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**STRATEGIC MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF STATE DEPARTMENTS IN KENYA: A CASE STUDY OF THE DEPARTMENT OF AGRICULTURE**

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**ABSTRACT**

The main goal of this research was to investigate the effects of strategic management practices on the organizational performance of state departments in Kenya, with a focus on the State Department of Agriculture. The specific objectives were to examine the effect of environmental scanning and strategic implementation on the organizational performance of state departments in Kenya. The study was guided by system theory, resource-based theory, agency theory, and goal-setting theory. A descriptive research design was employed, targeting 659 employees at the State Department of Agriculture in Upper Hill, with a sample size of 249 respondents determined using the Yamane formula. A pilot investigation was conducted to test for reliability and validity. SPSS software Version 25 was used to analyse the data, with the findings presented in tables. Ethical considerations were observed throughout the study. The study concluded the following: Environmental scanning significantly impacts the performance of Kenyan state agencies. Regular monitoring of dynamic environments, coupled with attention to diversity, enhances competitive response and strengthens organizational effectiveness. Strategic implementation also substantially influences outcomes, with efficient resource allocation and monitoring being essential, though further adjustments in resources are necessary to fully achieve strategic objectives. The report recommends that Kenyan state agencies improve their environmental scanning and strategic implementation processes to improve overall organisational effectiveness. Agencies should improve their environmental scanning procedures by focussing on competitive and dynamic situations, formulating strategic responses, and incorporating multiple viewpoints to adjust quickly to changing conditions. Strategic implementation requires prioritising effective resource allocation and creating rigorous progress monitoring tools. Clear communication and professional development options, such as mentorship and career advancement, can help employees integrate their positions with larger strategic goals, creating accountability and engagement. Future policy changes should emphasise extensive environmental scanning, consistent corporate communication, and effective resource allocation.

**Keywords:** *Environmental Scanning, Strategic Implementation, Organizational Performance*

**INTRODUCTION**

According to Nyagaki (2022), strategy is an organization's overarching plan that embodies its understanding of the competitive dynamics of a market as well as successful responses to them.

Importantly, it's a collection of initiatives aimed at addressing a problem or an anticipated development that might interfere with achieving the intended outcomes. Over time, strategic management has come to include the development, implementation, and evaluation of departmental resolutions within an organization that facilitate the achievement of organizational objectives. All things considered, strategic management includes both creating and carrying out plans (Nyagaki, 2022). In order to achieve their intended goals, institutions organize, supervise, and evaluate their operations consistently as part of strategic management practices (Ansoff, et al., 2018). Businesses must adapt to the changing landscape of creativity, better and more advanced platforms on the horizon, and growing customer needs. This requires them to develop strategies that will keep them profitable and competitive in the long run. All of these demand that the leadership assess associated investment decisions made prior to execution. As a result, the three firms are able to achieve a competitive edge by allocating resources efficiently and enhancing their core skills (Ansoff, et al., 2018).

Globally, Hans (2015) conducted a study on Global strategic leadership concepts in China with the goal of developing a theoretical structure that may be used to compare and contrast different forms of Chinese and Western strategic administration. The theory of institutional strategic management served as the basis. The findings proved that the framework was effective in analysing the combinations of management styles. However, because the study's foundation was international strategic management in China, its findings cannot be generalized to the African continent, particularly to Kenya. Gnyawali and Shrestha (2013) provide commentary on the strategic management methods that are observed in Nepal. The study's objective was to determine the key management procedures implemented by managers of corporate Nepalese organisations and not-for-profit non-governmental groups, and to comprehend the ways in which these methods differ from those in Western nations. The results showed that managers in Nepal appeared to have gained a basic understanding of strategic management practices, but more work remains before they can effectively compete and outperform other global players, thereby establishing a durable competitive advantage. However, because the study's foundation was in Nepal, its conclusions could not be applied generally to Kenya.

Ogbechie (2018) investigated the strategic management approaches used in Africa on the scale of a continent. The study's goal was to identify the different strategic management approaches those African nations have embraced. The study also looked at the many strategic management difficulties that African nations face. As part of its study design, they conducted an investigation of the different strategic management techniques applied in African nations. The study concludes that for African companies to thrive, they must comprehend the dynamics of strategic administration, the environment, the complexities tangled in managing all parties involved, as well as the societal aspects of their operations as part of their overall business plan. The research was not NGOs in Kenya, but rather strategic management in Africa.

Locally, Mwaura (2016) carried out research on the variables impacting women's participation in strategic planning in Nairobi-based non-profit organizations. Its goal was to identify the many elements impacting women's participation in strategic planning inside non-profit organizations. Surveys were used in the study for gathering data. The study determined that experience, organizational policies, and women's participation in strategic planning for non-profit groups in Nairobi are significantly correlated.

### **Strategic Management Practices**

The choices and any acts that result in the production of and application of the several tactics intended to help a business achieve its objectives are referred to as strategic management. It includes the evaluation of choices made and actions taken by a company to establish and maintain its competitiveness (Cheruiyot, 2022). According to Pfeffer (2014), strategic management prioritizes the working environment, managerial direction, and the overall organization. When equated to a business that doesn't make advantage of strategic management principles, one that implements them has a greater possibility of expanding and improving its performance and output. Processes used to ensure that significant changes are executed in an organization in an orderly, regulated, and methodical manner are referred to as management methods (Cheruiyot, 2022).

