

**EFFECTS OF STRATEGIC PLANNING ON ORGANIZATIONAL
PERFORMANCE: A CASE STUDY OF KENYA PORTS AUTHORITY**

NAJMA TAWANE ABDI

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DECLARATION

This research proposal is my original work and has never been presented for any award in any other university. It should not be reproduced or used without prior knowledge and permission from Management University of Africa.

SIGNATURE: **DATE:**

NAJMA TAWANE

DIP.ML/ 6/00072/3/19

SUPERVISOR

This research proposal has been submitted for examination with my approval as the University supervisor.

SIGNATURE: **DATE:**

Mr.

Management University of Africa

DEDICATION

I dedicate this project to my lovely family for her immense their love, support and encouragement throughout my study. May God guide, protect and bless them abundantly.

ACKNOWLEDGEMENT

I would like to take this opportunity to express my gratitude to the Almighty God and all the people whose contribution have made this work successful.

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LIST OF ABBREVIATIONS

KPA	Kenya Ports Authority
TT	Transformational Theory
GDP	Gross Domestic Product

DEFINITION OF TERMS

Strategic Planning Practices - Processes undertaken by firms to develop strategies that might contribute to performance (Starkey, 2019).

Innovative Strategy - Innovation strategy is a plan used by an organization to encourage the use of technology or services, this is normally done by investing resources in research development (R&D) undertakings (Amegashie, 2019).

Strategic Leadership - Strategic Leadership is the ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success while maintaining short-term financial stability (Amidu, 2015)

Strategy Evaluation - Strategic evaluation is the assessment process that provides executives and managers performance information about programs, projects and activities designed to meet business goals and objectives (Verweire 2019).

Organization Performance - The actual output or results of an organization as measured against its intended outputs or goals and objectives (Verweire, 2019).

ABSTRACT

The study's main objective was to establish the effects of strategic planning on organizational performance, a case of the Kenya Ports Authority, Nairobi County. The study was guided by the following specific objectives: To establish effects of strategic planning practices on the performance of Kenya Ports Authority, Nairobi County, To determine the effects of innovative strategy on the performance of Kenya Ports Authority, Nairobi County, To find out the effects of strategic leadership on the performance of Kenya Ports Authority, Nairobi County and to determine the extent to which strategy evaluation on the performance of Kenya Ports Authority, Nairobi County. The literature review indicated that's that lot of research has been done on strategic planning in sampled state corporations but the researcher has found none is a publicly available survey focusing on a number of state corporations rather most researchers have chosen corporations for a case study and this makes their findings prone to errors associated with low sampling. The target population of this study consisted of 126 employees of Kenya Ports Authority in Nairobi County. The researcher will use 30% of the target population to obtain a sample size of 38 respondents. Questionnaires will be administered to employees who will be selected using the convenient sampling technique. The secondary data will be gathered from reading books, journals that contain information that is related to effects of office conflict management on the performance of Kenya Ports Authority. The qualitative data from secondary sources will be analysed using content analysis and logical analysis techniques. The techniques of analysis and interpreting data such as: Tabulation, Bar graphs, Pie charts and Percentage will be used to present the findings. The findings of the study revealed that strategic planning influenced Kenya Ports Authority organizational performance positively. These findings were supported by the frequencies of the responses from the respondents which were presented in the form of percentages and mean scores. Further the finding was supported by the coefficient of determination ($R^2 = 0.623$) which shows that 62.3% of variations in organizational performance are explained by strategic planning. The study concluded that through implementation of the strategic planning, Kenya Ports Authority in Nairobi County has increased their potential of improving organizational performance. The study recommended that the management of Kenya Ports Authority should incorporate strategic planning practices in their organization. This will help in the development of strategies to match their long term goals in the organization.

CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study, statement of the problem, research objectives, and research questions, significance of the study and limitation of the study.

1.1 Background of the Study

A strategic plan includes an array of decisions and actions that lead to the formulation and implementation of plans designed to achieve the company's goals (Pearce & Robinson, 2018). Grant, (2017) argues that strategy is about victory. It is not disputed that strategy is important but it is not clearly stated what the strategy is and how to succeed in overcoming the strategy. There is no single strategic approach accepted in the world (Stacey, 2019). Instead of managers being held as prisoners of accounting models and sensible ways to advance strategy, they should be free to operate with a wide range of options to choose from (Burns, 2018). He argues that managers can influence strategic barriers and at least they can choose a strategic approach that suits their will.

To survive in a dynamic environment, organizations need strategies to focus on achieving their vision by addressing customer needs. According to the strategy of Mintzberg (2018) this is the mediating force between the organization and its environment. Managers understand the company and its environment and will develop corporate decisions that will change the direction of the company and adapt it to its work environment. Strategy is the long-term direction and scope of the organization (Johnson & Whittington, 2019). There are three different strategy levels, namely enterprise-level strategy, business-level strategy and operational strategy. In organizations the organizational level focuses more on industry challenges and how to deal with them. A business-level strategy sets performance goals, evaluates the actions of competitors and identifies the steps a company needs to take to maintain and enhance its competitive advantages. According to Porter (2019) at this level you will find business units that implement the actual strategy through cost management and differentiation strategies. A performance-level strategy refers to a single performance activity within an organization. Decisions at this level are cautious and are mostly made by executives. Such decisions include practical decisions that affect careers such as research and development, information systems, finance, marketing, manufacturing and human resources (Porter, 2019). In order for a company to achieve its strategic goals, an assessment of its internal and external environment must be carried out effectively. Such an assessment will lead to the selection of

long-term goals and operational strategies to be implemented, monitored and controlled (Thompson & Strickland, 2017). Strategy can therefore be seen as a way to find the right position in the market and simplify the skills and resources to achieve the expected position (Hayes & Upton, 2018). According to Hayes, (1998), effective strategic planning and implementation will only help a company successfully defend its offensive competitors and thus, the company will survive and prosper in the current dynamic and turbulent environment. Organizations must focus on making their strategies competitive (Porter, 2019). Porter notes that the competitive strategy is about being different and that means choosing a different set of activities to provide a unique value combination.

