT analysis as a critical tool for strategic planning and informed decision-making. The results suggest that such analytical approaches are embedded in the organization's problem-solving processes, thereby enhancing its capacity to respond effectively to dynamic operational environments.

### **5.1.3 Resource Allocation**

The study findings revealed a strong consensus among respondents regarding the skills of staff members in planning, managing, and implementing strategic initiatives. Specifically, 53% of the participants agreed that employees possessed the necessary competencies to effectively execute these tasks. This widespread agreement suggests a high level of confidence among staff in their ability to contribute meaningfully to strategic efforts. Additionally, the study showed that financial resources are typically mobilized in a timely manner, with 58% of respondents affirming this view. Overall, the results underscore the belief that most employees are well-equipped with the skills needed to design, manage, and implement strategic plans successfully. Aligning with Bryson (2018), who highlights that skilled human capital is a critical enabler of successful strategy execution. Furthermore, 58% of respondents agreed that financial resources are mobilized in a timely manner, reflecting the importance of resource availability in supporting strategic initiatives, as noted by Mintzberg *et al.* (2020). Collectively, these findings suggest that the organization benefits from both competent personnel and timely resource allocation, key factors that enhance the likelihood of strategic success.

### **5.2 Recommendations**

The primary aim of this study is to advocate for the adoption of strategic planning practices by corporate organizations as a means to enhance overall performance. Strategic planning enables business leaders to evaluate data from environmental assessments and, in turn, determine the strategic direction their organizations should pursue. Visionary thinking and ambitious goals serve as the cornerstone for driving entrepreneurial ventures forward.

Findings from the study highlight the importance of strategic alignment there must be a clear connection between the needs of the external environment and the company's products and

services. At the same time, organizations should ensure that their internal priorities align with external demands. This alignment is critical for sustained success.

Every stage of the strategic planning process holds significance, and organizations must recognize this. When an organization lacks a clear direction, employees are likely to feel uncertain about their roles and whether their efforts contribute to the organization's goals. Moreover, failure to thoroughly assess the business environment can prevent firms from understanding their internal strengths and external opportunities, thereby weakening their ability to develop effective strategies.

The study also recommends the implementation of a robust feedback system that contributes to the development of new competencies and fosters organizational learning. This system should support the formulation of strategic objectives that translate the company's vision into actionable goals, aligned with both medium- and long-term aspirations.

Effective performance management hinges on setting clear performance targets and engaging in proactive strategy formulation. These two elements are interconnected, and both are essential for guiding organizational success. To establish meaningful goals, organizations must leverage individual capabilities alongside available resources, ensuring that efforts are aligned with value creation.

Additionally, companies especially those involved in event planning should consider offering incentives to their employees. Such motivation can positively influence employee behavior and engagement, leading to more effective execution of strategic plans and improved organizational performance.

### **5.3 Conclusions**

The study revealed that without clear and well-communicated goals, employees at Kenya Commercial Bank (KCB) may struggle to understand their development path, leading to confusion and decreased motivation. Furthermore, the research emphasized the importance of thoroughly analyzing the business environment. Without such an analysis, organizations risk overlooking both their internal strengths and potential external opportunities hindering their ability to craft strategies that are aligned with market demands and organizational capabilities.

The strategic planning process, as highlighted in existing literature and supported by the study, requires a comprehensive approach that considers all key components from goal setting to

environmental scanning and resource allocation. One critical finding was the need for organizations to consistently analyze their external environment. Doing so not only helps businesses adapt to changes but also enables researchers and managers alike to understand the underlying forces driving organizational behavior and market trends.

In addition, the research underscored that effective resource allocation is vital, particularly in sectors like event planning. It allows companies to better forecast, prepare, and respond to dynamic service demands, ultimately enhancing service delivery.

The study also concluded that having a clearly defined strategic plan one that is communicated across all levels and departments is crucial for organizational success. A well-executed strategic planning process positively influences performance, and a shared understanding among staff about strategic priorities reflects the overall strength and effectiveness of the planning efforts. In essence, organizations that prioritize and align their strategic planning practices are more likely to experience improved performance and long-term success.