### **Environmental Scanning**

An important strategic management technique is environmental scanning, which comprises the methodical gathering, evaluating, and sharing of data from both the internal and external surroundings. Organizations can use this technique to find opportunities and dangers that can affect their operations and strategic goals. Analysing elements like competitive environments, technological developments, social dynamics, economic trends, and regulatory shifts is part of the process of scanning the external environment. It entails evaluating organizational culture, competencies, and resources internally. The primary goal is to collect pertinent data in order to predict changes, make well-informed judgments, and proactively adjust plans. Organizations may reduce risks, take advantage of new possibilities, and stay ahead of market trends by regularly scanning the environment (Yu et al., 2019). Integration of many analytical methods, including competitor analysis, PEST analysis, and SWOT analysis is necessary for effective environmental scanning. Strategic planning is informed by the insights gathered from these assessments, which also assist firms in matching their skills and resources to the external environment. In general, environmental scanning is a fundamental technique that helps businesses stay resilient, competitive, and adaptable in a changing business environment (Henry, 2021).

### **Strategic Implementation**

The conversion procedure of strategic plans into practical efforts to meet corporate objectives is known as strategic implementation. To make sure that strategic objectives are realized, it entails allocating resources, assigning tasks, and setting deadlines. All organizational levels must effectively coordinate and communicate in order to carry out this activity. Setting specific goals, creating thorough action plans, allocating duties, and keeping track of results are crucial phases in the strategy implementation process (Rothaermel, 2019). To guarantee successful implementation, organizational structures, procedures, and cultures must be in line with the strategic plan. Since strategy implementation may call for considerable modifications to processes, attitudes, and organizational norms, change management is frequently an essential element. To monitor progress and make required modifications, performance metrics and feedback systems are employed. The vision and strategic objectives of the organisation are turned into practical reality when there is successful strategy execution. It moves the company closer to its intended future state by bridging the gap between strategic planning and actual performance. To achieve long-term success, strategic implementation is, in general, a dynamic and iterative process that calls for constant alignment, dedication, and flexibility (Waltz et al., 2019),

### **Organizational Performance**

The idea of organizational performance is complex and includes a company's or institution's overall effectiveness, efficiency, and achievement of its objectives. Taouab and Issor (2019) state that it encompasses a number of factors, including, but not limited to, financial stability, operational effectiveness, customer happiness, and staff engagement. Performance is evaluated using both qualitative and quantitative metrics, taking into account both immediate results and long-term viability. Operational efficiency concentrates on resource management, process optimization, and productivity, although financial measures like revenue, profit margins, and return on investment (ROI) are critical. Another important performance metric is customer satisfaction, which measures how well a company fulfils or surpasses its customers' expectations (Taouab and Issor 2019).

### **Statement of the Problem**

The use of strategic management is essential for navigating the choppy waters of the modern company environment. Against the backdrop of ever-changing and unstable business environments, strategic management plays an increasingly crucial part in directing organizations toward sustained success. It entails establishing challenging aims and objectives as well as creating solid strategies of action and effectively allocating resources to reach them. A framework for proactive rather than reactive adaptation is provided by strategic management, enabling organizations to respond to external challenges and opportunities that are changing quickly. In addition to having a good knowledge of external issues like market trends and stakeholder expectations, this proactive approach necessitates a comprehensive grasp of internal strengths, limitations, and skills (Hunger, 2020). The transition to strategic management might be intimidating for managers who are used to dealing with everyday operational difficulties, but it is necessary. Nonetheless, strategic management has not yet been completely adopted by Kenyan government departments in their day-to-day operations. Their performance has suffered greatly as a result of this (Warinda, 2024).

Osano (2013) found that stakeholder participation in health-related NGOs in Nairobi County improved strategic procedures. Aosa (2011) found international companies were more involved in strategic management practices than domestic ones. Wanjiku (2013) studied Kenya's Ministry of Agriculture, Fisheries, and Livestock's Directorate of Veterinary Services, finding that adopted techniques improved performance but did not investigate strategic management in Kenyan NGOs. There is a research vacuum in this area.

The Kenyan Ministry of Agriculture and Livestock faces challenges in executing strategic plans due to frequent changes in ministerial leadership, affecting program success and long-term agricultural development goals. This has disrupted policy implementation consistency. Prior empirical research demonstrates believes there is a substantial rapport favourably between managers of strategy approaches and organizational success. Nevertheless, no research has been carried out inside the Ministry of Agriculture and Livestock. It is against this background this investigation determined relationship between strategic management practices and organization performance of State Department of Agriculture.

### Objectives of the Study

The general objective of this study was to investigate the effects of strategic management practices on organizational performance of state departments in Kenya: A case study of State Department of Agriculture.

### Specific Objectives

- i. To examine the effect of environmental scanning on organizational performance of state departments in Kenya.
- ii. To examine the effect of strategic implementation on organizational performance of state departments in Kenya.