1.1.1 The concept of organizational performance

The corporation's performance was defined as the ability of an organization to fulfill its mission through good management, strong governance and a renewed commitment to achieving results (Hygiene, 2017). Non-profit organizations are task-oriented, flexible, customer-focused, entrepreneurial, result-oriented and sustainable. Organizational performance includes actual output or organizational outcomes as a measure against the intended outcome (William, 2015). According to Richard et al. (2018), organizational performance includes repetitive activities to establish organizational goals, track progress toward goals, and make adjustments to achieve those goals effectively and efficiently. Creating flexible, high-performing organizations is the key to achieving the benefits of competition in a world that will never stand.

Corporate performance indices include profitability, liquidity, growth and stock market performance. Organizational performance and legitimacy for building a complete set of performance-level indicators have been published in the past. This is the gap we wanted to close with the studies (Hygiene, 2017). Organizational performance is related to how the success of an organized group of people works and a particular goal. Basically, this is what we are talking about when we talk about organizational performance and successful results. The performance itself may be a bit special: because the strategic choices a company makes seek to order which performance metrics will reflect the latest performance (Steers, 2019). Understanding how different free radicals interact with different performance versions is no longer relevant (March & Sutton, 2015). Performance changes have been shown to occur to varying degrees due to industrial, organizational, and commercial factors. Research focusing on specific factors should measure performance in a manner consistent with this context. There is evidence that industry reasons can maintain performance over time.

Organizational performance is a replacement for romantic reliance on researchers involved in almost every field of management. This broad construction is important to allow researchers and managers to evaluate the company over time and compare it with competitors. In short, organizational performance is the most important criterion in evaluating organizations, their operations and the environment. This importance is reflected in the greater use of organizational performance as a dependent variable (March, 2017). In contrast to the central role that organizational performance plays in management, it is the researchers' lack of attention to what performance and how they are measured. Although organizational performance dominates the strategic management literature, not to mention economics, finance and accounting, it is not a challenge. Performance is one type of impact indicator, with pros and cons. It is based on research conducted in local and international companies that have implemented strategic changes.

1.1.2 Strategic planning and organization performance

According to Monsey-Hernandez, Dewhurst, Pritchard and Barber (2017), planning includes a plan or model of action that enhances the company's primary goals, policies and systems integrated into the whole. Aldehayyat and Khattab (2015) found that planning methods allow managers to turn data into valuable decisions and appropriate actions. Proponents of the Sorel and Pennequin (2018) program include advancing the organization's goals or strategic plans and finding resources that will be most effective in achieving the organization's goals as outlined in the strategic plans. Every goal needs to have financial estimates and human resources related to its completion in order to be successful. The planning process also creates a schedule of when these plans should be available. According to Ballou (2017), the design also includes the development of a monitoring and evaluation method that will be used to monitor the project process.

Regular planning is where business orientation is done through a variety of activities that include setting goals. Thus, the management planning task symbolizes many decision-making signs (Schraeder, et al. 2017). Daft and Marcic (2019) also found a third planning impact on organizational performance as their prevalence. All managers from supervisor to CEO he was Chief Executive Officer should be involved in the planning. At lower levels it can be called operational planning and shouted at higher levels called strategic planning. The time spent planning any leverage depends on the scale. Managers Managers may be more involved to participate in Planning and planning, while the head of the department is more involved in the areas that lead the people, accumulates resources in the relevant departments and performance

management in the department. The more effective the programs, the more they contribute to improving the organization's performance.

According to Awino et al. (2019) The positive change stems from effective planning. Effective planning should be planned to increase business objectives and promote analysis and improvement of strategies. Contez and O'Donnell (2015) particularly argued that an efficient service should be applied not only to the economic situation on the many resources used in services and manufacturing activities but also to the group and the personal satisfaction of human resources. Sosiawani, et al., (2017) state that any direction of strategic planning all contributes to organizational performance. The strategic planning process has been identified as having a positive relationship with organizational performance (Glaister, et al., 2019). It is believed that strategic planning tools can increase the impact and effectiveness of business planning (Kraus, Harms and Schwarz, 2019). These tools include SWOT analysis, relationship diagrams and organizational charts. Through strategic planning tools, businesses will be able to achieve better performance in hotels in the Middle East (Aldehayyat and Khattab, 2019). There is also a positive relationship between employee involvement and company performance. It is believed that the impact of employee participation in strategic planning contributes to the impact and development of a strategy which, in turn, has a positive impact on implementation.

Employees contribute to planning by providing feedback and experience in different strategies in order to get the best fit based on the strategies an organization can adopt, resulting in increased performance (Collier, Fishwick and Floyd, 2018). Whenever employees are involved in developing a business development plan, their motivation and commitment to the project is greater thus making them more effective during project management. Veetil (2019) has shown that by using strategic planning correctly, it will be able to contribute to a company achieving better performance. Therefore, job creation and time periods taking into account the capabilities of individual employees in completing maximum working hours are also considered as an important strategic planning factor with the potential to improve business performance.

Mitch Elmore and Roly (2019) through their research, argue that entrepreneurs need to increase their strategic planning time to achieve better performance. Because the allotted time will allow employees to work better without the stress of running out of time, this means that their performance will improve greatly. There are a variety of implementation strategies that management in different organizations can adopt. Strategies can adopt a top-down approach in

which the above policies and plans are developed and information is reduced to where the instructions are received. The application approach can be either minimal or hybrid depending on the organizational structure and their internal systems for handling the work of the company (Veettil, 2019).

Another aspect of strategic planning is planning control (Kraus, et al. 2019). Wagaki (2019) describes strategic planning as an ongoing, never-ending process that requires constant review and improvement. Strategic planning focuses on promotion, dynamic and collaborative process. In order to build your company to the level of performance in the industry, the business must plan a strategy and use it in strategic planning methods. These are the important key characteristics in the establishment and strategy of business in the market (Khatami, 2019). Aldehayyat and Twaissi (2015) have shown in studies that the link between strategic planning and organizational performance is an important and positive link in the Middle East.

Strategic planning allows businesses to look to the future and thus provides an opportunity to influence the future, or help replace bias (Khatami, 2019). It provides better sensitivity to needs and easing on environmental issues. This help in defining business commitment and emphasizing core objectives, providing a sense of continuity, leading direction to better leadership and service, integrating everyone into the structure and providing levels of responsibility to individuals, resources allocated by the program. It is the key to helping stakeholders collectively and by helping them gain control over the future and business purpose (O'Regan and Ghobadian, 2019). Akinyele and Fasogbon (2017) suggest that strategic planning includes a set of basic procedures that are expected to perform or control the situation to create better outcomes for the company. This is in stark contrast to traditional, self-assured strategic plans that depend on competitive business start-ups. In business, strategic planning provides full direction to specific units such as human resources, projects, financial targeting and marketing. Strategic planning can be helpful in promoting productivity when there is agreement around tasks and when many work actions are accompanied by technological or technical considerations.