#### **5.4 Suggestions for Further Study**

One of the main goals of this study was to explore how strategic planning processes impact organizational performance, specifically using Kenya Commercial Bank's Kencom House branch as a case study. The insights gained from this research could be extended to other financial institutions such as microfinance organizations by conducting similar studies, which would help broaden the relevance and applicability of the findings.

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## APPENDICES

### APPENDIX I: INTRODUCTION LETTER

**Agnes Maina**

Management University of Africa  
School of Management and Leadership

**To:**

The Branch Manager  
Kenya Commercial Bank (KCB)  
Kencom House  
Nairobi, Kenya

**Dear Sir/Madam,**

**RE: REQUEST TO CONDUCT RESEARCH AT KENYA COMMERCIAL BANK,  
KENCOM HOUSE**

I am Agnes Maina, a final-year student at the Management University of Africa, pursuing a **Bachelor of Management and Leadership**. As part of the requirements for the completion of my degree, I am undertaking a research project titled: **“Strategic Planning Practices and Performance of Organizations: A Case of Kenya Commercial Bank, Kencom House.”**

The purpose of this research is purely academic, and it aims to assess how strategic planning practices influence organizational performance, using KCB as a case study. The information gathered will be treated with utmost confidentiality and will be used solely for academic purposes.

I kindly request your permission to collect data through questionnaires and/or interviews with selected members of staff. Your cooperation and assistance will be highly appreciated.

Thank you in advance for your support.

Yours faithfully

**Agnes Maina**

Student – Bachelor of Management and Leadership  
Management University of Africa

## APPENDIX II: RESEARCH LETTER



Date: 24<sup>th</sup> February 2025

TO WHOM IT MAY CONCERN

AGNES MAINA- ODLBML/27/01316/2/22

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on Strategic Planning Practices and Performance of organizations. A Case of the Kenya Commercial Bank, Kencom House.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Dr. Juster Nyaga

Dean, School of Management and Leadership



### APPENDIX III: QUESTIONNAIRE

1. Gender
  - Male ( )
  - Female ( )
2. Educational Level
  - Certificate level ( )
  - Diploma level ( )
  - Degree level ( )
  - Masters Level ( )
3. Respondents Age Bracket
  - Between 18-25 years ( )
  - Between 26-35 years ( )
  - Between 36-41 Years ( )
  - Between 42-55 Years ( )
4. Respondents working experience
  - Below 2years ( )
  - Between 2-5 years ( )
  - Between 6-10 years ( )
  - Above 11 years ( )

#### SECTION B: Goal Setting

To what extent do you agree with the following factors?

STATEMENTS	5	4	3	2	1
Management draws their daily decisions and actions from the vision of the university and ensures progressive navigation to the desired future					
The existing mission statement is compatible with the activities being conducted in the bank					
All stakeholders are involved in the preparation and review of the mission statement					
The documentations on values are updated frequently					

#### SECTION C: Environmental Scanning

To what extent do you agree with the following factors?

STATEMENTS	5	4	3	2	1
Environmental scanning (internal and external) always enhances the organizational performance of the organization					
SWOT analysis is always employed when dealing with significant issues.					

PESTLE is always used to identify critical external factors that may affect the bank					
The bank routinely assesses its external environment to identify its issues and constraints					

**SECTION D: Resource Allocation**

To what extent do you agree with the following factors?

<b>STATEMENTS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The staff have the competencies to plan, manage and implement strategic initiatives effectively					
The funds allocated are always mobilized in time					
The human resource is capable of managing and implementing strategic direction					
The bank is dedicated to providing the necessary financial assistance for the execution of strategic projects					

**SECTION E: Performance of Organizations**

To what extent do you agree with the following factors?

<b>STATEMENTS</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
The resources assigned to the banks are used effectively for intended purposes.					
The training process achieves the predetermined goals					
There are adequate opportunities for human resource development					

**Thank You**