### Significance of Study

This study aims to enhance the theoretical frameworks of strategic management by providing empirical insights into the impact of strategic approaches on public sector organizational efficiency. It will examine the experiences of Kenyan state departments, particularly the State Department of Agriculture, and contribute to theories like the Resource-Based View and agency theory. The research will expand the knowledge base in public administration and strategic management by illustrating how public organizations can use strategic management to optimize resource allocation, enhance service delivery, and achieve their mandates effectively. Policymakers will benefit from this research, as it offers guidance on developing and implementing more effective strategic management policies in state departments. The Kenyan government can adopt a more unified and goal-oriented approach to public administration, leading to better resource management, increased accountability, and improved service outcomes for citizens. Practitioners can use the study's recommendations to refine their strategic planning, execution, and performance assessment processes, leading to better organizational objectives, enhanced employee engagement, and more efficient operations.

## LITERATURE REVIEW

### Theoretical Literature Review

#### The Systems Theory

The first person to use systems theory in the realm of management was Chester (1938). The notion that everything is interconnected and interdependent is the foundation of systems theory. The characteristics of that system are determined by the arrangement of its components and how they work together (Jude & Cornell, 2015). Elements that interact make up a system. It is made up of a number of interconnected and dependent components that are structured to form a coherent whole. It is believed that when these components line up, organizations and their operations get better. In order to integrate strategic management methods into the firm, this study's organizational components include environmental scanning, corporate communication, human resource development, and strategic implementation (Becvar et al., 2023).

An organization's strategic intentions are made up of all these components. The organizational performance of state departments is the strategic objective in this study, and it may be attained by using strategic management techniques. To guarantee that state agencies in Kenya successfully accomplish their goals, strategic management comprises corporate communication, human

resource development, environmental scanning, and strategy implementation (Bowen & Scudder, 2013). State departments incorporate each of these components into the organization in order to get the best possible performance both today and in the future (Guy-Evans, 2020).

For a company to function well, all of these components must work together to support and strengthen strategic management techniques. According to Kavale (2017), who stressed that it leads to positive impacts, the core problem of organizational performance in this study is precisely matching these strategic factors to assure the success of state departments. Mose and Kibera (2015) concurred as well, stating that strategic management techniques should be ongoing as they have a substantial impact on performance. Furthermore, state agencies must establish policies and processes for environmental scanning, corporate communication, human resource development, and strategic implementation as part of a continuous, deliberate effort to achieve optimal organizational performance (Becvar et al., 2023).

By connecting these components, a collaborative method is used to take this important step. By aligning these components, strategic management practices become more synergistic and aid in resolving performance-related issues within Kenya's state departments. This eliminates inefficiencies like delays, misunderstandings, and resource waste, which raise operating costs (Lee, 2015). Variable discrepancies or incompatibilities cost money, time, and effort. They can also demoralize and irritate staff members. According to Katos, Stowell, and Bednar (2013), state departments must thus comprehend the commitment to strategic management techniques in terms of continuous process improvement by aligning these aspects inside the organization to attain optimum efficiency and effectiveness (Luhmann, 2013).

Understanding the goal and tenets of their organizational objectives is vital for Kenyan governmental departments. To ensure performance excellence, all components must be in harmony to enable ongoing environmental monitoring, corporate communication, human resource development, and strategic implementation. As a consequence, the performance is assessed and enhanced by comparing the actual outcomes to the specified goals (Becvar et al., 2023). In this research, the systems theory is crucial since it will give administrators a structure for creating an ongoing process of strategic management through environmental scanning and strategic implementation. When components in a system are aligned, they likewise help maneuver the incorporation of the achievements of organizational performance within state departments.

### **Resource Based Theory**

Penrose came up with the idea for the theory in 1959. Because theory encompasses both an institution's assets and its competencies, it suggests that resources make up the pool of assets inside an institution. The idea holds that institutions control their resources, which gives them a competitive advantage and ensures positive outcomes for the institution. Institutions can get a competitive advantage through a pool of utilities, and they can sustain that advantage over time with the help of their competencies. Consequently, it is feasible to conclude that strategic management offers a framework for developing and maintaining an unreplaceable competitive edge (Barney, 2018). According to the Resource-Based Theory (RBT), a firm's distinctive and priceless resources provide it a competitive edge. The following presumptions apply: (1) Different resources have varying capacities to provide a competitive advantage; (2) To provide a sustained advantage, resources need to be uncommon, priceless, unique, and non-replaceable; (3) Firms are

heterogeneous, meaning that their resources differ from one another; (4) Resource immobility, meaning that resources are not perfectly mobile between firms; and (5) Dynamic capabilities, meaning that firms can build and reconfigure resources over time. The focus of RBT is on how businesses may use these resources to gain a stable competitive edge in the marketplace (Barney, 2018).

Long-term resource accumulation is necessary for both competitive advantage and organizational performance (Barney 2018). To increase productivity and effectiveness, the organization should create supplies that are rare, precious, tough to replace, and challenging to begin. It is important to include information on performance acceleration and related resources in company initiatives. According to RBT, alliances and the pooling of organizational resources for policy are formed on the foundation of an organization's ability to create value (Barney, 2018). This idea is essential to the research because the goals of the focus must be allocated enough in order to be carried out and improve organizational performance. This theory has been used to the examination of strategic management techniques, according to Hooley et al. (1996).