The design provides a simple and careful basic direction for the business purpose; And it also provides requirements that any business can choose what to do and how to do it. Basically, it is a process of creating and telling about a better future in a measurement environment and choosing the best ways to achieve the expected results. It is said that failure to plan leads to failure. Thus, Abdalkrim (2019) summarizes the importance of planning as: increasing the

effect; Developing a Competitive Environment Promotes a positive balance between internal capacity and external environment and helps managers reflect on the future implications of ongoing decisions. Having a good vision, purpose and strategy is no guarantee the project will perform well. Creative planning and management can help improve project performance results. But on the other hand, without a vision, a good plan or project performance strategy will surely fail or it is better to be poor.

1.2 Statement of the Problem

Many managers understand the concept of strategy well even though there is a separation between strategy and performance. It is common to see organizations launching ambitious strategic plans and failing to carry out future performance. The main goal of choosing a strategic planning approach (which comes with performance improvement) is therefore lost and the organization gradually determines the intended approach. A government agency is an organization created and owned by the government to achieve its commercial and social goals and to exist for various reasons, including correcting market failures, implementing social and political goals, providing education, health, revenue sharing or peripheral development (Najiro), 2019).

In theory, research on strategic planning methods in government has been conducted by many researchers including the creation of public value: strategic management in government (Mor. 2015) and a strategic plan for public managers (Mercer, 2018). These works do not place the theory in the Kenyan context. There has been a lot of research done on strategic planning in government bodies for example, but the researcher found that there is no research available to the public focusing on multiple government agencies instead many researchers have chosen case research organizations and this makes their results controversial. For errors related to the lower sample. Observations consistent with this relationship include the impact of independence on the financial performance of commercial government agencies in Kenya (Compassion, 2019), the approval of the balance sheet by government agencies in the Ministry of Information and Communications, Kenya (Kinoti, 2019), the relationship between performance agreements and financial performance in government agencies ; A comparative study by the Kenya Railway Corporation and the Kenya Airports Authority (Wambati. 2019). When strategic plans continue to be used in different organizations and the results are felt, what? Do strategic plans affect the performance of government agencies in Kenya? On this basis, this study was conducted on the impact of strategic planning on the organization's performance, a case of the Ports Authority, Nairobi District.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study will be to find out the effect of strategic planning on organizational performance, a case of the Kenya Ports Authority, Nairobi County.

1.3.2 Specific Objectives of the Study

- i. To establish effects of strategic planning practices on the organizational performance of Kenya Ports Authority, Nairobi County.
- ii. To determine the effects of innovative strategy on the organizational performance of Kenya Ports Authority, Nairobi County.
- iii. To find out the role of strategic leadership on the organizational performance of Kenya Ports Authority, Nairobi County.
- iv. To determine the effect of strategy evaluation on the organizational performance of Kenya Ports Authority, Nairobi County.

1.4 Research Questions

The research questions based on the specific objectives of the study will be as follows:

- i. What is the effects of strategic planning practices on the organizational performance of Kenya Ports Authority, Nairobi County?
- ii. What is the effects of innovative strategy on the organizational performance of Kenya Ports Authority, Nairobi County?
- iii. What is the effects of strategic leadership on the organizational performance of Kenya Ports Authority, Nairobi County?
- iv. To what extent does strategy evaluation affect the organizational performance of Kenya Ports Authority, Nairobi County?

1.5 Significance of the Study

This study will explore the concept of strategic planning and its impact on organizational performance. Therefore, it will be important for researchers, students and other researchers after graduation. In their later studies, researchers will have information from this study to mark in their work. They will also be notified of what is being researched and beyond that they will avoid repeating the research unless they want to duplicate the research. The study could also highlight another link between strategic planning methods and organizational performance that may not have been known before. This study will also benefit government agency

employees. In their job role, they will execute a strategy and make decisions that will be directed towards areas that have the best results for improving performance.

In addition, this study will be useful for government policy makers who are aware of the extent to which strategic planning affects government agencies. This can be proof that it affects performance or not. With such information, policymakers will formulate an informational policy aimed at improving performance. It will also be useful in evaluating proven research theories of transparency and dynamic theory in strategic planning.

1.6 Scope of the study

The study will investigate the effects of strategic planning on organizational performance. It will be carried out at the Kenya Ports Authority in Nairobi County. Its target population will be employees of the above-mentioned organization and will be carried out in the month of February 2020.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter examines relevant theories and literature on providing quality services based on specific research objectives. The chapter also develops a conceptual framework that will be used in the study based on each variation in the study. Reviews will identify research deficiencies and areas suggested for further research.

2.2 Theoretical Review

2.2.1 Resource Based Theory

A resource-based approach (RBV) is a management tool used to build available or available strategic resources for the organization. The main principle of RBV lies in the fact that the competitive advantage of an organization depends on the use of critical resources (Wernerfelt, 1984) the sustainable competitive advantage. The organization's resource-based approach defines its ability to provide a sustainable competitive advantage when resources are managed in a way that their results cannot be copied by competitors to create a competitive barrier. As noted in RBV, organizations can gain a competitive advantage only if organizations with

unique resources have rare, valuable, unparalleled or unequal characteristics (Makadok, 2019).

The main concern at RBV lies in the organization's ability to maintain a combination of its unique resources in a way that cannot be replicated by competitors. Advanced theoretical comments guided the study in a variety of ways. The theory is very important for understanding how innovation strategies, strategic direction, strategic leadership and strategic implementation are used by the organizations and how the organization plans and implements these strategies. RBV has been adopted to strengthen the current research, for the sake of a dynamic and competitive business environment, for the implementation of a successful strategy, in order to maximize the competitive advantage and expand the market both here and in the world. RBV was therefore involved in assisting in understanding how the organization could mobilize its resources to achieve effective strategic implementation.