As a result, organizations may increase and improve their performance. Customer satisfaction measurements may thus be used to gauge improved performance. This theory is significant to the present investigation since it emphasizes the need for organizational resources for strategy creation, evaluation, implementation, and control in order to enable effective execution. It further aids in the monitoring of the study's performance measures, which include personnel count, revenue growth, and profitability. Businesses with sufficient dynamic capabilities have a competitive edge (Miller, 2019). Resource-based theory has been utilized often, according to Muger (2012), to describe the importance of human resources in carrying out strategic management activities.

This idea is among the top management theories that describes an organization's success and has been applicable for a very long time. According to the idea, internal institutional utility that an institution controls can provide it with a sustained competitive advantage if such utilities are restricted, distinct, and impossible to replace (Nason & Wiklund, 2018). This theory provides an explanation for the strategic management procedures that constitute the independent variable in this research. It also mandates the use of organizational resources that are now accessible, with the goal of building up resources that will increase an organization's competitive advantage. Therefore, it is essential to investigate how reliance affects resource and strategic management techniques in the current study.

### **Agency Theory**

The agency idea was put out by Barry Mitnick and Stephen Ross in the 1970s. The principal-agent dilemma, which is the interaction between an organization's owners who assign tasks to an agent who completes the job, is where agency theory starts (Mitnick, 2019). The agency theory emphasizes the crucial communication amongst the shareholders of the firm and the managers or agents who work to improve the company's performance, stemming from the perspective of humans as the foundation of the business's ability to compete. The idea highlights the fundamental tension between managers' and owners' self-interests, whereby owners dominate the company but managers tolerate the majority of wealth impacts (Mitnick, 2019). As stated by agency theory, conflicts of interest develop between owners, or principals, and managers, or agents, as a result of

different risk tolerances and aims. Principals aim to optimize returns, but agents could give precedence to their own benefit. This problem is made worse by information asymmetry, in which agents possess more information than principals. Principals use contracts, performance-based incentives, and monitoring systems to align interests. The theory also takes into account the expenses incurred by these measures, commonly referred to as agency costs, which include residual losses and monitoring costs (Mitnick, 2019).

Namazi (2012) claims that the agency theory has been applied in the past to achieve the objective contingency especially managerial accounting. The idea deals with circumstances in which a party (the principal) hires an agent to make choices on their behalf for a set fee. Because agents other than the main carry out strategic management procedures, this theory is relevant to the research. As a result, the theory clarifies the interaction between the principal owners and managers as brokers and how it influences the approach to strategic management and, ultimately, the success of the firm.

### **Empirical Literature Review**

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

The goal of Asseret al. (2018) was to ascertain how changing environmental scan traditions affected the outcomes of business-minded parastatals. 48 parastatals were included in the final sample of a design of research using a cross-sectional survey and the target demographic consisting of 55 government agencies (chosen by stratified random sampling). Executives in charge of finances, human resources, and finance from every part of the parastatals that were sampled participated in the analysis. The analysis's conclusions showed that dynamic environmental scan traditions have a large and beneficial influence on results; as a consequence, parastatals that adapt to these challenging and shifting environments have a competitive edge and should expect better outcomes. Pourmohammadi et al. (2020) used a hybrid methodology in their investigation. Statistics was gathered Using a guide for interviews. According to the research, environmental scanning had an impact on strategic thinking.

Ombonyo (2018) used the Nyayo tea zones Development Corporation of Kenya as a case study for his examination of the environmental audit and performance of state companies in Kenya. According to the report, environmental audit measurement systems are highly regarded as a means of guaranteeing the ongoing performance enhancement of public organizations. The findings showed a negative and substantial correlation between Nyayo Tea Zones Development Corporation's financial performance and the amount spent on environmental audits. The study's advice was that parastatals use environmental auditing as it's a crucial tool that gives businesses a competitive edge.

Research on the examination of the internal and external environments on the performance of small and medium-sized companies (SMEs) in Indonesia was conducted by Indris and Primiana (2015). Businesses should determine the internal and external strategy elements that have a substantial influence on their ability to seize opportunities and prevent risks, according to the report. The outcomes showed that small and medium-sized businesses' performance companies in the country is greatly affected by this behaviour. The study suggested that since internal and external environmental analysis enhances performance, SMEs in Indonesia who have not yet implemented it should do so. Ali and Wambua (2019) looked on how strategic management techniques affected

the Mandera County Government's performance in Kenya. They targeted 70 workers with a descriptive survey design, and they used both descriptive and inference-based statistics to evaluate the outcomes. Their investigation showed strong strategic planning methods' relationship to organisational success. According to the study's conclusion, using strategic management techniques improves an organization's performance, underscoring the need of doing so to improve county government operations.

Azahari et al. (2021) sampled 268 respondents in Palestine out of a total population of 881. The study found that social relationships had an impact on management crises. This study did, however, show a shaky link. To make the process easier, creation of UNRWA strategic tactics, the study's proposal was that environmental scanning be done on a permanent basis in both the internal and exterior environments. The significance of subordinate employee involvement in enhancing an organization's predicting ability was noted by Sarpong and Maclean (2016). As we discovered throughout our investigation, there are several names for the concept of "environmental scanning"—practices of identifying, obtaining, and generating information based on external data to spot hazards and opportunities in advance. This idea encompasses methods for spotting unfavorable circumstances, aligning oneself with company guidelines, identifying strategic patterns, and investigating untapped markets for products and services. Some academics refer to these "strategic foresight" techniques as the use of scenario planning, a word that is frequently used in academic circles to characterize procedures for obtaining outside data, analyzing it, and projecting likely future situations.

### **Strategic Implementation and Organizational Performance**

Mathore (2016) examined how strategy assessment affects institutional outcomes through research on Star Limited. Its main objective was to ascertain the impact of strategy evaluation on institutional outcomes. The study sample for the analysis consisted of 200 employees from various departments of the Centre Star Company. A method of stratified random selection was employed to pick 60 individuals from the 200 employees to contribute in the examination. The descriptive research approach was the recommended method. The survey's conclusions showed that strategy evaluation supports institutional guidance by ensuring goal conformance, lining up functions with specific objectives, and establishing shared customs and a cause.

Somi (2017) aimed to determine how plan execution affected Kenyan government parastatals' performance. It used a descriptive survey study approach and included 42 government parastatals in Nairobi as its population. The findings revealed a robust association between the outcomes of these parastatals and strategic assessment, demonstrating even more the strong correlation between the parastatals' outcomes and the incentive system. The influence of a going concern audit opinion on the board of directors was examined by Poljasevic and Todorović (2016). The relationship between business ethics and going-concern audit opinions is examined by looking at changes in the makeup of the board of directors and extra demands for thorough board performance appraisal after receipt of the shareholder's approval the external auditors' report. The results demonstrate that boards of directors of businesses who obtained going concern evaluation assessments are not subject to significant penalties, including stringent performance reviews, reductions in the size of the board, or even changes in board membership. The creation of a management plan is essential for a county government's organizational performance, according to research done by Otieno (2016) on the effects of strategic management practices on organizational performance.

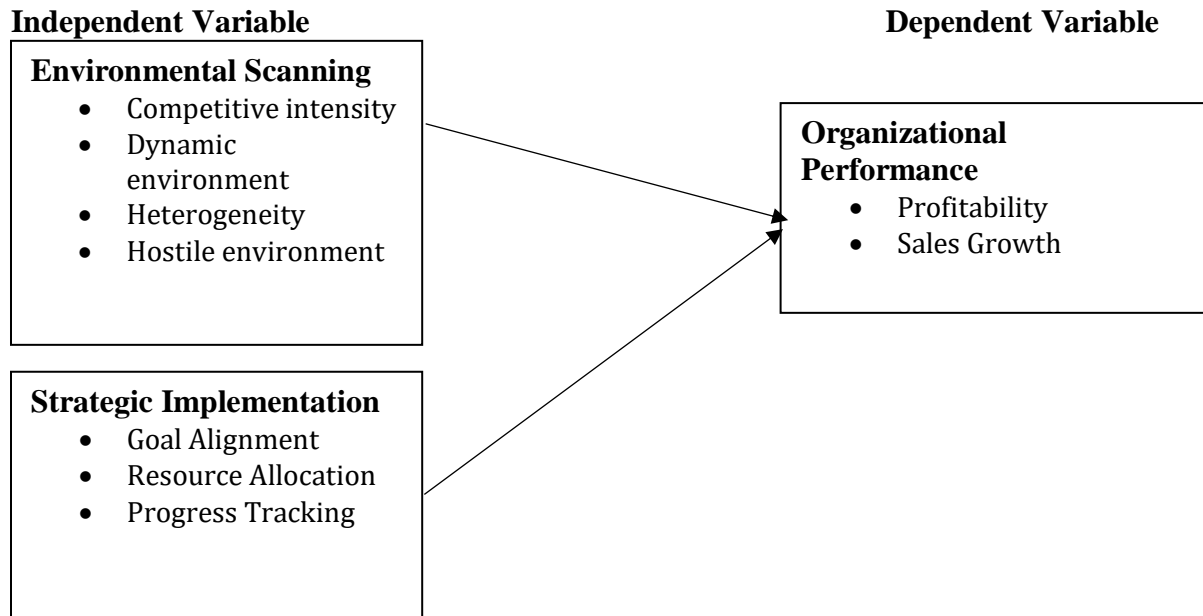
Ouma (2016) examined the relationship between pricey tactics and the organizational effectiveness of Kenya's insurance sector. The study's specific goal was to ascertain if product development strategy, penetration, and diversification affect the success of insurance companies. The research employed a census methodology. The investigation discovered that growth strategy affects the organizational effectiveness of insurance businesses. A research on strategic management accounting and decision-making was carried out using data from a survey of Nigerian banks conducted by Lentner & Zoltan (2018). Conducting an empirical examination of the viability of accounting for strategic management adoption in Nigerian banks was the aim of this study. The Pearson Chi-square test and a straightforward regression estimation method were used to evaluate the data. The results showed that the features and methodology of Strategic Management Accounting set it apart from other forms of management accounting. The findings demonstrated that strategic management accounting supports strategic decision-making in the areas of competitive advantage and increased market share in Nigerian banks, rather than just a concept but an operational method. Kyalo (2015) aimed to determine whether the external environment has an impact on the customer-focus strategy's execution. Out of the 50 respondents in the target population, 54 employees made up the sample. In this research, initial information—which was gathered through questionnaires—was used. The methodology known as content examination was employed to examine the qualitative information. The study's findings showed that staff training has an impact on how well the client-focused approach is implemented. The report suggested that Equity Bank Ltd. hold staff workshops on a regular basis to improve the execution of the customer-focused approach.