2.2.2 Contingency Theory

Contingency theory means that things depend on other things, and for organizations to be effective, there must be an "appropriate beauty" between their structure and the situation in their external environment. So a good management system depends on the organization Situation. This study agrees with the concept of contingency theory which suggests that the use of the chosen model of action must be consistent with its contextual factors. However, for the purpose of this study, contingency theory is perceived with the utmost caution as follows. It is accepted that contingency theory represents a paradox of organizational theory such as organizational decision and organizational structure (Donaldson, 2019). An essential part of the contingency theory model is that the impact of an organization ranges from relevant organizational characteristics (such as innovation) to emergencies that reflect organizational status. As discussed by Donaldson (2019), an organization strives to achieve organizational features that lead to high performance. Therefore, the organization is designed with an contingency (appropriate) to prevent a fall in performance. This shows that there is a balance between an organization and its states of contingency and this balance creates a connection between the contextual characteristics of the organization and the state of contingency.

2.2.3 Performance Theory

A third research theory is the concept of performance defined in the scorecard balancing method as an analytical approach designed to translate the organizational mission statement and overall business strategy into specific, measurable and measurable organizational

performance by achieving these goals. As noted by Kaplan and Norton (1992), the method of balancing scorecards as a complete method that analyzes organizations' performance in four ways, based on the idea that evaluating performance through monetary income provides information only about how an organization performs before evaluation, so future performance can be predicted and appropriate action taken. To create the expected future.

The method further examines performance in four areas; Cost analysis in terms of purchasing the most common performance index, including metrics of metrics such as operating costs and return on investment for customers with respect to customer satisfaction (needs assessment) and savings; Internal analysis examines production and innovation, measures performance in terms of maximum profits from the current products or services offered and monitors future productivity indices; Finally, the learning growth analysis examines the impact of management on employee satisfaction metrics and the retention and performance of the information system.

2.2 Empirical Review

A study by Kaplan and Norton (2018) states that in order to manage all strategies and activities, a company must take five steps: (1) A developed strategy, based on the company's commitment to its values and strengths, weaknesses and competitive environment. ; (2) interpret strategy in goals and initiatives related to performance indicators; (3) Create an action plan to achieve goals and plans; (4) to execute the plan, observing its effects; (5) Examine the strategy by analyzing costs, benefits and the relationship between strategy and performance.

According to Bhasin (2018), implementation is the process by which the chosen strategy is implemented. It includes the design and management of systems to achieve the best integration of people, structures, processes and resources in achieving the goals of the organization . A strategic plan provides the business and roadmap needed to track a specific strategic direction and set of performance objectives, provide customer assurance and succeed. However, this is only a plan, it does not guarantee that the expected performance will be achieved beyond the roadmap map ensures that the traveler will reach the desired destination.

Doherty and Horn (2019), argue that there are ten concepts in the context in which public service managers should use their thinking and conversational skills. Public services rely on the operational capability of managers in managing a number of issues, which are; Resistance to change, activities and activities, finances and resources, information and communication, learning and personal development, human resources, strategic planning, organizational

development in the framework of organizational leadership training in the context of a new approach to public administration and finally knowledge management and knowledge transfer within the organizational learning processes of public organizations (Daft and Marci, 2019).

2.3 Summary and Research gaps

According to Awino et al. (2018) The positive change is due to effective planning. Effective planning should be planned to increase business objectives and promote analysis and improvement of strategies. Kunz and O'Donnell (2018) explicitly argued that an efficient service should be used not only in terms of funding the many resources invested in services and manufacturing practices but also for the group and the personal satisfaction of human resources. Sosiawani, et al., (2015) argue that any direction of strategic planning all contributes to organizational performance. The strategic planning process has been identified as having a positive relationship with organizational performance (Glaister, et al., 2018). It is believed that strategic planning tools can increase the impact and effectiveness of business planning (Kraus, Harms and Schwarz, 2019). These tools include SWOT analysis, relationship diagrams and organizational charts. Through strategic planning tools, businesses will be able to achieve better performance in hotels in the Middle East (Aldehayyat and Khattab, 2019).

2.4 Conceptual Framework

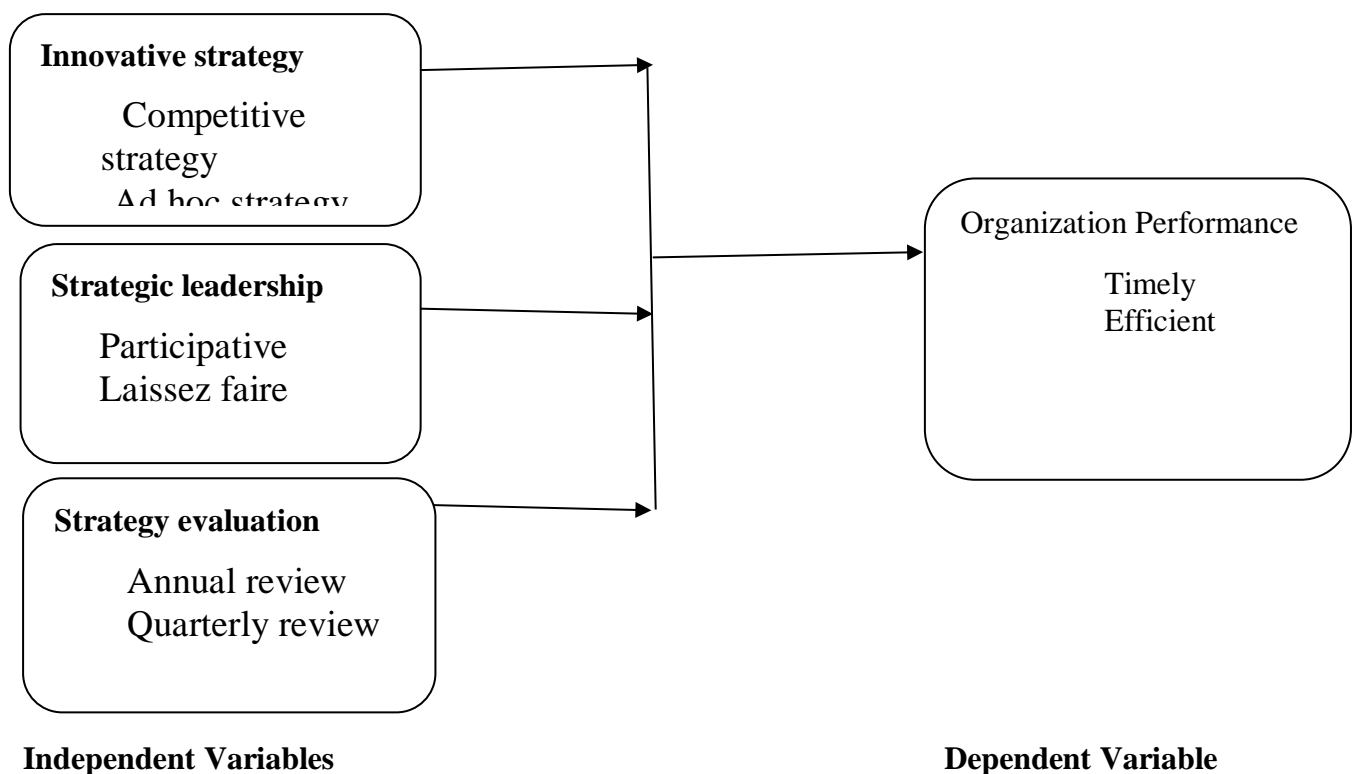


Figure 2.1: Conceptual Framework**Source: (Author, 2021)****Table 2.1 Operationalization of Variables**