According to research on the connection between organizational performance and strategic management practices among SMEs in Nairobi, Kenya, done by Gure and Karugu (2018). The purpose of this study was to ascertain how attention, differentiation strategy, and cost leadership affected each other. A descriptive research design served as the investigation's guidance, and surveys were employed to gather information. Descriptive and inferential statistics were both employed in the information assessment. The results demonstrated that organizational success is influenced by focus, cost leadership, and differentiated strategy. Magambo (2012) investigated how strategy implementation affected institutional outcomes in Kiambu's IHLs. The analysis's findings indicated that strategic utility distribution, plan oversight and regulation, strategic management, and communication all had a significant influence on the outcomes of IHLs. It was determined that communication, utility distribution, plan control, and supervision all had an important influence on an institutional outcome. In addition, compared to the other findings, strategic leadership had less influence on the outcomes of IHLs.

Donna and Wanjira (2018) looked into how higher education institutions in Kiambu County dealt with strategy execution and organizational performance. Examining the effects of resource allocation, strategic leadership, strategy communication, and performance management were the study's particular objectives. The research was affected by the agency, structure, balanced scorecard, resources and skills, and assumptions. Because it made data collecting and hypothesis testing concerning the variables under study more efficient, a cross-sectional descriptive research methodology was used. Heads of academic and non-academic departments were among the intended audience members. 174 respondents to the survey were chosen by stratified random selection. Drop-and-pick procedures were used to deliver semistructured questionnaires in order to collect primary data. The results showed that monitoring, managing strategies, and allocating

strategic resources all had an effect on productivity.

## CONCEPTUAL FRAMEWORK



**Figure 1:** Conceptual Framework

## RESEARCH METHODOLOGY

### Research Design

A research design is a roadmap for data collection and analysis, combining economic efficiency with relevance. This study used a descriptive research design, aiming to characterize the population and objectively describe events without manipulation. This approach was suitable for identifying the connections between Kenya's state departments' organizational performance and strategic management methods. Descriptive research designs yield comprehensive, contextual, and detailed findings, enabling both deductive and inductive reasoning. The findings can be used to draw generalizations on the impact of strategic management techniques on Kenya's state departments' achievements (Asenahabi, 2019).

### Target Population

Willie (2023) defines a target population as a large group of individuals, events, and objects for academic research. In this study, the target population was 659 employees from the State Department of Agriculture in Upper Hill, consisting of top and middle management, as well as support staff involved in policy formulation.

**Table 6:** Target Population

Category	Target Population	%
Top Level Managers	91	13.8%
Middle Level Managers	228	34.6%
Support Staff	340	51.6%
<b>Total</b>	<b>659</b>	<b>100</b>

**Sample and Sampling Technique**

This study used a combination of simple random and stratified sampling techniques to select research participants for a survey. The stratified sampling method was chosen due to the large population of participants. The sample size was chosen to ensure the findings accurately represent the target population. The Yamane formula was applied to determine the appropriate sample size, ensuring a reliable and focused representation of the population (Chaokromthong, & Sintao, 2021).

$$n = \frac{N}{1 + N(e)^2}$$

Where, *n* = sample size

*N* = Study Population for this study = 659

*e* = Alpha level of 0.05

Given a population size of 659, let's calculate the sample size with a margin of error of 0.05.

$$n = 659 / (1 + 659(0.05)^2)$$

Using the Yamane formula, the sample size for a population of 659 with a margin of error of 0.05 was 249 respondents.

**Table 2:** Sample Size

Category	Frequency	%
Top Level Managers	39	15.7%
Middle Level Managers	90	36.1%
Support Staff	120	48.2%
<b>Total</b>	<b>249</b>	<b>100</b>

**Data Collection Instruments**

The study utilized a questionnaire for data collection due to its ease of administration, cost-effectiveness, and ability to reach a large sample quickly. The questionnaire minimized interviewer bias and allowed for standardized responses, enhancing data analysis efficiency. Questionnaires were used to gather data on variables, with a Likert scale of 1 to 5 indicating strong disagreement or agreement.

**Pilot Study**

A pilot study tests research methods and instruments on a small scale before the main study, ensuring reliability and validity (Kothari, 2017; Cooper & Schindler, 2017). The pilot was conducted with 10% of participants (25 individuals) to identify issues, correct inconsistencies, and estimate time for fieldwork. Validity ensured the study measures what it intends, evaluated through face and content validity. Reliability checked the consistency of results using test-retest and



Pearson's coefficient, aiming for a 0.7 reliability threshold (Quintão et al., 2020).

### Data Collection Procedure

The data collection procedure involved selecting participants, administering research instruments, and ensuring accuracy. Authorization was obtained from Management University of Africa, and a meeting was arranged to ensure commitment from the State Department of Agriculture. A letter outlining research goals and boundaries was issued to build trust. Questionnaires were provided for analysis and future agricultural management developments.