OBJECTIVE	VARIABLE	INDICATOR	MEASUREMENT STYLE
Innovative strategy	IS	Competitive strategy Ad hoc strategy	Measured by Question of part B, No.8 in the appended questionnaire
Strategic leadership	SL	Participative Laissez faire	Measured by Question of part C, No.7 in the appended questionnaire
Strategy evaluation	SE	Annual review Quarterly review	Measured by Question of part D, No.7 in the appended questionnaire

2.5 Operationalization of variables

Strategic Planning Practices

Over the past two decades, there is evidence that researchers have attempted to examine the impact of organizational strategy and organizational performance. Many have concluded that there is a partnership between strategic planning and implementation (Green, 2019). A strategic plan contains processes executed by a company to advance strategies that can contribute to performance (Starkey, 2019). A strategic plan can contribute to the organization's performance by producing important information, creating a better understanding of the key environment and by reducing uncertainty (Schwenk & Shrader, 2019). Each organization is located in a specific environment that is not the same as that of its competitor even within the same industry. The environment provides many environments that affect the organization and its performance, what it produces and how it operates (Nabli & Nugent, 1989). For an organization to be successful, it must develop strategies that will drive it through the environment in which it operates.

Strategic planning methods enable organizations to identify issues related to their performance in the direction of competitive advantage. Porter (2019) explains that the business environment is complex, dynamic and competitive. To survive in such an environment and gain a competitive advantage in order to be more successful than the competition, businesses need

official implementation plans available in strategic plans. Porter (2019) argues that organizational performance is determined by the organization's ability to achieve a unique role and strategic planning methods provide tools to enable the organization to gain a competitive advantage.

Innovative Strategy

Innovative strategy is a program used by the organization to promote the use of technology or services, usually by investing resources in research development activities (R & D). Today, innovation is considered the most important tool in any organization which aims to explore new markets and find competition (Gunday et al, 2018). Competition Increased in the domestic and international market, driven by rapid advancement in technology and innovative competitive strategies that drive competition. Thus , innovation is considered as a tool for changing opinions, knowledge and information to increase organizational competition and sustainable competitive advantages. Organizations use different innovation strategies but good innovation strategy To the developed product or service.

According to GR Jones and WL Hill (2018) innovation is the act of creating unique products or processes. The four basic types of innovation as described in Schumpeter's Types of Innovation, OECD (2015) are; The product, process, market and creative organization and possible combinations of these basic types depending on the availability of resources that the organization has. (Johnson and Scholes 2019) First, product innovation involves the production of new products with features superior to those already in the market to increase national and international competition. Second, the creative process is the employment of a new or improved production or service. This will include modifications to equipment designed to reduce the cost of the unit of production or service delivery, but to maintain the supply and quality of the product.

Strategic Leadership

One of the primary responsibilities of managers is to use their knowledge, power and passion to provide strategic leadership to their subordinates that can lead to a well-functioning organization, some of the key traits identified are; Vision, eloquence and consistency. One of the responsibilities of leadership is to provide direction to where the organization needs to go and communicate effectively and consistently until the vision becomes part of the organization's culture (Verweire, 2019).

Strategic leadership works and promotes the development of a network of official and informal sources in order to keep them updated on what is happening within the organization at all levels

and this is the best way to gather information. It is also believed that leading performance leaders are skilled at the task. This willingness to delegate and empower decision makers is a motivating factor, which often leads to the implementation of decision making by their subordinates without resistance. This increases performance and also helps managers avoid overflowing responsibilities that could affect their performance. Edward Warap, in his article on leadership, argued that strategic leaders must play the power game skillfully in an attempt to build a consensus on their views instead of using force to move, this is also consistent with Jeffrey Pfeffer's view that power is in control. Of the resources used to acquire other critical resources necessary for the functioning of the organization. (Pierce and Robinson, 2017).

Strategy Evaluation

Strategic assessment is an evaluation process that provides managers and executives with operating information on programs, projects and activities designed to achieve business goals and objectives (Verweire 2019). According Nyanja, (2018) strategic management methods are highly dependent on the influence of the strategic assessment. Observation especially strategic assessment and evaluation of key objectives level intercession. Evaluation Strategy and Evaluation processes intended to serve as a mechanism for identifying and exchanging opportunities to improve organizational impact by improving management systems and processes. Important strategic evaluation process only after a full understanding of the quality of the technique it was possible to identify which elements of the system should be changed and, like, what parts are good technique and should not be replaced.

In addition, the evaluation process itself will offer important options. The business approach is best appreciated by looking at it through a selection of key components. All feedback will provide core cell replacement and perhaps unique feedback. Through this integrated feedback comes from observing the results of past experience and risk settings are born a collaborative approach in which strategy can examine the state of total pressure required by the Company. Johnson and Scholes (2019) argue that strategic assessment is a specific purpose is to distinguish between the performance results clearly present the leading causes of success or failure in the field of the selected activity.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter contains research technique to be used for research. The research method provides information on the procedures used in carrying out the study. The study design, study population, sample structure, data collection and analytical methods are described below.

3.1 Research Design

The study will be carried out using a cross sectional study and the same variables apply to all respondents. Sectional study focused on determining the variables used in strategic planning methods used by government agencies and do they have an impact on performance. In the survey the data are collected by questioning or questioning of people who took samples for the purpose of studying their attitudes, opinions and behaviors (Urudho, 2015).

3.2 Target Population

The study population will include 126 employees at the Kenya Ports Authority in Nairobi Province. According to Moganda and Moganda (2019), the target population is a whole set of individual cases that contradict the common characteristics that the researchers want to summarize in the study findings. They will be extracted from high, medium and low KPA structures as shown in Table 3.1 below.

Table 3.1 Target population

Category of employees	Target population
Top management	6
Middle management	40
Lower management	80
Total	126

Source: (K.P.A, 2020)

3.3 Sampling Design and Sampling Technique

Representation purposes, the researcher will divide the population strata and take items from a column by means of a random sample. Samples will focus on achieving the targeted samples representing the population. The class will include deploying three operational groups of the Kenya Ports Authority Nairobi Province. Mugenda and Mugenda (2019) claim that 30% of the

sample population of less than 500 enough research. Thus, the researcher uses a sample of 30% of the target population which will provide 38 transponders as shown in Table 3.2 below:

Table 3.2 Sample Size

Category of employees	Target population	Percentage	Sample Size
Top management	6	0.3	2
Middle management	40	0.3	12
Lower management	80	0.3	24
Total	126		38

3.4 Instruments

The investigator used as a tool for data collection issues. Closed questions contained questions who sought the views of respondents on the performance of the organization, as well as the weight of the link. The questionnaires were self-explanatory and selected a week later to give participants enough time to fill them. In addition to preliminary data, secondary data obtained relevant journals, books, surveys and other academic publications.

3.5 Pilot Test

The draft questionnaire was formally reviewed based on research questions from colleagues and family who read and gave constructive feedback on the wording and meaning of each question. To ensure that the research tool was valid, reliable, transparent and error-free, the study conducted a pilot study of 12 Ports Authority employees in Kenya who were later excluded from the main study. Questions examined for participants in the Kenya Ports Authority in the experiment were not included in the results of the final survey.

3.5.1 Validity

According to Zikmund (2013) Validity checks include verifying the accuracy of the entity by determining whether an entity meets the information he intends to collect. For this study, to ensure the validity surface, instruments were built and approved by the Commissioner a positive control, and then modified according to the opinion. On the other hand, the validity of the content was obtained by placing the data collection instruments for evaluation by a group of experts who were supposed to give their opinion on the importance of all the instruments. Results responses were analyzed to establish representation in percentages using content validity index.

3.5.2 Reliability

The reliability test is very important because it has shown how much the device yields the same results if the tests are performed regularly. This reliability of the study was carried out by determining the relationship between scores obtained from different standard principals. Kronbach's alpha was hired to determine the internal reliability of the questionnaire to be used in this study. According to Sekran (2014) as quoted by Wanyoike (2013), the reliability should be at least 0.70. Cronbach alpha coefficient is above 0.7 indicates that you used is reliable and acceptable management because alpha exceeds the recommended value.

3.6 Data Collection Procedures

The study recorded and distributed the questionnaire for the sample identified and gave respondents the time within which the questionnaires were collected.

3.7 Data Analysis and Presentation

Analyzing the results of the study used quantitative and qualitative methods alike. Non-numerical quality statistics were based on respondents, comments; Information and recommendations. This study used diagnostic data specifically for descriptive statistics. The results were presented in the form of tables, bar charts, pie charts and percentages.

3.8 Ethical Consideration

Morality is the norm of moral standards that guide moral choices about our behavior and our relationships with others. Ethical considerations are:

3.8.1 Informed Consent

Wherever there is direct communication with the respondent the benefits of the research should be discussed. The respondent should begin with an introduction and its name, the name of the research institution and a brief description of the purpose of the research and its benefits.

3.8.2 Voluntary Participation

The effect of financial participation or otherwise should not be compared to liability or presentation in a style that leads to coercion.

3.8.3 Confidentiality

After issuing a security guarantee, privacy protection is essential. The researchers restrict access to information that shows the names, phone numbers, addresses or other identifying services.

3.8.4 Privacy

Everyone has the right to logic, and researchers must love this right. Privacy guarantees are important not only for maintaining the legitimacy of the research but also for the protection of respondents.

3.8.5 Anonymity

Protect the rights and welfare of respondent correctly. The respondents give their consent before their participation

3.9 Chapter Summary

This chapter details the technique that was used in the study. It provided further insight into the research structure, research site and research population. He also described the instruments used to collect information of respondents, data collection methods and data analysis as presented in this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter describes a data analysis followed by a research discussion. The findings address the research questions that guided the study. Data were analyzed for quality and quality to identify and explain the impact of strategic planning on organizational performance Kenya Ports Authority.

4.2 Response Rate

The interviews were distributed to a variety of respondents in relation to sample size. The response has been positive in all areas and many participants were willing to devote their time to answer questions and respond. The study examined a sample of 38 staff members were transferred from the 38 questions in 30 complete idiot representing a response rate of 96%, while 8 unanswered responded to 4%. Participants breached from belonging to them.

The table 4.1 Response Rate

Category	Frequency	Percentage
Response	30	96
Non-Response	8	4
Total	38	100

The diagram above represents the response rate as shown in Table 4.1. The study found that 38 of the sample participants who successfully completed and completed the questionnaire with the study were 30 who represented 96% while 4% who did not respond represent 0%. Based on this analysis it can be concluded that the response rate was very high.

4.2.1 Age of Respondents

Table 4.2 Distribution of Respondents by Age

Age	Frequency	Percentage
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25-35 yrs.	2	6
36-45 yrs.	3	10
45-56 yrs.	20	67
More than 57	5	17
Total	30	100

Table 4.2 from the study shows that the majority of participants with 67% are between the ages of 46-57 and the minority of participants with 6% are aged 25-35 years.

Table 4.3 Distribution of the Respondents according to the level of education.

Level of Education	Frequency	Percentage
K.C.S.E	0	0
Certificate	3	10
Diploma	20	66
Degree	5	17
Post Graduate	2	7
Total	30	100

Table 4.3 shows that the study participants with education hold 66% and 17% certificate degree holders. The lowest number of respondents with education level of 7% with graduate mail followed by 10% of the education and certification will be conducted.

Table 4.4 Distribution of Respondents by the length of stay in the Organization

Time period	Frequency	%
0-6 Months	0	0
6-10 Months	0	0
1-5 years	7	23

More than 10 years	23	77
Total	30	100

Table 4.4 The study found that most participants have worked with the organization for more than ten years and provided 77% of the sample, while a minority of respondents worked with the organization for 1-5 years to provide up to 23% of the model. Includes sample. The study found that none of the respondents worked with the organization for a period between 0-6 months to 6-10 months respectively.