### Data Analysis and Presentation

Data analysis involved condensing large amounts of data into smaller chunks, creating summaries, and using statistical methods. SPSS software was used to evaluate surveys, producing descriptive statistics like mean, standard deviation, and coefficient of variance. The association was determined using a regression model with a significance threshold of 0.05, examining the relationship between dependent and independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where Y is Organizational Performance- the dependent variable

X1 is Environmental Scanning

X2 is Strategic Implementation

$\beta_0$  is the constant term

$\beta_1$ , and  $\beta_2$  is the beta coefficients

$\varepsilon$  is the error term

### Ethical Considerations

Ethical issues in research-controlled study design and methodology, ensuring scientific integrity, validity, and participant interests. Key principles included informed consent, voluntary participation, confidentiality, privacy, and anonymity. Informed consent ensured participants received all necessary information, voluntary participation allowed them to withdraw at any time, confidentiality protected their privacy and personal data, and anonymity ensured data was systematically separated from participant identities.

## RESEARCH FINDINGS AND DISCUSSION

### Response Rate

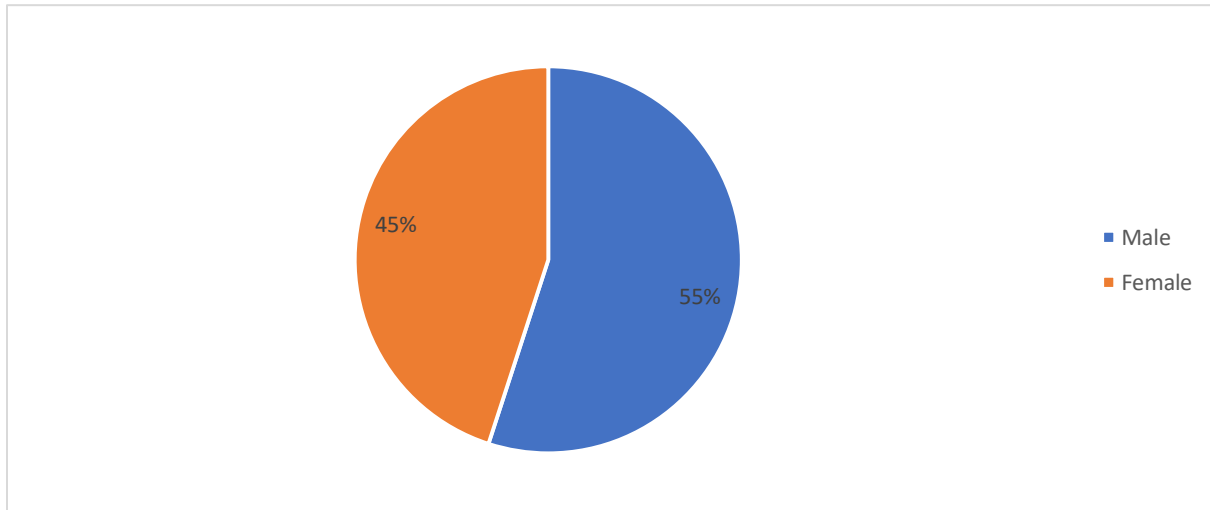
The study surveyed 249 State Department of Agriculture staff members, with 70.7% of the 176 respondents completing the surveys. This response rate exceeded the cut-off criteria set by Saunders et al. (2017), which suggests a 50% response rate for generalizability.

**Table 7: Response Rate**

Response	Frequency	Percent
Response	176	70.7%
Non response	73	29.3%
<b>Total</b>	<b>249</b>	<b>100</b>

### Gender of the Respondents

When asked to identify their gender, the identified research participants responded as shown in Figure 1. It reveals that 45% of respondents were women and 55% of respondents were men. This suggests that both male and female respondents were included in the study. Kothari (2017) asserts that gender is a crucial factor to take into account while evaluating respondents' opinions on various subjects.



### Environmental Scanning

**Table 8:** Environmental Scanning

Statement	N	Mean	SD
Performance of state department is affected by a dynamic environment.	176	4.01	0.946
State departments' effectiveness is impacted by a hostile atmosphere.	176	3.96	0.947
The level of competition has an impact on state departments performance.	176	3.876	1.035
The state departments examine the ever-changing environment.	176	3.98	0.904
The state departments take diversity into account.	176	0.649	0.854

The findings of environmental scanning show that dynamic settings have a considerable impact on state department performance, with a high mean score of 4.01 and standard deviation of 0.946. Furthermore, hostile environments have an impact on departmental effectiveness, with a mean of 3.96 and a standard deviation of 0.947. The degree of competition has a significant impact, as seen by a mean of 3.876 and a larger standard deviation of 1.035. State agencies constantly monitor the changing environment (mean 3.98, SD = 0.904). However, variety appears to be less important, with a significantly lower mean of 0.649 and standard deviation of 0.854.