4.3 Data Analysis of Study Variables

This section provides findings and discussions on the deployment of specific research goals. Frequencies and descriptive statistics are presented first, followed by data not significant. The answer to the questionnaire was based on Likert standard was numbered and the numbers of relieving analysis. The values given Llikrt were 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

4.3.1 Effect of Strategic planning practices On Organizational performance

The purpose of the first study was to determine the impact of strategic planning on the organization's performance at the Kenya Ports Authority in Nairobi Province. The descriptive statistical analysis was performed for strategic planning reasons and the results are presented in Table 4.3 below.

Table 4.3 Effect of Strategic planning practices On Organizational performance

No	Statement	1	2	3	4	5	Mean
1	There is an elaborate execution of long term plans in the organization	13 %	18%	8%	42%	19 %	4.40
2	The tactical plans employed by the organization determine the overall organization performance	14 %	16%	12 %	38%	20 %	4.37

3	Short terms plans in the organization are implemented immediately	9%	15%	10%	45%	21%	4.05
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The results presented in Table 4.3 above showed that 61% of respondents agreed that the implementation of long-term plans for the organization, while 8% of respondents were undecided and 31% disagreed. With a total of 4.40, we can conclude that most respondents agreed that better implementation of long-term programs in Kenya Ports Authority; By the Technical Program reported that the organization uses determines the overall performance of the organization, 20% of respondents disagreed and 12% disagreed while the majority of respondents, and 68% agreed to the plan reasonableness which the organization uses determines the overall performance of the organization. Overall 4.37 , we can conclude that the majority of respondents agreed with the statement. Short-term plans in the organization implemented immediately, respondents here have given the same opinion, and 35% disagreed, 30% were undecided when 43% agreed and therefore with an average score of 3.22 at 5 we still conclude that most of the participants agreed with the statement that the briefings organized Ports Authority of Kenya.

4.3.2 Effect of Innovative strategy on Organizational performance

The second objective of the study sought to find out the effects of innovative strategy on organizational performance at Kenya Ports Authority. Descriptive statistics analysis was done on factors of innovative strategy and the results are presented in Table 4.4 below

Table 4.4 Effects of Innovative strategy on Organizational performance

No	Statements	1	2	3	4	5	Mean
1	The organization Competitive strategy does provide regular opportunities to improve performance.	12%	16%	17%	33%	22%	4.15

2	The organization Ad hoc strategy provides avenues in capacity improvement.	4%	7%	30%	27%	32%	4.27
3	The organization market innovation strategy provide possibility of venturing to new markets.	3%	8%	12%	40%	37%	4.33

The results in Table 4.4 above show that the respondents agreed to parties as follows; The organization's competitive strategy provides shared opportunities for improving performance, 55% of respondents agreed, 17% did not decide when only 28% disagreed. With an overall score of about 4.15 we can conclude that the majority of respondents agreed that competitive strategy Kenya Ports Authority regularly provides the opportunity to improve performance .. organization Ad hoc strategy provides the opportunity to enhance our capabilities, most respondents, 59% agreed, 30% were undecided when the number A small 11% did not agree. With a total of 4.27 we can conclude that most of the respondents supported the fact that the Ports Authority in Kenya provides an ad hoc strategy that provides a way to build capabilities.

The innovation strategy in the corporate market provides an opportunity for new markets to emerge, a large number of respondents and 77% agreed, 12% did not decide while only 11% did not agree. With a total of 4.33 we can conclude that most of the respondents agreed with the fact that the Kenyan Ports Authority's innovative market strategy provides the emergence of new markets.

4.3.3 Effects of Strategic leadership on Organizational performance

The third objective of the study sought to find out the effects of strategic leadership on organizational performance at Kenya Ports Authority. Descriptive statistics analysis was done on factors of reward management and the results are presented in Table 4.5 below,

Table 4.5 Effects of Strategic leadership on Organizational performance

No	Statements	1	2	3	4	5	Mean
1	Participative leadership singles out employees who perform well	3%	13%	7%	42%	37%	4.65
2	Laissez faire leadership gives positive solutions in achieving desired objectives.	8%	12%	6%	38%	36%	4.56
3	Democratic leadership offers good future opportunities for organizational growth	10%	17%	33%	17%	23%	2.37

The results show that respondents strongly agreed with the statement that shared management selects the best employees that perform best with 79%, while 7% were undecided and only 16% disagreed. In the context of the 4.65 we can conclude that leadership participates in choosing good-performing employees. Laissez faire administration provides a positive solution to achieve the desired goals when 74% of respondents agree, 6% did not decide to only 20% disagree. With a total of 4.56 we conclude that most respondents agreed with the statement that the administration of justice Laissez provides the best solution to achieve expected goals. 65% of respondents agreed with the fact that the Democratic leadership offers good opportunities for future corporate growth, 8% were undecided and only 27% disagreed. With a total of 4.38, we conclude that the Democratic leadership offers the best opportunities for future growth in corporate Kenya Ports Authority.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the impact of strategic planning on the organization's performance at the Kenya Ports Authority in Nairobi County. The strategic planning components studied are; Strategic planning methods, creative strategy and strategic leadership. This chapter summarizes the findings of the study and draws conclusions on what recommendations are proposed. Additional research recommendations are also considered as a way to fill in the gaps identified in the study.

5.2. Preliminary Findings

The main aim of the study was to examine the impact of strategic planning on the organizational performance of the Kenyan Ports Authority in Nairobi Province. The results of the study revealed that strategic plans had a significant impact on the performance of the Ports Authority. These results were supported by the frequency of responses of the respondents presented in the form of average percentages and scores. Furthermore, the study was supported

by a determinant ($R^2 = 0.623$). Which shows that 62.3% of the differences in organizational performance are explained by strategic plans.

5.3 Summary

The summary of the study findings are presented below as per the study objectives.

5.3.1 Effects of Strategic planning practices On Organizational performance

The first objective of the study was to set to examine the effect of strategic planning practices on organizational performance at Kenya Ports Authority in Nairobi County. The findings revealed that strategic planning practices has a positive influence on organizational performance at Kenya Ports Authority in Nairobi County. This finding is supported by the coefficient of determination which shows that the variations in organizational performance are explained by strategic planning practices. The analysis produced results with an overall mean score of 3.836 which showed that majority of the respondent's concurred that strategic planning practices on organizational performance had a coefficient of 0.730, meaning that strategic planning practices influences organizational performance at Kenya Ports Authority by 73%.

5.3.2 Effect of Innovative strategy on Organizational performance

The second objective of the study was to determine the effect of innovative strategy on organizational performance at Kenya Ports Authority. The results showed that innovative strategy practices have a moderate influence on organizational performance at Kenya Ports Authority in Nairobi County. The analysis produced results with an overall mean score of 4.31 which showed that majority of the respondents supported contribution of innovative strategy on organizational performance and had a coefficient of 0.670, meaning that innovative strategy influences organizational performance at Kenya Ports Authority by 67%.

5.3.3 Effect of Strategic leadership on Organizational performance

The third objective of the study was to establish effect of strategic leadership on organizational performance at Kenya Ports Authority in Nairobi County. Majority of the respondents agreed

that strategic leadership had a positive influence on organizational performance at Kenya Ports Authority. Strategic leadership had an overall mean score of 4.064 meaning that majority of the respondent agreed that Strategic leadership influences organizational performance and has a coefficient of 0.565 meaning it influences organizational performance at Kenya Ports Authority by 56.5%.

5.4 Conclusion

According to the results of the study there is ample evidence that through the implementation of the strategic plan, the Ports Authority of Kenya in Nairobi County has increased their ability to improve organizational performance. The strategic plan, the Kenya Ports Authority, is the operator of the workforce pretty respondents indicated that the strategy and planning determines the level of organizational performance confirms the reason for the Port Authority of Kenya continued to perform well even when faced with millions of people in politics. Strategic planning is necessary to make an organization well. According to a report of wit de Meyer (2017), these organizations must continue to participate upyaji of strategic management in order to avoid reaching the point of being indifferent. Analysis of the internal and external environment of selection strategies generic organization provides firm has competitive advantages sustainable over competitors ultimately improve their performance. So we can conclude that strategic planning greatly affected the organization's performance Port Authority of Kenya Nairobi County.

5.5 Recommendations

Based on the findings of the study the researcher submitted the following recommendations;

The study suggests that the management of the Ports Authority in Kenya should incorporate strategic planning methods in their organization. This will help develop strategies for adapting to their long-term goals in the organization.

Purchasing Ports Authority would be better if strategic planning becomes more of a process rather than an event. Allocating more time to strategic issues and strategic ideas will help increase the success that KPA has achieved so far. Mold can also be helpful for KPAs to move slowly in their strategic planning system towards bottom-up access. It has been shown that encouraging the flow of feedback from the bottom up can yield positive results during motivation and ownership of a strategic plan.

5.6 Areas for Further Research

The results of the study were returned by the Ports Authority of Kenya in Nairobi Province only, which means that the results are not known to other organizations in Kenya, so the researcher recommends modeling research in other organizations. In the near future the researcher may also consider using larger samples to achieve higher accuracy.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Management University of Africa

Dear Sir/Madam

RE: PERMISSION TO CONDUCT RESEARCH WORK

I am a student from Management University of Africa currently pursuing a diploma in leadership and management. As part of my coursework, I am required to conduct a research survey. The title of my research proposal is to establish **EFFECTS OF STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF KENYA PORTS AUTHORITY**. I would be grateful if you could spend a few minutes of your time to complete the questionnaire. I assure that all information to be collected will be strictly for academic purposes and will be kept confidential. Thank you for your kind assistance.

Thank you so much for participating.

Warm Regards

NAJMA TAWANE

APPENDIX II: QUESTIONNAIRE

This questionnaire has been designed for the intended purpose of collecting data on the effectiveness of strategic planning on organizational performance, a case of the Kenya Ports Authority, Nairobi County. The information provided will be treated with utmost confidentiality and will be used for academic and research purposes only. Your participation in this exercise is highly appreciated. Please do not write your name anywhere on the questionnaire.

SECTION A: GENERAL INFORMATION

Kindly tick (✓) the appropriate response in the bracket provided.

1. State your age bracket.
 18-25 () 26-35 () 36-45 () 46-55 () Above 56 ()
2. State your highest level of education.
 Certificate () Diploma () Higher Diploma ()
 Bachelors' Degree () Masters' Degree () PhD ()
3. How long have you worked at AKHM?
 6 months-1 year () 2 – 4 years () 5 – 7 Years () 8 and above Years ()
4. What is the status of your employment?
 Permanent () Contract ()
5. Which staff level do you belong to?
 Senior Leadership Team () Operations Management Team () Lower Level ()

SECTION B: EFFECT OF STRATEGIC PLANNING ON ORGANIZATIONAL PERFORMANCE

On a scale of 1 to 5 where 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree, 5 = strongly agree, please indicate your level of satisfaction on the following: (tick in the appropriate box)

<p>The following is a strategic planning aspects. Please indicate your level of agreement to each of the following items regarding their effect on organizational performance using the scale of 1-5 where 1= Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree & 5 = Strongly Agree</p>	To What Extent?				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	1	2	3	4	5
Strategic Planning Practices					
Long term plans					
Tactical plans					
Short term plans					
Innovative strategy					
Competitive strategy					
Ad hoc strategy					
market innovation strategy					
Strategic leadership					
Participative leadership					
Laissez faire leadership					
Democratic leadership					

SECTION C. ORGANIZATION PERFORMANCE

Indicate the extent to which the following aspects of strategic planning have enhanced organizational performance, a case of the Kenya Ports Authority in Nairobi County 1= Not at all; 2 = Small extent; 3 = Moderate extent; 4 = Great extent; 5 = Very great extent	What is the extent				
	Not at all	Small extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5

Does Information Communications and Technology enhance customer service delivery in banking industry in Nairobi County					
Does electronic mobile devices enhance customer service delivery in banking industry in Nairobi County?					
Does quayside decongestion enhance the customer service delivery in banking industry in Nairobi County?					

APPENDIX IV: TIME PLAN

Activities	Week 1	Week 2	Week 3&4	Week 5,6,7&8	Week 9	Week 10	Week 11	Week 12
Topic								
Proposal writing/presentation								
Data collection								
Data analysis & report writing								
Proposal presentation								

Proposal correction								
Proposal binding								
Submission								

APPENDIX III: FINANCIAL BUDGET

Description	Amount
Printing papers	2,000
Photocopy of questionnaire and interview guide	3600
Typing and report writing	5,400
Internet	3000
Binding proposal 1 set	6500
Transport	15000
Total	35,500