### Strategic Implementation

**Table 9:** Strategic Implementation

Statement	N	Mean	SD
Our state departments' goals align perfectly with the overall strategic strategy.	176	4.001	0.714
Adequate resources have been given to guarantee the successful implementation of our strategies.	176	3.805	0.812
Our state department progress monitoring methods enable to monitor the achievement of strategic goals.	176	3.835	1.110
The state departments' resource distribution is constantly adjusted to reflect shifting strategic goals.	176	3.978	1.162
Employees understand how their job relates to the state departments' strategic objectives.	176	4.078	0.916

Strategic implementation findings reveal that departmental goals are strongly aligned with overall strategy, with a mean of 4.001 and a standard deviation of 0.714. Resource allocation is sufficient, but might be improved, as evidenced by a mean score of 3.805 and a standard deviation of 0.812. Strategic objective progress monitoring is successful (mean = 3.835, SD = 1.110). Employees' comprehension of how their job connects to strategic objectives scored highly, with a mean of 4.078 and an SD of 0.916. Resource allocation, which is continually updated to reflect evolving goals, scored a mean of 3.978 and an SD of 1.162.

### Correlation Analysis

The relationship between environmental scanning, strategic implementation, and organizational performance is displayed in Table 6. Organizational performance ( $r = .376$ ) and strategic implementation ( $r = .410$ ) are somewhat positively correlated with environmental scanning. Organizational performance and strategic implementation are highly positively correlated ( $r = .722$ ). With 176 data, all associations are statistically significant at  $p < .01$ .



**Table 10:** Correlation Analysis

Variables	Coefficient type	Environmental Scanning	Strategic Implementation	Organizational Performance
Environmental Scanning	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	176		
Strategic Implementation	Pearson Correlation	.410**	1	
	Sig. (2-tailed)	.000		
	N	176	176	
Organizational Performance	Pearson Correlation	.376**	.722**	1
	Sig. (2-tailed)	.000	.000	
	N	176	176	176

**Multiple Regression Analysis**

According to model summary table 7, the R<sup>2</sup> is 0.442, implying that 44.2% of variations in organizational performance in the State Department of Agriculture are explained by variations in environmental scanning and strategic implementation, with variations in other determinants accounting for 55.5 percent of the variations. The model summary suggests that the regression as a whole has significant explanatory power.

**Table 11:** Model Summary

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.665 <sup>a</sup>	.442	0.436	.1894

- a. Predictors: (Constant), Environmental Scanning, Strategic Implementation,
- b. Dependent variable: Organizational Performance

Table 8 displays the findings of the ANOVA test, which demonstrated that the combined independent variables of environmental scanning and strategic implementation had a substantial impact on organizational performance in the State Department of Agriculture. This is explained by the high F value (34.012) and low p values (0.000), which are both below than the 5% level of significance.



**Table 12:** Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	23.023	2	11.5115	43.335	0.000 <sup>b</sup>
Residual	45.956	173	0.2656		
Total	68.979	175			

- a. Predictors: (Constant), Environmental Scanning, Strategic Implementation,  
 b. Dependent variable: Organizational Performance

The model as indicated in Table 9 indicates that strategic implementation has a significant effect on employee performance; a unit change in strategic implementation will result in 0.454-unit 45.4% change in organization performance, sig = .000<.05, when other variables are held constant.

**Table 13:** Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.607	2.510		.521	0.564
Environmental Scanning	0.387	0.322	0.343	3.961	0.001
Strategic Implementation	0.454	0.285	0.431	3.037	0.000 <sup>b</sup>

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 6.607 + .387 X_1 + .454 X_2$$

The B<sub>0</sub> value of 6.607 is a constant value of organizational performance when all determinants are equal to zero. The model indicates that environmental scanning has a significant effect on employee performance; a unit change in environmental scanning will result in 0.387-unit 38.7% change in organization performance, sig = .001<.05, when other variables are held constant.

## SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

### Summary of Research Findings

The research polled 229 employees from the State Department of Agriculture, with 77% responding. Gender distribution was balanced, with 55% males and 45% women. Environmental scanning and strategic implementation have a beneficial impact on organisational performance, with correlation coefficients of 0.376 and 0.722, respectively. Regression research reveals that both factors account for 44.2% of performance variation, with both having a considerable influence.

### Conclusion

The study concluded that environmental scanning has a major impact on Kenyan state agencies' performance. Departments are more likely to increase performance if they regularly monitor competitive and dynamic settings while addressing hostile forces and diversity. For a thorough environmental evaluation, diversity attention must be improved. Organizational performance is heavily influenced by strategic implementation, with objective alignment with overarching

strategy being crucial. Efficient allocation of resources and monitoring techniques enhance the accomplishment of strategic goals.

### Recommendations

To improve organizational performance, Kenyan state agencies should strengthen their environmental scanning and strategic implementation efforts. To effectively adapt to complex, changing environments, environmental scanning should incorporate a variety of perspectives and continuously assess competitive and dynamic factors. Agencies should devise counterstrategies to mitigate negative conditions while promoting long-term growth. Strategic implementation requires aligning departmental goals with broader organizational strategies, as well as improving resource allocation to facilitate execution. Improving progress monitoring systems will allow for timely adjustments while remaining aligned with objectives. Reinforcing employees' understanding of their roles within strategic goals can lead to increased accountability, engagement, and, ultimately, better organizational performance.

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